EFFECTS OF TECHNOLOGY ON BUSINESS GROWTH
A CASE STUDY OF THE DIRECTORATE OF IMMIGRATION SERVICES, NAIROBI

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP

OCTOBER, 2017
DECLARATION

This research project is my original work and has not been presented for award of degree in any other University.

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

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Diana Opollo, PhD

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DEDICATION

I dedicate this academic work to my whole family and great companions. Exceptional gratitude to my adoring parents Mrs. Joan Hildah Olwenyi and my late dad Mr Donald Speedwell Olwenyi.
ACKNOWLEDGEMENT

I wish to register my appreciation to each one of you whose contribution influenced this research to successful conclusion. Most significantly, I wish to acknowledge Our Lord God for the angelic guidance, and bestowing me with well of wisdom that has taken me this far in my academic journey. I truly want to recognize the exceptional support of my supervisor Dr. Diana Opollo who shepherded me throughout the entire duration of this work. Her astute guidance, encouragement, patience, invaluable idea and suggestions made this work a reality. My ardent appreciation and indebtedness also goes to my consort Japheth Maloba Akwabi and my beloved daughter Esther Joy for their unrelenting moral and financial assistance during the study period and numerous best wishes they sent me that took consumed time and resources.

The LORD is good to all.
ABSTRACT

The researcher purposed to assess the influence of technology on the growth of business at directorate of immigration services, Nairobi. Growth of business represented dependent variable and the attributes of technology such as e-service, digital advertising, online customer service and customer management system. The study emphasized major issues relating to the effects of technology on the growth of business: e-service, digital advertising, online customer service and customer management system at directorate of immigration services, Nairobi. The study findings provided the much needed information to the organization development experts as far as the significance of technology is concerned and gave attention to crafting strategies that ensured the achievement of the desired outcome in the backdrop of growing competitions and globalization. The study employed descriptive research design and the main research instrument was questionnaires. The target population consisted of all staff of directorate of immigration services, Nairobi. A sample of 44 informants was identified using stratified sampling technique to eliminate biasness of over-representation.

Data was analyzed through descriptive statistics. The study found out that technology was critical in promoting the growth of business. It was also found that e-service influenced business growth because the platform usually gave prompt services and instilled customers confidence; digital advertising affected business growth to high degree; online customer services influenced business growth as telephone and Email used to obtain feedback from the customers; and customer management system affected business growth as a result of customer satisfaction and loyalty. Moreover, the study recommended that organizations in general and SMEs must embrace digital advertising in order to harness the benefits derived from the power of internet; on the issue of E-service, the study recommended organization to deploy more resources to infrastructural development so as to ensure the platform provide prompt services; on the aspect of customer services, the study recommended that a human resource should conduct regular training for all customer service officers; and finally on the aspect of customer management system, the study recommended the implementation of CRM owing to huge benefit derived from the system.
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<td>Information and Communication Technology</td>
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<td>IT</td>
<td>Information Technology</td>
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<td>IPRS</td>
<td>Integrated Population Registration Services</td>
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<td>NRB</td>
<td>Registration Bureau</td>
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<td>CRS</td>
<td>Civil Registration Services</td>
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<td>HCMC</td>
<td>Hypermedia Computer Mediated Communication</td>
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<td>OECD</td>
<td>The Organization for Economic Cooperation and Development</td>
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OPERATIONAL DEFINITION OF TERMS

**Technology:** According to Wikipedia dictionary technology refers to procedures, systems, and devices which involve employment of knowledge and skills to produce goods or services. It incorporates the tools and machines that human beings use to transform resources into products needed to solve human needs and wants.

**ICT:** Ogunsola, and Aboyade,(2005), defines ICT as all specialized communication gadget or application, including: radio, television, cellular phones, PC and equipment and programming, satellite systems in addition to a host of related services and applications involved, for example, videoconferencing and E-learning.

**Business growth:** Brush, Ceru, and Blackburn (2009), defines business growth as a concept of enhancing some elements of an organization’s success normally accomplished either by boosting revenue stream with higher product/service sales, or by increasing profitability by way of costs minimization.
CHAPTER ONE
INTRODUCTION

1.0 Introduction
This section outline of the basic issues the researcher proposed to study. It consists of major subsections: foundation of the study, and breadth of the study highlighting key issues is in each subsection.

1.1 Background of the Study
The emergence of technology presents both possibilities and demanding situations and especially with how organizations are adopting and adapting new advents that accompany Technology and Communication (ICT) in the world of business, (Högg, & Meckel, 2006). In the world of business, ICT has proved to be very useful in e-business and e-banking because they allow customers to be provided with effective service delivery points. However, the introduction of ICT in government entities, specifically in developing nations, faces many hurdles because of undeveloped infrastructure which are hindering the effectiveness of electronically based service delivery. Furthermore, corporations adopting ICT derives several advantages in terms of saving vast operational charges, and wide market-share with a resultant improved sales.

The growth of technology has definitely played a major function in reshaping enterprise practices in ways of gathering and analyzing information, devising strategic visions, designing the effective method for system redesign, and permitting collaborative teamwork. ICT does not only make corporate entity work more effectively in addressing the needs of citizens but it also cut down operational charges, time and improving the quality of services. Presently, ICT has turned out to be a powerful tool in dynamic business environment and is seen as a driver to innovation-based activities for a better efficiency, a better overall performance (Igun, 2014), and to improve competitiveness in addition to enhancing profitability. Generally, the adoption of ICT and offshoot of internet have dramatically revolutionized the manner human beings, agencies and the whole society engage and talk.

Both human beings and organizations have more and more observed the brand new communicative frontiers stemming from the internet useful resource and ICT technology. In this regard, the internet platform no longer simply connects people searching for information but also offers a forum to talk about and reviews their stories and other varieties of content.
Moreover, the use of internet in the commercial enterprise world has gained currency due to its specific traits of flexibleness, interactivity, and personalization in response to stiff competition. The platform has totally introduced a new paradigm for communication which has enabled huge number of individuals to network socially beyond the limits of geographical closeness. Furthermore, internet acts as a powerful tool for conversation, leisure, tutoring, and electronic change, (Ko et al., 2004). An online networking system where individuals can interact and share information, knowledge, and personal experience is called social media, (Drury, 2008).

According to Roaldsen and Borch, (2011), entrepreneurial strategies comprise of major processes and actions that utilize resources in the most efficient and effective manner in exploiting opportunities so as to achieve added value performance. Such business processes engineered by technology may involve new business process redesign, new relations to customers, suppliers, and industry partners, and renewal of business platforms. Besides, ICT helps in the generation, integration, development, and enhancement of key resources in the organization over time. This relatively new concept has gained currency in the 21st century manifested through E-business, e-commerce, new production methods, new services, new business models, and effective ways for better-supply chain management, customer relationship management, and decision making. In his work Schumpeter’s (1934), holds the view that competitive advantage can be achieved by improving, or enhancing existing resources and competencies via innovative ways and complex processes.

1.2 Statement of the Problem
Over the time, there has been an upsurge demand not only for just any services but also excellent one around the globe as technology emerges. To achieve this end, many businesses have attempted to enhance their innovation of production and service delivery by investing in technology infrastructure that accounts for substantial expenditure. It is in no doubt the huge benefits derived from ICT: it is used to enhance customer service over the Internet, facilitate customer queries, facilitating payments on the virtual space and adopting e-business. Indeed, the growth ICT encourages the introduction of innovative delivery channels such as ATMs, internet banking, mobile banking and so forth thereby saving customers’ time and decongesting the banking halls. Moreover, the utilization of ICT has greatly helped to enhance customer satisfaction.
However, as much as the deployment of ICT generally would be expected to lead to better business results, this is not generally true because of the high cost of ICT projects’ execution, cost of ICT staff, resistance to change, over-optimism about ICT and personal vested interests.

Technological progress has ushered in era of speedy processing and transmission of information, easy marketing of products, wider consumers’ access and awareness at level on an unprecedented scale. The adoption of technology in business has reported critical development in trade and commerce. Business concepts and models have been revolutionized because of technology adoption in business. Technology have given rise to new and better approach in term of providing a quicker, more convenient, and more efficient way of performing business transactions. Of notable importance in the government institutions is the embracement of E-government, a development that came as a result of technological innovations. Service delivery in public entity has all time witnessed dismal performance. Citizens do not necessary get served promptly and may end up spending most of their time on the queue that automatically leads to a lot of time wastage.

The idea of e-government is anchored on the deployment of ICT to facilitate government performance in the provision of effective and efficient services, establishing new channels for individuals to access government information, and enhancing transparency and accountability to its citizens. This approach focuses on apparatuses and applications that reinforce the government-people relationships thereby making provision of government service more responsive to the needs of the people. Though e-government is relatively new concept, it has developed as the distinct game changer through which state authorities and ultimately, the citizen can take interest in the new knowledge scene for improved administration of service. The management of the e-government information systems can change relations with citizens, organizations, and different arms of government. Investment in knowledge has developed more quickly than investment in machinery and equipment since the mid-1990s in most OECD nations, and has surpassed the latter in a few countries such as Finland and the United States (OECD, 2005).

Despite the noted roles played by technology advancements in the public sector, it remains a question of controversy as to whether the advancement in technology has really influenced the extent to which citizens easily access government services,
file complaints or enquiries are resolved. ICT is just a necessary evil that organization cannot afford to ignore in the backdrop of changing consumer preference and stiff competition in the market arena. In other word, virtually all organizations embrace ICT to keep its basic activities running efficiently. However, the ugly side of technology in most firms has unimaginable consequences. For example, system downtime renders the service inaccessible and thus hampering delivery of service with the resultant consumer dissatisfaction. In summary of this, there appears to be very little covering this area in general and in particular on the effects of technology on the growth of business at directorate of immigration. The study, therefore, attempts to fill the gap by establishing the effects of technology on the growth of business at the directorate of immigration services, Nairobi, Kenya.

2.1.1 Profile of the Directorate of Immigration Services
The Directorate of Immigration and Registration of Persons is placed under the Ministry of Interior and Coordination of National Government. The departmental mandate is to undertake population registration and keeping of an inclusive citizen register, migration management, and border control and refugees welfare supervision. To attain its mandate, this department provides services which are geared towards enhancing national security and social economic development by keeping a population database, effective management of migration and timely registration and issuance of identification documents. The department comprises of five divisions namely; National Registration Bureau (NRB), Civil Registration Services (CRS), Immigration Services, Refugee Affairs (RA), and Integrated Population Registration Services (IPRS).

1.3 Objectives of the Study
The study explored the effects of technology on the growth of business at directorate of immigration services.

1.3.1 Specific Objectives of the Study
The study was confined to resolve the below objectives:

i) To examine the effect of E-service on business growth at the directorate of immigration services, Nairobi.

ii) To evaluate the effect of digital advertising on business growth at the directorate of immigration services, Nairobi.
iii) To analyze the effect online customer service on business growth at the directorate of immigration services, Nairobi.

iv) To determine the effect of customer relationship management system on business growth at the directorate of immigration services, Nairobi.

1.4 Research Questions

The study addresses the following research questions:

i) What is the effect of E-service on business growth of business at the directorate of immigration services, Nairobi?

ii) What is the effect of digital advertising on business growth of business at the directorate of immigration services, Nairobi?

iii) How does online customer service affects the business growth at the directorate of immigration services?

iv) How does customer relationship management system affects the business growth at the directorate of immigration services, Nairobi?

1.5 Significance of the Study

1.5.1 Management of Directorate of Immigration Services, Nairobi

The government being a key player in ICT policy making through the relevant ministry, this findings will be useful in policy making to give deeper understanding of the impact of technology as a strategic tool in promoting business growth and the overall country economic growth in line with economic blueprint “Vision 2030”. The findings will assist solidify the government’ understand of the position of its citizen’s in respect to E-governmental services and to evaluate costs efficiency of such electronic process vis-à-vis manual activities, and to seize initiatives to expand the quality of e-government services.

1.5.2 IT Consultants and Security Expert

The IT consultants and security experts will also be informed on the challenges of information security in ICT enabled environment; technological threats such hacking and cybercrime pose great concerns to government and business entities where huge financial losses and information loss are suffered.
1.5.3 Organizational Development Expert
Private companies and SMEs will immensely benefit from this work. The findings contribute to the current knowledge of ICT and its role in enhancing to business efficiency and ultimately business success.

1.5.4 Academicians and Scholars
This study will benefit both current and potential scholars because it will form part of the growing body of knowledge on effects of technology on the growth of business in Government establishment. This study will also act of secondary source of data to future study.

1.6 Scope of the Study
Geographical Scope: The study targets public institution in Kenya. The study will also be confined to employees of the directorate of immigration services at Nairobi offices. Content scope: The study will also be limited to the investigation of the effects of technology on the growth of business at the directorate of immigration services; a government department. Both concepts of technology and business growth are multidimensional and therefore so wide to be covered in entirety within limited time. Population scope: Public sector consists of several ministries and departments which is so wide to be covered within limited timeframe hence the population of study is employees of directorate of immigration services. Time scope: The study will cover the period of June 2017 to present.

1.7 Chapter Summary
The chapter summary gives an insight into the research study and an overview of the construct to the study. The researcher sought to determine the effects of technology on the growth of business. The adoption of technology in general and specifically ICT to enhance competitive advantage is a critical strategic matter among organizations in the quickly changing environment; ICT as an innovation enabler plays a strategic role in the management of organizations. This study attempts to address specific objectives namely: e-service, digital advertising online customer service and customer management system. The study intends to offer invaluable information to the executive manager and entrepreneurs on the need to review the deployment of advanced technology as powerful tool with immense influence on business growth.
It also defines the scope of the study because public sector is not only wide to be covered within limited timeframe but also geographically dispersed. The population of study will be employees of the directorate of immigration services.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
The review of literature is carried out to discover what is already known about the problem. It also provides the understanding and insight necessary to develop a logical framework as well as to acknowledge contribution by other people in the area of study. This is discussed in terms of theoretical review, empirical review and summary and research gaps, conceptual framework conceptualization and operationalization of variables and chapter summary.

2.1 Theoretical Review
This subsection covers the relevant theories on which the study is anchored: the dynamic capabilities, and the theory of innovation translation.

2.1.1 Dynamic Capabilities Theory
According to Barney’s (1991), firm resources consists of both tangible (physical assets) and intangible assets including capabilities, organizational procedure, firm attributes, information, knowledge, etc. which allow the company to pursue a given course that enhance its efficiency and effectiveness. Teece, (2009), defined dynamic capabilities as the firm’s capacity to detect and afterward exploit new opportunities, and to reconfigure and safeguard intangible resources in form of knowledge, competencies, and interdependent resources pursuit of sustainable competitive advantage. This hypothesis suggests that for a firm to compete effectively in its markets, it require two types of capabilities: Ordinary’ capabilities allow enable organization to operate within a given lines of business proficiently and successfully on one hand. On the other hand, dynamic capabilities’ helps those firms to rejuvenates their “normal” capabilities, or to make new ones (Winter, 2003). Teece et al, (1997), contend that dynamic capabilities are especially essential for performance in period of environmental change when a firm’s needs to reinvent its bundle of capabilities are greatest.

Helfat and Peteraf, (2007), contend that dynamic capabilities are organizational procedures in the broad sense or routines which may have been acquired or inherited by the firm over time and are utilized to reconfigure the organization’s resource base or recombining old resources in new manner.
Furthermore, dynamic capabilities enable firms to retain constant competitive advantage and thus creating sufficient flexibility while to avoiding core rigidities which inhibit growth and stifle creativity. However, Eisenhardt and Martin (2000), state that dynamic capabilities, while regularly portrayed in a vague dubious way, it comprise of identifiable and specific routines. They clarified that dynamic capabilities involve the organizational processes by which resources are employed to create growth and adapt it to changing environments and permit the reestablishment and reconfiguration of a firm’s resources.

The dynamic capabilities theory dissects the origin and strategies of value creation and encapsulated by private businesses operating in a fast-paced technological environments. The competitive advantage of firms is achieve majorly via three key components: distinctive processes; that is determined by the firm’s specific resource positions; and the evolution paths the firm has taken or acquired. Teece et al., (1997), opines that dynamic capability can be regarded as multi-dimension tasks of detecting and creating market opportunities, seizing those market opportunities and redeploying and reconfiguring (adjusting to fit the market) the asset base. Teece (2007) argues that dynamic capabilities are ‘the source of enterprise-level competitive edge in era of (technological) explosion. He additionally contends that dynamic capabilities represents component capabilities that are important to maintain above average enterprise performance’ in a extremely rapid changing market.

Moreover, dynamic capabilities theory attempts to identify capabilities which could doubtlessly drive the firm to the path of sustainable competitive advantage, as well as to provide an explanation for its utility in figuring out resource allocation in the firm (Teece, Pisano, & Shuen (1997). The main divergent point of the resource based value is anchored on useful resource choice or the choice of appropriate firm’s resources, while dynamic capabilities emphasize resource development and renewal. To demonstrate this phenomenon, ICT application in business enterprise is of crucial importance because of its functionality in generation, integration, development, and enhancement of key assets over time. Notably, E-business, e-commerce, new production methods, new services, new business models, and effective ways for better-supply chain management, customer relationship management, and decision making represents how ICT manifests its dynamic capabilities features.
2.1.2 Theory of Innovation Translation

McFadzean, O’Loughlin, and Shaw (2005), define innovation as a technique that complements an enterprise’s value chain and value web via improvement of latest products, services, work procedures, solutions, and methods of commercialization. The concept of innovation translation borrows heavily from the Actor network Theory (ANT). The theory views technological changes as socio-technical task, with the principle actors being both human and non-human entities. Innovation translation basically describes the movement of innovation across space and time in the hands of numerous actors interacting with it in different ways. ANT is most relevant in conditions where it’s far hard to isolate people and non-human beings, and in which the actors have variable competences and skills.

Latour (1986), contends that the just ‘‘ownership’’ of power by an actor does not consequently represent the ability to cause change until the point that distinctive actors can be convinced to carry out proper activity for this to happen. Contingent upon people’s reactions to it, the human component may also adjust it, deflect it, betray it, add to it, appropriate it, or let it drop. Accordingly, the diffusion of the innovation comes as a result of the actors’ responses to it and how they shape it. In other words, innovation is a process generally characterized by ongoing transformation. ANT reclassifies the task which actor-networks perform within the replica of power. It expresses that power is the effect of aggregate action, not its motivation. And since human actors are also part of the systems as technical objects, the less powerful also have the chance to influence actor-networks, and through them, technology.

In their study Cardona, Kretschmer and Strobel (2013), confirmed that ICT improve the companies’ productivity and market share proportion. Besides, ICT offer companies with many benefits which include helping firm introduce new products and services, increase customer satisfaction, and be prepared to respond to market changes. For this reason, alongside the dynamic capabilities of the firm, ICT enhance efficiency and innovation. However, ICT do not merely promote organizational performance or offer sustainable competitive advantage; it be must is applied innovatively, and the organizational resources and work approaches have to be improved , (Brynjolfsson & Saunders, 2010).For instance, Feenberg, (2003), demonstrates the use of e-mail as an example on how actors with substantially less power can unequivocally decide the course of technology. The development of ICT is loaded with memories in which
nonprofessional but proficient users continued using technology in great ways than what had been envisaged by the engineers and designers of the original technology.

2.2 Empirical Review Literature

The section covers past studies which have been conducted in the area of technology and touching on e-service, digital advertising, online customer service and customer management system and their effect business growth.

2.2.1 Business Growth

Sidek and Mohamad (2014), in their study sought to investigate the relationship between managerial competencies and small business growth using a sample of 300 respondents from microfinance in Kelantan and Terengganu in Malaysia. An aggregate of 300 self-administered questionnaires were sent out to a pre-selected respondents. The study used a purposive sampling method, where the samples were gotten from a particular assembly of individuals, who could give the required information. The study established that all the managerial competency in the form of technical, generic and conceptual skills significantly and positively impacted on small business growth.

Muriithi (2013), assessed impact of ICT adoption on delivery of service in Kenya power. The study attempted to ascertain the level of computerization of business processes, establish barriers to ICT adoption and to determine effect of ICT systems on services delivery. The design employed was descriptive survey where 5400 staff was the target population. It is out of this of population a sample of 400 respondents was drawn to be a representative. In addition, systematic sampling allowed the researcher to pick very 20th item hence forming a sample size in each stratum. Questionnaire was issued to the selected respondents to collect primary data. The finding of the study suggested that the investment in ICT has a significant positive influence on the service delivery.

Mgbemena, Trab and Masa’deh (2015), studied user adoption of online banking in Nigeria. This study sought to investigate the variables that may impact or hinder the market penetration of internet banking in Nigeria. An interpretive approach was utilized to get deeper knowledge of the subject.
The findings indicate that security may be the primary concern that impacts customers’ choice to embrace online banking services and culture and religion influencing factors also influenced adoption of online banking as well. Semis-structured interviews were conducted using 30 respondents who had transacted via online banking and those had not used online banking.

Kyalo and Machii (2016), carried out a study to evaluate different elements that influence the adoption of ICT for performance of SMEs in Nairobi county Kenya. The results revealed that ICT infrastructure, ICT user skills, ICT services, and government policies reported statistical significance in relation to ICT adoption on performance. The basic research design employed by the study was descriptive design. A sample of 367 SMEs was selected from a population of 4560 SMEs registered by the relevant ministry. The sample was picked out using stratified random sampling. The collection of data was carried out via structured questionnaire.

Attom (2013), carried out a study to assess the impact of Information Communication Technology (ICT) on business growth strategies of SMEs using data collected from enterprises in Ghana. A purposive sampling technique was utilized to sample 162 participants cutting a cross section of SMEs and the data collected using structured questionnaires as the primary instrument. The study found out that majority of SMEs (73.29%) in the sample did not deploy use of ICT which negatively affected the growth potential and success of the business.

In another study, Bunyasi, Bwisa and Namusonge (2014), sought to assess the effect of access to business information on the growth of SMEs in Kenya. This study used mixed research design that embraced both qualitative and quantitative methods. Primary data was mainly gathered via interview guides, and questionnaires which were disseminated to the owners and supervisors of SMEs. The findings of the study revealed that access to business information had a significant effect on the growth of SMEs.

2.2.2 Digital Advertising

Osewe (2013), purposed to investigate the effectiveness of internet advertising on consumer behavior. Case study research design was a key design for this study and targeted students from the University of Nairobi as its population. A total of 100 respondents were selected using stratified sampling technique. The primary data was gathered by way of questionnaires. Both qualitative and quantitative data was collected.
The former was analyzed using content analysis and the latter using descriptive statistics. The study revealed that online advertising was effective on reach and creating awareness due to wide usage, unlike the fact that internet advertising scored low on reliability compared to TV as advertising tool. Digital advertising was found to have significant relationship with buying decision of the consumers and therefore is a main determinant that affect consumer buying behavior.

Gwo-Guang Lee and Hsiu-Fen Lin (2005), studied customer perceptions of e-service quality in online shopping. The finding outcomes demonstrated that the components of web site architecture, dependability, responsiveness, and trust influenced service quality and customer satisfaction. In addition, the latter was identified to be related to customer’s intentions to purchase. However, the results showed that the personalization component is not significantly identified with general service quality and customer satisfaction. Information from a survey of 297 online customers were utilized to test the research model.

Kosiba (2016), purposed to assess the influence of Facebook usage on sales performance: the mediating role employee’s service behaviour. This study utilized an explanatory research design to provide an insight of the cause-and-effective relationship among Facebook usage, worker’s service behaviour and sales performance. The questionnaires and Google forms accessed via uniform resource locator (URL) were administered to the respondents. The target population for this study was organizations that were performing great on Facebook. The study issued out 101 questionnaires to the informants. The results revealed that Facebook usage had a significant statistical effect on customer-base relationship performance and financial performance. Organizations prevalently utilize Facebook to project their image visibility and to create client relationships. Be that as it may, using facebook for visibility was found to have no noteworthy impact on its relationship with customer-base relationship performance and financial performance.

Edosomwan, Prakasan, Kouame, Watson and Seymour (2011), in their study that the increased penetration of the social media as a marketing tool had ushered in a new face in e-marketing and that businesses are using the social media increasingly as a means of understanding their consumers and their target markets.
Kanana (2015), through her study entitled “social media and the new customer relationship management model: a case of Safaricom” set up to determine whether online networking a (Facebook and Twitter) is an effective CRM tool when contrasted with the conventional means of managing customer relations. A mixed method research design involved use of both quantitative and qualitative data. Purposive sampling was adopted to select 200 respondents to whom questionnaires were issued. Questionnaires helped to gather quantitative data from the population of Nairobi. Qualitative data were collected from a virtual ethnography where the researcher engaged in a study through the Internet to find out the response time and opinions of the users on the Internet. Another sample of 20 respondents was selected to provide qualitative data using virtual ethnography. The results led to the conclusion that the use of social media in customer relations was more successful due to faster response time compared to use of conventional models such as telephone.

2.2.3E-service

Wataku (2013), explored the influence of e-service on employee satisfaction at Kenya airways limited. The study attempted to establish the influence of e-service functionality and employee satisfaction, reliability and employee satisfaction, e-service usability and employee satisfaction, and e-service efficiency and employee satisfaction. A mixed-method of research design comprised of qualitative and qualitative approaches. The researcher used structured questionnaire that was closed ended questions. The study population stands at 2,611 employees. The study drew 15.3% of the population which totaled to 400 employees as sample. The results of the analysis suggest the department that the respondents belonged to and the method of training was key determining the level of satisfaction with the e-service.

Raniaaand Benoit (2017), purposed to assess the impact of initial learning experience on digital services usage diffusion in Lebanon. The underlying learning experience is essential for understanding internet services adoption and usage diffusion. The rate of diffusion of e-government systems has been rather slow than expected in general due to challenges stemming from significant resistance in majority developing nations. A survey comprising 262 Lebanon citizens was conducted to collected primary data.
The results illustrate that a moderate degree of content- and process-oriented information about e-government services during the introduction stage enhance usage habits, performance expectancy, effort expectancy, and facilitating conditions.

Abdi (2014), in his study titled “How e-government information systems management practices affect service delivery in Kenya. The researcher sampled 72 respondents comprising of Information technology officers and customer service managers across 18 Ministries as the target population. The findings indicated that there was a typical network computing and information infrastructure that is promptly open to everybody thus enhancing administration service quality to the general population. Moreover, it revealed that maintenance and development of Information Management Systems is critical for continued efficient service delivery at the ministry.

According to Ndou (2004), e-Government in developing nations provide opportunities for national authority. However, the capacity of developing states to realize the advantages of e-Government is restricted and is large disadvantaged due to host of political, social and economic hindrances that affect its management. He further notes that e-Government project execution in these developing nations generally face more challenges in contrast to developed countries.

Cogburn and Adeya (2009), points out that major problem facing developing nations in the implementation of ICT include; infrastructure development; personnel training and employment creation; the current status of the developing countries in the global economy; and inadequate legal and regulatory regime and government strategy.

Locally, Mugambi (2013), in her study sought to establish the effects of e-government strategy on service delivery in Kenya. Descriptive survey research design was the principal research design. The study targeted consisted of all 18 Government Ministries in Kenya. A total of 36 respondents were chosen to represent all the Ministries using census method. The study gathered data using questionnaires consisting of both open and closed ended questions. The finding indicated that the adoption of e-government facilitate sharing of database resources, minimizing overhead cost of delivering services, reduced lead-time, better records management, simplified administrative procedure and improved employees’ productivity. However, the continuance of overcrowding in ministries stemmed from the inability to use online service to receive service.
In another study, Njiru (2011), conducted a study on implications of E-Government on public policy and challenges of adopting technology in case of Kenya. The study findings were that the Kenyan government did not create adequate awareness about e-government, sensitizing Kenyans on the best way to utilization of technology to access government services, and giving incentives to promote use of technology.

2.2.4 Online Customer Service

Buchichi (2013, sought to evaluate customer service improvement techniques at CFC Stanbic Bank Kenya. The bank faced numerous service delivery challenges after the merger due to differences in setting, management and organization culture of the two banks. Case study research design was adopted where data was obtained from the top management team. Primary data and secondary data was gathered by way of interview guide and desk research respectively. The findings pointed out that Bank had adopted various systems including synchronization of banking-core systems, synchronization of ATM networks in order to avoid customer service failure and consequently enhance customers experience and customers satisfaction.

Elmorshidy, Mostafa, El-Moughrabi and Husain Al-Mezen(2015), did a study to determine factors influencing live customer support chat services. This study explored factors influencing live customer support chat services in Kuwait. Live Customer support chat is a new paradigm shift from the traditional form of customer service embraced in e-business and e-commerce environment. The researcher administered a total of 324 self-completion questionnaire on drop and pick method. The results from regression suggested that usefulness, ease of use and attitude as independent variables have a significant influence on customers’ intention to use live customer support chat services. The variables captured in the study accounted for 31% variability in customers’ intention to use live support chat to serve customer.

Mwangi(2012), in her investigation tried to examine the influence of social media on customer service at Safaricom Limited; its impacts on the organization since it was introduced as a tool for customer service and also difficulties of utilizing web-based social networking as a customer service channel. The strategy employed to gather data was the case study design. Four respondents involved comprised of one contact center supervisor and three online support staff in the contact center.
The outcome of the study showed that online networking has empowered the organization to work more productively and innovative and acquire consumer loyalty with regards customer service, there has been an incredible increase in consumer satisfaction levels and the number of clients using web-based social networking channels had gone up as well.

Awara (2010), sought to analyze the role that service provider personnel play for value creation and consumer satisfaction which are necessary for customer retention. The findings suggested that effective strategies for customer retention must focus on the management of the relationships between service provider/personnel and their customers which would enhance effective relationship between service providers and their customers especially in medical services.

Levenburg (2006), did a study on benchmarking customer service on the internet: best practices from family organizations in West Michigan. This investigation sought to analyze the practices adopted by market leaders in service sector and determine performance outcomes of adopting specific customer service applications. The study collected data from 374 family-owned enterprises by using self-administered questionnaire. The study suggested that more than 75% of enterprises use e-mail to reach their customers and to support customer service. However, the study suggests that the major benefit stems from ability to use e-mailing to communicate with potential customers, persuading niche market or neglected markets, and adopting more complex tools such as shopping cart and online product demonstration.

Sangareddy, Jha, Ye, and Desouza (2009), examined how complaint management process impact customers’ intention to continue or terminate using a given technology. They suggested that the complaint handling is neither restricted to customer service issue, nor limited to customer service officer. Generally speaking, it must represent the overall policies governing the customer service function.

2.2.5 Customer Relationship Management System

Odhiambo (2015), purposed to investigate the challenges in the implementation of customer relationship management (CRM) system strategy in Barclays Bank of Kenya (BBK). A cross section survey design was adopted. The study population was drawn from employees of BBK. Primary data was obtained from 12 employees at all levels working at the bank. Interview guide were used to gather data on face-to-face interview.
The respondents consistently agreed that the CRM system helped bank to better comprehend their client’s demography and analyze loan performance, adoption of CRM helped to bank to customize to meet the customers’ needs and strengthen the bank’s process of risk analysis and improved customer service effectiveness. Furthermore, the adoption of CRM helped to guarantee professional behavior of the employees and create and improve new products for the customers.

Gurau (2003), observed that an effective integrated customer relationship management approach can generate significant business benefits including reduced costs, increased customer satisfaction, customers increase, expansion of opportunities, increased access to a source of market and competitor information, pointing inefficient processes, sustained competitive advantage and profitability.

Bitutu (2011), conducted a study on customer relationship management system among commercial banks in Kenya with the objective to establish the use of CRM systems and challenges facing the application of CRM systems. The study employed descriptive design. The study sample included 45 commercial banks located in Nairobi. Self -administered questionnaires was the principal tool used to gather primary data. The study found out that IT guaranteed customized attention for the customers as well as increase the variety of products offered by the bank. It empowers the bank to comprehend and serve clients better than their rivals, and create new products for the clients.

Koskei (2012), wanted to examine customer relationship management practices in the hotels businesses in Kenya. The researcher carried out a cross sectional descriptive survey where semi structured questionnaire. The questionnaires were distributed thorough sales account managers of the 22 hotels cut across all the three ranking, that is, five star hotels, four star hotels and three star hotels. The sample size represented 10% of target population. Primary data collected using questionnaires yielded quantitative. The findings demonstrated that a variety of customers relationship management practices exist in the hotel industry. Nonetheless, greater part of the hotels industry are confronted with challenges in adequately executing all the known CRM practices which is for the most part credited to absence of technological skills, organizational goodwill, and resistance to change and inadequate budget allocations to support smooth executing.
Beasty (2005), states that CRM is a major component that promote growth of business owing to the significant benefits to the organization. The benefits included improved customers loyalty, customer defection rates reduce; good referrals from satisfied customers, demand for firefighting and trouble-shooting staff lessens, and the organization’s service flows becomes seamless and teamwork is efficiently coordinated.

Furthermore, Dimitriadis and Stevens (2008), observe that CRM is not just a mere technology, but also vital information systems that guide the firm’s thinking in achieving the customer satisfaction, hence accelerating the service encounter. They also noted that automation due to technology is crucial in setting of the supporting tasks that connect to CRM and aids to improve the efficiency of the corporation towards creating relationship with its customers.

2.3 Summary and Research Gaps
From the studies cited in the previous section, technology in general and ICT in particular has enormous contribution to the organizations. This is confirmed by Fitzsimmons and Fitzsimmons (2011), who stated that technology can play diverse roles and to varying extents in service delivery. The adoption of ICT in business has been marked by to improved efficiency, profitability and consequently service delivery. For instances, e-citizen platform has revolutionized customer service by extending services to customers over the internet, facilitating account queries, making online payments and processing transaction online. Indeed, technology has eliminated the need for the service provider and customer to be physically present for a service encounter; the problem of inseparability has been overcome. In a nutshell, majority of organizations have managed to insulate themselves against the changing customer requirements and expectations by embracing ICT in their operations and processes. Furthermore, the costs of operations have been pushed down for both the organization and the customers receiving the service.

2.4 Conceptual Framework
Conceptual framework is a diagrammatical presentation explaining the relationship between variables in the study. It is usually made up of two variables. The main independent variables comprise of e-service, digital advertising, online customer service and customer relationship management system. The dependent variable of this study is business growth.
2.5 Operationalization of Variables

Conceptualization is the process of development and clarification of concepts. It also defined as the process of refining research ideas into specific terms.

2.5.1 Business Growth

Business Growth represents the most important phenomenon in business life cycle. In fact, the survival of any firm essentially depends on their ability to predict market and devise appropriate strategies to respond to the market needs in the face of uncertainties in the market environment. While survival is the prime goal of an enterprise, growth is also very important goal since it guaranteed business sustainability against competition. Growth decreases the possibility of failure of businesses and especially small businesses. Generally speaking, business growth is the totality of internal processes in the development of an enterprise that yields increase in quality and/or expansion.
Business growth can be expressed in terms of geographical extension, expansion of the branch network, pursuit of new markets and customers, lengthening product lines and services, merger and acquisitions. Business growth is defined in term of increase in size, increase in number of customers and geographical expansion, increased revenue, increase in human capital, increased profit, increase in assets, increase in the enterprise’s net worth and internal development. Success of business is measured through increased sales and expanded market share from other competing firms. Technology provides organizations with tools to formulate strategies that can enable them enhance their performance. Business growth can be achieved by enhancing revenue of the business with greater products/service demand, or by cost controls that minimizing costs and enhance the profitability of the operations.

2.5.2 E-service

E-service involves configuration of business processes, policies, procedures, devices, technologies, and human endeavors to enable both aided and unaided services in utilizing the internet and other systems. E-Government establishes the core support system that facilitates digital or electronic service (e-Service) which is supported by technology infrastructure. The delivery of service can be influenced by many factors such as compensation scheme, training programme, promotional procedures, and culture of the systems. However, service delivery in public entities is regarded as inefficient. The ICT facilities, the skills and knowledge of the employees is important in ensuring efficient service delivery. ICT adoption in Kenya has seen ministries and various government departments creating websites that provide online services and public information. This is in addition to the creation of email accounts for senior officers.

Information and Communication Technology (ICT) use in e-Government initiatives has been a remarkable success leading to efficient and effective communication and allowing the citizens to access services. E-Government transforms government to be more citizen-centered as effective partnerships amongst the citizens, government and private sector affect its success. It also seeks to reinforce government performance in areas so as to enhance effectiveness and efficiency in services delivery, establishing new channels for individuals to access public information, and making state’s authority more responsible to its taxpayers. Services provided by the e-service project are tailored to cause a reduction in overheads.
The administration of services should be implemented in a way that meets the optimal levels of efficiency which translates to considerable savings in cost, time, and service level impact. E-Government sends ICTs to give on-line benefit: advantageous access to government data and administrations; conveyance of open administrations, and disentangled technique for business exchanges with the residents. The advent of e-government powered by technology has dramatically altered the conventional service experience by enabling a reduction in personal interaction with resultant costs saving. This empowers citizens to directly access the government service they require without embedded bureaucratic process found in government offices.

2.5.3 Digital Advertising
Advertising is a non-personal type of communication through which a organization presents and advances ideas, products or services to influence the target audience to buy or take some action. Digital marketing is an online process of integrating virtual platforms and customers’ experience through internet. Digital marketing describe a wide array of online-advertising techniques such as creating company profiles on Facebook and other sites as well as embedding promotional content into Twitter feeds or Facebook posts. These platforms offer the possibility of expanding and enhancing the associations and relationships with present and prospective clients through, for instance, social media, instant messaging and mobile applications. Social media has become a powerful marketing tool that businesses have embraced due to its growing influence on the consumers and community at large coupled with the potential of reaching the large audience.

Furthermore, the traditional way of advertising the company’s products and services to potential customers’ needs to be complemented by collaborative communication methods to accomplish the most desired results in communication. Social media advertising give community members an opportunity to relate their encounters and judgment to a global audience at minimum cost. Web enables customers to observe products/services by some clicks and settle on best choice without great effort. Hence, consolidation of high quality and low price does not amount to competition, because different suppliers display their products with the same states. Traffic flows in form of Web visits and facebook”‘likes’” may be used to measure the effectiveness of digital advertising.
2.5.4 Online Customer Service
Customer service simply describes activities directed towards the customer with the aim of enhancing the customer experience. In practical term, customer service refers to a service that accompanies the core product or service which is essentially provided free of charge to customers. Handling customer online is an extension of the traditional call center which presents a paradigm shift in customer satisfaction. Customer care is part of customer service that tries to procure new customers, give incredible customer satisfaction and create customer loyalty. Many Organizations have realized that phenomenal customer service can have the effect in winning and retaining loyal customers or losing dissatisfied customers. Live Support Chat allows organizations to interacts online with customers via websites and social media to respond customer queries, resolve customer complaints, and responds customers grievance promptly.

Customer loyalty is achieved through delivery of consistent superior customer service. This means providing consumers with services that are so good such that there is little chance of not meeting their expectations and requirements. Business entities monitors feedback obtained from facilities on the service websites. Customer feedback is evaluated to establish customer satisfaction and service level effect. They may also obtain helpful suggestions that can be used to improve services provided. Customer service activities are tasked to ensure that the customer is comfortable, improve customers experience and ultimately, leave them feeling better, satisfied than before. Most metrics used to symbolize good customer service may include repeat purchase, referrals recommended by satisfied customers and reduction in customers’ complaints.

2.5.5 Customer Relationship Management System
Customer relationship management system is the installation, development, maintenance and optimization of lifelong reciprocally worthwhile relationships between customers and organizations. CMS is a business strategy that enables the business to have a complete, reliable, and integrated view of its client base. It is normally implemented by organization for managing their interactions with customers, clients and sales prospects. The use of ICT helps to sorts out, computerize, and incorporate business processes chiefly sales functions, and marketing functions, customer service, and technical support. The primary idea is to discover, appeal to, and win potential customers, support and lock-in those customers the enterprise has won, attract dissatisfied clients who may have exited, and reduce advertising expenses and after-sales service.
CRM system depicts an enterprise-wide business approach including customer-interface departments as well as other departments. Organizations normally establish CRM to enhance the customer relationship and handle their customer data in a correct way. The system integrates different pieces of reports about clientele type, revenue, customer trend, marketing effectiveness and responsiveness. This system is utilized to give customers reports accessible by employees across the organization to make decision. The information is arranged and stored in asimple format and is used to manage the customers in the best way possible. This improves the enterprise’s productivity resulting in higher margins. The effectiveness of CRM can be measured using retention and defection rate.

2.6 Chapter Summary

The literature reviewed shows that technology and ICTs in particular has both positive and negative impact. The study revolved around dynamic capability and theory of innovation as the key theories which helped to understand the importance of technology in business world. Literature reviewed concerning e-service, digital advertising, online customer service and customer management system greatly helped to explain the research gap as far as business growth is concerned. Furthermore, the application of ICT is viewed by organization as a necessary system for the efficient management and delivery of services. Notably, the adoption of ICT facilitates a key function in information management. More importantly, technology removes distance and time constraint, and lowers the cost of production.

The crux of the information technology revolution and, in specifically, the World Wide Web is the foundation to nurture better relationships with customers than what has been previously experienced offline world. By blending the capabilities to react directly to client requests and to provide the customer with a highly interactive, customized experience, organizations have a greater capacity today to build up, support and maintain long-term customer relationships than any time in recent memory. The definitive goal is to metamorphose these relationships in order to harness larger profits via encouraging high repeat purchase rates and reduced customer acquisition costs.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction
The chapter gives a short account of the methodology to be employed in carrying out the study. The section is planned under various sub-heading listed below: research design, target population, sampling design, data collection procedure and tools, validity, reliability and data analysis. In a summary, it describes how data was gathered, analyzed and reported the results.

3.1 Research Design
Cooper and Schindler (2008), define research design as the overall approach employed to guide the study in answering research questions so as to achieve the conceived objectives. The study utilized descriptive design because the study sought to describe the manner in which things exist. Saunders, Thornhill, and Lewis (2009), state that it is important to choose a method that is suitable to provide answers to the research questions and objectives chosen.

3.2 Target Population
In line with Ngechu (2004), a population is defined as a well-identifiable or set of individual, services, elements, and events, group of households that are being studied. A population refers to the complete collection of characters, events or objects having common observable traits that conforms to a given specification. Target population is the sum total of all study units that have a potential for generating the required data for the research study. The study targeted employees of employees of directorate of immigration services based at Head office, Nairobi. This organization has a total of 220 employees.

Table 3.1: Table Showing the Population Distribution

<table>
<thead>
<tr>
<th>Population</th>
<th>No. of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passport</td>
<td>150</td>
</tr>
<tr>
<td>Finance</td>
<td>5</td>
</tr>
<tr>
<td>Permit</td>
<td>20</td>
</tr>
<tr>
<td>IPRS</td>
<td>5</td>
</tr>
<tr>
<td>Citizenship</td>
<td>9</td>
</tr>
<tr>
<td>Visa</td>
<td>21</td>
</tr>
<tr>
<td>Permanent Resident</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>220</strong></td>
</tr>
</tbody>
</table>

*Source: Directorate of Immigration Service*
3.3 Sample and Sampling Technique
Sampling is a technique by which a section of people, items or events is drawn to represent the whole population, (McDaniel & Gates 2004). Sample refers to smaller portion taken out of the population for the purposes of making generalization about the population. The sample was cautiously selected to reflect equal representation of employees in order to mitigate biasness that may invalidate the generalization of the findings. Stratified probability sampling was employed to pick out the respondents to be included in the study sample. This sampling technique is appropriate in condition in which there is heterogeneous population so that that each categories of respondents are equally represented in the study.

Table 3.2: Table Showing the Distribution of the Sample

<table>
<thead>
<tr>
<th>Population</th>
<th>No. of Employees</th>
<th>Per Cent</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passport</td>
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<td>30</td>
</tr>
<tr>
<td>Finance</td>
<td>5</td>
<td>0.20</td>
<td>1</td>
</tr>
<tr>
<td>Permit</td>
<td>20</td>
<td>0.20</td>
<td>4</td>
</tr>
<tr>
<td>IPRS</td>
<td>5</td>
<td>0.20</td>
<td>1</td>
</tr>
<tr>
<td>Citizenship</td>
<td>9</td>
<td>0.20</td>
<td>2</td>
</tr>
<tr>
<td>Visa</td>
<td>21</td>
<td>0.20</td>
<td>4</td>
</tr>
<tr>
<td>Permanent Resident</td>
<td>10</td>
<td>0.20</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>220</strong></td>
<td><strong>0.20</strong></td>
<td><strong>44</strong></td>
</tr>
</tbody>
</table>

Source: Directorate of Immigration Service

3.4 Research Instruments
The study employed questionnaires to gather data. Both closed-ended and open-ended questions were used to capture the research objectives. Mugenda and Mugenda, (2003), state that questionnaire is the most famous means of data collection due to the fact they are easy to administer and time saving. The researcher administered the questionnaires on “drop and pick later” basis. This was purposed to allow the respondents adequate time to answer the questionnaire as well as to present their objective responses free from manipulation.

3.5 Pilot Study
Pilot study is normally conducted to identify possible problems, provide clarity on the instrument and language appropriateness of the study. The researcher also tested the internal consistency of the research instruments: validity and reliability test.
The pilot study was conducted by issuing out five questionnaires. Connelly (2008), suggests that a pilot sample should be greater or equal to 10% of the sample. This exercise was carried out prior to the main study and the instruments modified appropriately. Few questionnaires were considered to allow researcher ample time to seek clarification for suggestions and necessary corrections from the respondents. The researchers also deleted irrelevant questions and modify the questions with simple words that the respondents could understand with ease.

3.5.1 Validity
Validity assesses the extent to which research instrument actually test what it is expected to measure. In other word, it is the extent to which results obtained actually measures the phenomenon under investigation. To determine the validity of the instrument, the researcher sought the opinions of the supervisor. The advice of the supervisor informed the study about the required revision and modification of the research instrument with the purpose of achieving validity.

3.5.2 Reliability Test
According to Cooper and Schindler (2008), reliability assesses the extent to which research instrument deliver the identical results each time it is repeated. A pre-test of 10% of the sampled respondents. Moreover, the questionnaire will be given out randomly to five respondents based on convenience of accessing the respondents. Reliability was measured through internal consistency technique of computing Cronbach’s alpha. Cronbach’s alpha coefficient of at least 0.7 is considered satisfactory reliable (Mugenda & Mugenda, 2003).

3.6 Data Collection Procedure
The study used primary method to gather data. Primary data refers to data obtained from the informants resolve the precise problem in the study, (Malhotra & Birks, 2006).The primary information was obtained using questionnaires. Semi-structured questionnaire were preferred because it allowed respondents to express themselves regarding actions and events. Questionnaire is simply a structured plan of investigation containing set of pre-determined questions. Moreover, the questionnaires was administered to respondents on a ‘drop and pick later’ basis.
3.7 Data Analysis and Presentation
Data analysis involves arranging, accounting for and evaluating the data in an attempt to identify patterns, issues, categories and regularities in the context of respondents’ definition. According to McDaniel and Gates (2004), data analysis is carried out with sole objective to interpret and make inference out of data gathered throughout the exercise. After data collection, the next exercise was to ensure questionnaires are edited to weed out inaccurate, inconsistent and incomplete questionnaires. The data was then be analyzed using descriptive statistic with the help of SPSS software. The information obtained from the analysis was presented using a variety of format including pie charts, column charts and frequency tables. This was usually done in an appropriate format to ease understanding of the findings.

3.8 Ethical Considerations
Researchers must be observant of ethical issue which demands them to carry out their duties responsibly towards their clients as well as respondents. The study engaged the respondents in obtaining informed consent by informing them the purpose and techniques to be used in the study. Mugenda and Mugenda (2003), argue that researchers should seek protect other peoples’ private life and infringement of personal right. Typically, they should avoid any conflicting circumstances that would compromise their integrity and self-interest which might also have bad impact on the overall results of the study. To achieve this noble goal, the researcher allocated adequate time to satisfy the participants’ need to provide an explanation for the purpose of the study.

3.8.1 Informed Consent
Informed consent forms part of fundamental human rights; its principal purpose is to protect participants from all forms of threats that may come upon them because of their involvement in the study. The researchers allowed the respondent to sign consent form. This expresses the investigation objective and a caveat that the subjects will not derive financial benefit. Additionally, it incorporates the probable risks it clarifies the time and activities of the study. Respondents were given leeway opt out of the participation at any time if they felt to do so.
3.8.2 Voluntary Participation
The respondent must not be coerced and should not feel pressured to take part in the study. The potential informants are also permitted to exit the study at any point in time without giving reasons for their decision to withdraw their participation.

3.8.3 Confidentiality
Confidentiality deals with how of information collected from the participants is treated in the context of trust bestowed to the study. Such information must be secured and no disclosure is to be made without permission. Disclosure of respondents’ contributions to the research will not be made unless they have agreed ideally in writing. Confidentiality is an agreement that can be broken and therefore care was be taken.

3.8.4 Privacy
A person’s control over the degree, timing, and conditions of sharing him or herself with others. Researchers must secure subjects' privacy. Researchers must shield subjects' privacy during the process of collecting the data. Information must be stored safely to prevent unwarranted access. Since privacy relates to individuals right that may be infringed, the researcher avoided any questions that would do so.

3.8.5 Anonymity
Anonymity broadly relates to covering the characters of participants in the research. Details such as name, address, telephone number are not captured so as to conceal the participant’s identity that would connect information to the person from whom they were gotten. The participants were not being required to indicate their names on the questionnaire. Identification number was also employed to take note of the participants who have returned questionnaire.

3.9 Chapter Summary
This study employed primary method to collect the data from employees working at directorate of immigration services based at Head office. Statistical package for social sciences (SPSS) and were used to perform analysis basically to gain insight and comprehend of the effect of technology on business growth. Secondary data from government records, ICT policies and informal interview were examined with a view of getting the overview. Descriptive statistics was employed to describe the basic features of the data in the study.
Moreover, data analysis was based on quantitative method in order to derive the findings upon which conclusions will be drawn to answer the research questions outlined in the previous chapter.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction
The section contains the results of the analysis of the data for the purpose discovering vital information. Data analysis is organized in line with specific objectives outlined in the previous sections. The chapter was presented in section, section one is covered by respondents’ background information then it was followed by analysis of each issue according to the research objectives.

4.1 Presentation of Research Findings

4.1.1 Response Rate
The researcher circulated 56 questionnaires to the subjects whom the study sought their opinion on the issue under consideration and the responses recorded.

Table 4.1: Table Showing the Response Rate

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>40</td>
<td>90.90</td>
</tr>
<tr>
<td>No response</td>
<td>4</td>
<td>9.10</td>
</tr>
<tr>
<td>Total</td>
<td>44</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The results in table 4.1 indicates out of the possible 44 questionnaire distributed to the respondents, 40 of them were correctly completed and returned questionnaires giving a 90.90% response rate with less than 10% respondents retaining the questionnaire. This impressive return rate was an outcome of constant call made to the respondent to complete and return the questionnaires. Such response rate satisfied Mugenda and Mugenda (2009), assertions that a response rate of 50% was deemed sufficient, 60% was good and any value greater than 70% was excellent for a study. Therefore, a response rate 90.90% was considered fit and reliable for this study.

4.2 Background Information
This section captured personal information relating to the respondents and the enterprise characteristic: gender, age, level of education as well as years of working in the enterprise.
4.2.1 Gender of the Respondents
The researcher also wanted to know the gender of the informants and the findings were as tabulated below.

Table 4.2 Table Showing the Gender of the Respondent

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>23</td>
<td>57.5</td>
</tr>
<tr>
<td>Female</td>
<td>17</td>
<td>42.5</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.2 findings revealed that 57.5% of the respondents were male and 42.5% were female. This implied that there were more males than females who participated in this survey as well as at Directorate of immigration. This information implies that the institution had made a considerable progress in meeting the gender parity rule as enshrined in the constitution.

4.2.2 Age of the Respondents
The study further sought to estimate the age of the interviewees and the results were tabulated by figure 4.1

Figure 4.1: Diagram Showing the Age of the Respondents

Figure 4.1 demonstrated that 57% of the respondents fall in the bracket of 31-35 years, 14% were aged above 40 years, 12% of the respondents were in the age bracket 26-30 years,
and only 9% of the respondents were aged between 21-25 years. Moreover, 8% respondents were aged between 36-40 years. This was strong pointer that respondents who were interviewed cut across the age bracket.

4.2.3 Level of Education

The study also intended to gain insight into the highest education level of the participants and the outcomes were as shown below.

**Figure 4.2: Diagram Showing the Level of Education**

![Diagram showing the Level of Education](image)

The study showed that 46% of the respondents had reached college level, 31% had attained secondary level and 19% of the respondents had reached university level. However, only a handful 4% of the respondents had obtained primary education. This was an implied affirmation that the respondents possessed some level of education that was crucial in helping the respondents grasp issues regarding effect of technology on business performance hence answer correctly to the questions.

4.2.4 Position of the Respondent

The study also sought to know the position of the respondents in the organization and the findings were as shown in figure 4.3.
From the presentation in figure 4.3, the slightly above 50% of the respondents were middle management while 35% of the respondents were subordinate. Moreover, 13% of the respondents were senior management. This outcome reflected the unavailability of the senior management in getting adequate time to participate in the study.

4.2.5 Department of the Respondent
The researcher was also interested to establish the department of the respondents and the findings were as indicated in the figure below.
Figure 4.4: Diagram Showing the Department of the Respondents

Figure 4.4 revealed that majority of the respondents belonged to Passport section, Permanent Resident, Visa and Permit tied at 10%. Furthermore, IPRS and Finance both tied at 2.50% in term representation of respondents. Lastly, 5% of the respondents belonged to citizenship section. The results implied that equal representation in accordance to the size of the strata.

4.2.6 Length of Serving in the Directorate

The researcher also wanted to know the number of years the respondents had served in the organization and the findings were presented in the figure 4.5 below.
The results from figure 4.5 illustrated that 42% of the respondents had worked in the organization for 6-10 years, 39% had worked in the organization for 11-15 years, and 11% had worked in the organization for over 16 years. Further, the study showed that only a paltry 8% had worked in the organization for less than five years.

4.3 Effects of Technology on the Growth of Business

This section covered issues effects of technology on the growth of business

4.3.1 Technology in Promoting the Growth of Business

The study wanted to find out if technology was critical in promoting the growth of business and the results as indicated below.
Table 4.3: Table Showing the Extent to Which Technology is Critical in Promoting the Business Growth

<table>
<thead>
<tr>
<th>Extent to Which Technology is Critical</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>Great extent</td>
<td>25</td>
<td>63</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Some extent</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Not At all</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The findings contained in table 4.3 showed that 63% of the participants agreed that technology was critical in promoting the growth of business to a very great extent, 12% of the respondents agreed to a great extent, and another 10% of the respondents agreed to some extent. However, 15% of the respondents were equivocal about the critical role of technology in promoting the growth of business.

### 4.3.2 Technology Helps to Enhance the Growth of Business

The study sought to find out the extent to which technology helped to enhance growth of business

Table 4.4: Table Showing the Extent to Which Technology Helps to Enhance Growth of Business

<table>
<thead>
<tr>
<th>Help provided</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency (Freq)</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>ICT avails precise and timely</td>
<td>22</td>
<td>55</td>
<td>10</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>data about operations for decision</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>makers to gauge the performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICT enhance productivity and efficiency.</td>
<td>11</td>
<td>27</td>
<td>24</td>
<td>60</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICT minimizes transactions costs, and</td>
<td>20</td>
<td>49</td>
<td>12</td>
<td>31</td>
<td>-</td>
</tr>
<tr>
<td>improved communications with the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>target market</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICT create possibilities for</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

37
new markets and opportunities  7   18  29  72  -  -  4  10  -  -

When asked to state their opinion about the importance of technology on business growth, a considerable number of the respondents strongly agreed that ICT avails precise and timely data about operations for decision makers to gauge the performance of the organization (55%); and that ICT minimizes transactions costs, and improved communications with the target market (49%) on one hand. On the other hand, more than 60% of the respondents agreed that ICT create possibilities for new markets and opportunities (72%); as well as enhancing productivity and efficiency (60%). The finding of the study confirms Muriithi (2013), who suggested that the investment in ICT had a significant positive influence on the service delivery. Bunyasi, Bwisa and Namusonge (2014), also found that access to business information had a significant effect on the growth of SMEs.

4.3.3 Effect of E-service on the Growth of Business

Table 4.5: Table Showing the Effect of E-service on the Growth of Business

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-service platform usually give prompt services</td>
<td>22</td>
<td>55</td>
<td>14</td>
<td>35</td>
<td>2</td>
</tr>
<tr>
<td>E-service quickly assist customers when they experience problems</td>
<td>11</td>
<td>27</td>
<td>24</td>
<td>60</td>
<td>5</td>
</tr>
<tr>
<td>E-service usually instill customers confidence</td>
<td>20</td>
<td>49</td>
<td>12</td>
<td>31</td>
<td>-</td>
</tr>
<tr>
<td>E-government services is easy to find and use</td>
<td>7</td>
<td>18</td>
<td>29</td>
<td>72</td>
<td>-</td>
</tr>
<tr>
<td>The e-government sites is user friendly</td>
<td>16</td>
<td>41</td>
<td>11</td>
<td>27</td>
<td>6</td>
</tr>
<tr>
<td>The speed of the e-services applications handling is quicker than the manual applications</td>
<td>2</td>
<td>5</td>
<td>31</td>
<td>77</td>
<td>-</td>
</tr>
</tbody>
</table>
The finding presented in table 4.5 clearly revealed that a slightly greater number exceeding half of the respondents of strongly agreed that e-service platform usually give prompt services (55%); e-service usually instill customers confidence (49%); and that the e-government site was user friendly (41%) on one hand. On the other hand, most of the interviewees agreed that the speed of the e-services applications handling was quicker than the manual applications (77%); E-government services was easy to find and use (72%); and that e-service quickly assist customers when they experience problems (60%). The findings are consistent with Abdi (2014), who suggested that networked computing and information infrastructure accessible to all enhanced the administration of service quality to the general population.

4.3.4 The Degree to Which Digital Advertising Affects Business Growth

The study was also keen to investigate the extent to which digital advertising affects business growth and the outcomes are as shown in the table 4.6

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Per Cent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High degree</td>
<td>26</td>
<td>65</td>
</tr>
<tr>
<td>Moderately</td>
<td>11</td>
<td>27</td>
</tr>
<tr>
<td>Low Degree</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The above table 4.6 clearly demonstrates that more than half (65%) of the respondents felt that digital advertising affected business growth to high degree; (27%) of the respondents stated moderately; while only small fraction (8%) of the respondents agreed that digital advertising affected business growth to a low degree.

4.3.5 Ranking of Digital Advertising Media

The respondents were asked to state the most popular digital advertising media audience customers and their responses were as recorded in the table.
Table 4.7: Table showing the Ranking of Digital Advertising Media

<table>
<thead>
<tr>
<th>Media</th>
<th>Frequency</th>
<th>Per Cent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>Twitter</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Whatsapp</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Email</td>
<td>8</td>
<td>19</td>
</tr>
<tr>
<td>Mobile Advertising</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Website</td>
<td>17</td>
<td>43</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The outcome captured in table 4.7 showed that 43% interviewees indicated website, 19% the of respondents indicated email; 13% the of respondents indicated mobile advertising; 12% the of respondents indicated Facebook was the most popular digital advertising media among the audience customers. Moreover, the respondents who felt that twitter and WhatSapp were the most popular among the audience customers represented 5% and 8% respectively.

4.3.6 The Extent to Which Digital Advertising Affects Business Growth

The respondents were required to specify the importance is digital advertising in relation to growth of business and the following responses were recorded in table 4.8

Table 4.8: Table Showing the Extent to Which Digital Advertising Affects Business Growth

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Freq</td>
<td>%</td>
<td>Freq</td>
<td>%</td>
<td>Freq</td>
</tr>
<tr>
<td>Digital advertising reduces general marketing cost.</td>
<td>9</td>
<td>22</td>
<td>27</td>
<td>69</td>
<td>-</td>
</tr>
<tr>
<td>Digital advertising is cost effective because its target reach is wide as well increase interaction with customers</td>
<td>29</td>
<td>72</td>
<td>3</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td>Digital advertising in form of social networking which improve relationships between the business and customer.</td>
<td>6</td>
<td>14</td>
<td>28</td>
<td>71</td>
<td>1</td>
</tr>
</tbody>
</table>
The summarized results outlined in table 4.8 evidently showed that nearly most of the respondents agreed that digital advertising in form of social networking which improved relationships between the business and customers (71%); reduced general marketing cost (69%); digital promotion enabled the business to maintain competitive advantage (68%); and that digital advertising helped company to keep up with trends in the industry (61%). Furthermore, more than 50% of the respondents strongly agreed that digital advertising was cost effective because its target reach was wide as well increase interaction with customers (72%); and that digital advertising helps to promote organization’s believability (57%). Osewe (2013), findings concurs the study findings. Osewe concluded that online advertising was effective on reach and creating awareness due to wide usage, unlike the fact that internet advertising scored low on reliability compared to TV as advertising to

4.3.7 Channels of Customer Feedback

The study also sought information on the channel employed to reach the customer for feedback and the results as highlighted in figure 4.6
When asked to state the mode used to reach the customer for feedback, 56% interviewees indicated telephone, Email followed with 27%, and Web chat with 16%. However, only a minute 1% of the interviewees were of opinion that Fax was used to obtain feedback from the customers.

4.3.8 Level of Online Customer Service

The study also attempted to find out the level of online customer service offered and the results were enumerated in table 4.9

Table 4.9: Table Showing the Level of Online Customer Service

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>5</td>
</tr>
<tr>
<td>Good</td>
<td>4</td>
</tr>
<tr>
<td>Average</td>
<td>20</td>
</tr>
<tr>
<td>Poor</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
</tr>
</tbody>
</table>

The outcome of the research shows that more than half (51%) of those interviewed felt that online customer service offered by the organization was average while 26% of the interviewees indicated the online customer service was poor.
Additionally, a sizeable number of the interviewees held opinion that the online customer service was excellent or good as shown by 13% and 10% respectively.
4.3.8 Effect of Online Customer Service on the Growth of Business

Table 4.10: Table Showing the Effect of Online Customer Service on Business Growth

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Freq</td>
<td>%</td>
<td>Freq</td>
<td>%</td>
<td>Freq</td>
</tr>
<tr>
<td>Customer service important to the business success</td>
<td>2</td>
<td>5</td>
<td>22</td>
<td>55</td>
<td>12</td>
</tr>
<tr>
<td>Personnel available in a timely manner</td>
<td>20</td>
<td>51</td>
<td>13</td>
<td>32</td>
<td>2</td>
</tr>
<tr>
<td>Personnel are friendly and courteous throughout.</td>
<td>-</td>
<td>-</td>
<td>25</td>
<td>62</td>
<td>7</td>
</tr>
<tr>
<td>Staff answer customers’ questions adequately</td>
<td>-</td>
<td>-</td>
<td>19</td>
<td>47</td>
<td>10</td>
</tr>
<tr>
<td>Staff exhibit knowledge of the organization’s products or services</td>
<td>26</td>
<td>64</td>
<td>5</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>Employees do not offers pertinent advice to the customers</td>
<td>5</td>
<td>12</td>
<td>22</td>
<td>56</td>
<td>6</td>
</tr>
</tbody>
</table>

The summarized results demonstrated that most of the participants agreed that personnel are friendly and courteous throughout (62%); employees do not offer pertinent advice to the customers (56%); customer service is important to the business success (55%); and that staff answer customers’ questions adequately (47%). The study also found that the respondents strongly agreed that staff exhibit knowledge of the organization’s products or services (64%); and that personnel available in a timely manner (51%).
4.3.9 Type of Information CRM Systems Capture
The researcher was interested to establish the type of information CRM systems captured and the outcomes are as outlined in the table 4.11 below.

Table 4.11: Table showing the type of information CRM systems capture

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winning defectors</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>Cross-selling customers</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>Customer satisfaction &amp; Loyalty</td>
<td>24</td>
<td>59</td>
</tr>
<tr>
<td>Complaints</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Retentions incentives</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Nearly 60% of the respondents stated that CRM systems captures information associated with customer satisfaction and loyalty, followed by 18% of the respondents who stated that CRM systems captures information linked to winning back defectors, while 11% of the respondents stated that CRM systems captures data that would create opportunities to cross-sell to customers. Besides, 12% of the respondents stated that CRM systems captures information associated with complaints and retentions incentives.

4.3.10 Extent to Which the Adoption of CRM Enhances the Efficiency
The researcher was also keen to find out extent to which the adoption of CRM enhanced the efficiency and the outcomes were as indicated below.
Table 4.12: Table showing the Extent to Which the Adoption of CRM Enhances the Efficiency

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High degree</td>
<td>31</td>
<td>78</td>
</tr>
<tr>
<td>Moderate degree</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td>Low degree</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Not at all</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

When respondents were probed to indicate the whether the adoption of CRM enhanced the efficiency in the organization, a staggering 78% of the interviewees proved that the adoption of CRM enhanced the efficiency to a high degree. Another 14% of the respondents held the view that CRM had moderately enhanced the efficiency in the organization. To the contrary, less than 10% of the respondents neither felt that CRM enhanced the efficiency in the organization. The study by Odhiambo (2015), partially supports this study in that CRM system helped bank to better comprehend their client’s demography and analyze customer performance. Moreover, adoption of CRM helped the bank to customize to meet the customers’ needs.

4.3.11 Importance of CRM on Growth of the Business

Table 4.13: Table Showing the Importance of CRM on Business Growth

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Freq</td>
<td>%</td>
<td>Freq</td>
<td>%</td>
<td>Freq</td>
</tr>
<tr>
<td>CRM help us to gain insight into the needs of customers.</td>
<td>4</td>
<td>10</td>
<td>28</td>
<td>69</td>
<td>8</td>
</tr>
<tr>
<td>CRM offers a channel for customer complaints</td>
<td>18</td>
<td>44</td>
<td>9</td>
<td>23</td>
<td>2</td>
</tr>
<tr>
<td>CRM help us to responds to customer complaints in a timely fashion</td>
<td>6</td>
<td>14</td>
<td>26</td>
<td>67</td>
<td>3</td>
</tr>
</tbody>
</table>
The findings of the research proved that a quite significant number of the respondents strongly agreed CRM help the organization to proactively deal with customers (76%); and that CRM offered a channel for customer complaints (44%). Moreover, of those interviewed by the researcher, majority agreed CRM help us to gain insight into the needs of customers (69%); and that as well as help them to respond to customer complaints in a timely fashion (67%). The findings partly support Abdi (2014), who revealed that maintenance and development of Information Management Systems is critical for continued efficient service delivery at the ministry. The findings also affirmed the Gurau (2003), who observed that an effective, integrated customer relationship management approach can generate significant business benefits including reduced costs, increased customer satisfaction, customers increase, expansion of opportunities, increased access to a source of market and competitor information, pointing inefficient processes, sustained competitive advantage and profitability. The findings were also consistent with Bitutu (2011), who felt that CRM empowers the bank to comprehend and serve clients better.

4.4 Limitation of the Study

The study was hampered by the following difficulties throughout the period:
Most of the employees had inadequate time and very occupied, and the vastness of public sector, this study confined itself to public sector only and specifically the directorate of immigration services, Nairobi. Inefficient time also hampered data collection process. In some instance, respondents appeared late as they were doing other things, others withdrew from participating leading to low responses. To overcome this problem and the researcher gave out token of appreciation (biro pens and key holders) to informants in order to encourage their participation in addition to employing a research assistant to accelerate data collection. Furthermore, the some interviewee was resisting to co-operate because they doubted the purpose of the study was purely academic while others had tight work schedules and therefore could not take part. To counter this, the researcher obtained an introductory letter from the university administration allowing her to gather the needed data.
Most organizations impose sanctions against its workers to participate in survey which undermined researcher’s efforts to get large pool of information. The sanctions against workers could be in form of termination or stringent disciplinary action including possible termination.

4.5 Chapter Summary
This chapter reviewed the results and findings extracted from the data collected from the respondents. The section captured the background information of the respondents, dependent variable and four independent variables covered in the preceding chapter. The findings were presented in a statistical manner using frequency appropriate tables and figures. The presentation were in line with the research objectives and covered results of the extent to which technology has influenced business growth in general and the directorate of immigration services in particular. The study also analyzed the extent to which e-service, digital advertising, online customer service and customer management system have influenced business growth. The succeeding chapter, the researcher will make discussions conclusions and recommendations.
CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction
The section contains a detailed summary of the results, conclusions extracted from the findings and suggested recommendation as well. The research endeavored to make conclusions and recommendations in a bid to resolve the research objective which is to establish the effects of technology on the growth of business at directorate of immigration services.

5.1 Summary of Findings
The accompanying extracts of the findings were clearly illustrated according to the research objectives:

5.1.1 Effects of Technology on Business Growth
The study revealed that technology is critical in promoting the growth of business to a very great extent. It was also found that ICT avails precise and timely data about operations for decision makers to gauge the performance of the organization; and that ICT minimizes transactions costs, and improved communications with the target market on one hand. On the other hand, the study found out that ICT create possibilities for new markets and opportunities as well as enhancing productivity and efficiency. The findings closely concurs with the study by Sterne (2010), who suggests that companies which interact informally with customers are actually more financially successful. The findings are also partially in agreement with Mangold and Fauld,( 2009), and Kaplan and Haenlein, (2010) who opined that sites such as social networks help companies to provide their shareholders and stakeholders with the most recent information about market trends and any other upcoming activities

5.1.2 Effects of E-service on Business Growth
On the aspect of E-service, the study found out that e-service platform usually give prompt services; e-service usually instill customers confidence; and that the e-government site is user friendly on one hand. On the hand, the study also found out that the speed of the e-services applications handling is quicker than the manual applications; E-government services is easy to find and use; and that e-service quickly assist customers when they experience problems. The study findings are closely in support of MCIT(2014, who stated that this platform allow cost cutting, save time and energy of citizens’,
eliminate procedural complexity, reduced frequent visits of government offices because of unavailability of information, and resolving unclear specific service provider address for citizens’. The study was also supported by Siddiquee, (2005) on the strength of the fact that E-government has a capability of increase the productivity of public administration and enhance quality of public service delivery.

5.1.3 Effects of Digital Advertising on Business Growth

On the issue of digital advertising, the study revealed that digital advertising affected business growth to high degree and that website was themost popular among the audience customers. Besides, the study found out that digital advertising in form of social networking improved relationships between the business and customers; reduced general marketing cost; digital promotion enables the business to maintain competitive advantage; and that digital advertising helped the company to keep up with trends in the industry.

The study also discovered that digital advertising is cost effective because of it reached a wide target as well increased interaction with customers; and that digital advertising helped to promote organization’s believability. The above findings are in many ways consistent with Gummesson, (2008); who argued that internal advertising and communication overheads were lowered on HCMC because of sharing of thoughts among workers. Online networking thus lowers advertising costs since it is less expensive and more powerful in an unstable market. These results also confirms Bolotaeva and Cata (2010).They asserted that social networks enable organizations gain customers and retain them while click-through social media influences consumer behavior.

5.1.4 Effects of online Customer Service on Business Growth

Thirdly, on the aspect of online customer services, the study found that a combination of telephone and Email were used to obtain feedback from the customers. Furthermore, study found that personnel were friendly and courteous throughout; employees do not offers pertinent advice to the customers; customer service was important to the business success; and that staff answer customers’ questions adequately on one hand. On the other hand, the study also found out that staff possessed knowledge of the organization’s products or services; and that personnel were available in a timely manner. However, the findings revealed that online customer service offered by the organization was average; not better.
The findings partly confirm (Mangold and Faulds, 2009; who affirmed that one of the opportunities introduced by social media (internet) is its capability to permit pre and post communication assessment by companies. Moreover, the finding firmly supports Kaplan and Haenlein, 2011), who contend that virtual platforms such as blogs facilitate the conventional role of creating loyal clients through successfully dealing with their complaints and providing products and service that satisfy their needs and concerns.

5.1.5 Effects of Customer Management System on Business Growth

Lastly, on the issue of customer management system, the study found out that CRM systems captures information associated with customer satisfaction and loyalty, and winning back defectors, and that the adoption of CRM enhanced the organizational efficiency to a high degree. In addition, the study found that CRM helps the organization to proactively deal with customers; and that CRM offered a channel for customer complaints. Also, the study revealed that CRM helped organization to gain insight into the needs of customers; as well as responds to customer complaints in a timely fashion.

The reported outcome are also supported by Odhiambo (2015), who concluded that the CRM system helped bank to better comprehend their client’s demography and analyze loan performance. Moreover, adoption of CRM helped to bank to customize to meet the customers’ needs; to guarantee professional behavior of the employees and create and improve new products for the customers. The results of the study are also in tandem with Sarkkinen (2009), who affirmed that corporate believability and relationships are built and improved through the customized interactions, collaboration, communication and feedback achieved on social media applications.

5.2 Recommendations

From the discussions in the preceding sections, the study made the following recommendations:

The study recommends the study recommends that technology should be embraced by the organization since it is the major driver of business in the 21st century. In a nutshell, technology has led to dramatic reduction in transactions costs, and improved communications as well as creating new frontiers and possibilities for new markets.

Firstly, the study recommends that organizations in general and SMEs must embrace digital advertising in order to harness the benefits derived from the power of internet.
The management must increase marketing budget required to create awareness and desire among the consumers. Organizations now like never before should make tremendous use of social media such as Facebook and WhatsApp to reach the audience. The marketing officers must develop coordinated tracking system to benchmark and track cost per click and cost per thousand impressions for display placements and keywords.

Secondly, on the E-service, the study recommends that organization should deploy more resources in term of infrastructure so as to ensure the platform provide prompt services and build strong customers confidence in addition to making site more user friendly. The ICT personnel should provide the requisite operational infrastructure and support required in order to ensure maximum benefit to the consumers. They should also incorporate technology that is capable of being perceived as useful and easy to use in order to accelerate the rate of diffusion.

Thirdly, on the aspect of online customer services, the study recommends that a human resource should conduct regular training for all customer services officers on various techniques of handling online customers including basic Email and Telephone handling techniques. Such training is directed at imparting customer service skills. The employees should “know your customer” (KYC) through engagement as well as responding to customer queries as quickly as possible. Mystery shopping and customer feedback via survey to be used to evaluate the level of customer services offered.

Lastly, on the aspect of customer management system, the study recommends the implementation of CRM owing to huge benefit derived from the system. The management should establish a project management team to build up an effective CRM system. Training and support should be offered to system users because CRM software consists of a range of tools that helps them to proactively deal with customers and therefore enhance the organizational efficiency. Metrics such as number of prospects, number of cases handled, number of new customers, number of retained customers, renewal rate, complaint time to resolution can be used to evaluate CRM effectiveness.

5.3 Areas for Further Research
The study suggests further study to be conducted with a relatively large sample using interview guide in place of questionnaires in private sector. Interviews guide would enable the researcher to gather qualitative as opposed to quantitative data that would give more insight into the area of
technology and business performance. The study recommends further research to be conducted using a focus groups comprising of experts

5.4 Conclusions

The researcher came up with the following conclusions obtained from the findings:

The study concluded that technology is critical in promoting the growth of business to a very great extent. It was also concluded that ICT avails precise and timely data about operations for decision makers to gauge the performance of the organization; and that ICT minimizes transactions costs, and improved communications with the target market on one hand. On the other hand, the study concluded that ICT create possibilities for new markets and opportunities as well as enhancing productivity and efficiency.

Besides, the study concluded that digital advertising in form of social networking improved relationships between the business and customers; reduced general marketing cost; digital promotion enables the business to maintain competitive advantage; and that digital advertising helped the company to keep up with trends in the industry. The study also concluded that digital advertising is cost effective because of it reached a wide target as well increased interaction with customers; and that digital advertising helped to promote organization’s believability.

Thirdly, on the aspect of online customer services, the study concluded that a combination of telephone and Email were used to obtain feedback from the customers. Furthermore, study concluded that personnel were friendly and courteous throughout; employees do not offers pertinent advice to the customers; customer service was important to the business success; and that staff answer customers’ questions adequately on one hand. On the other hand, the study also concluded that staff possessed knowledge of the organization’s products or services; and that personnel were available in a timely manner. However, the findings concluded that online customer service offered by the organization was average.

Lastly, on the issue of customer management system, the study concluded that CRM systems captures information associated with customer satisfaction and loyalty, and winning back defectors, and that the adoption of CRM enhanced the organizational efficiency to a high degree. In addition, the study concluded that CRM helps the organization to proactively deal with customers; and that CRM offered a channel for customer complaints.
Also, the study concluded that CRM helped organization to gain insight into the needs of customers; as well as responds to customer complaints in a timely fashion.
REFERENCES


APPENDIX I: INTRODUCTION LETTER TO THE RESPONDENT

Schneider Opisa Olwenyi
P.O BOX 11246-00400

Dear Sir/Madam,
I am undergraduate student at Management University of Africa undertaking my research project paper as part of the fulfillment for the award of my degree in business management and leadership. I am carrying out a study on effects of technology on the growth of business at directorate of immigration services. Findings of this study are intended to inform various parties about the effects of technology on the growth of business at directorate of immigration services. The success of this research will to a large extent depend on the input I will obtain from you and other respondents. I therefore count on your support. Respond to all questionnaires as accurately and honestly as possible. This questionnaire is designed for the purpose of this exercise only and therefore all information contained in there will be treated with confidentiality.

Yours faithfully,
Schneider Opisa Olwenyi
APPENDIX II: RESEARCH STUDY QUESTIONNAIRE

SECTION A: RESPONDENT INFORMATION

1. Indicate your gender?
   Male [ ]  Female [ ]

2. Please indicate is your age bracket?
   21-25 yrs [ ] 26-30 yrs [ ] 31-35 yrs [ ]
   36-40 yrs [ ] above 40 yrs [ ] Above 50 years [ ]

3. Please tick the highest level of education you have attained?
   Primary [ ] Secondary [ ]
   Tertiary [ ] University [ ]

4. What position do you hold in the organization?
   Senior Management [ ] Middle Management [ ] Subordinate [ ]

5. Please indicate your Department/Section
   Passport
   Finance
   Permit
   IPRS
   Citizenship
   Visa
   Permanent Resident

5. How many years have you worked for the organization
   0-5yr  6-10yr  11-15yr  Above 16yr
SECTION B: EFFECT OF TECHNOLOGY ON BUSINESS GROWTH

6. Kindly indicate your level of agreement that technology is critical in promoting the growth of business?

   Very great extent [ ]   Great extent [ ]   Moderate extent [ ]
   Some extent [ ]        Not At all [ ]

7. To what extent do you agree with the following statements that are associated with technology helps to enhance growth of business? Rate where 1 - strongly agree; 2-agree; 3-neither agree nor disagree; and 4-disagree; 5 - strongly disagree

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i  Reliable information regarding operations is important if managers are to measure the performance of the organization</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>ii ICT improve efficiency and effectiveness.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii ICT reduces transactions costs, enhanced access to dependable knowledge, enhanced communications with markets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv New technologies create new markets and opportunities,</td>
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</table>

SECTION C: E-SERVICE

8. Do you agree that e-service effects business growth? Please tick appropriate using these rate where 1 - strongly agree; 2-agree; 3-neither agree nor disagree; and 4-disagree; 5 - strongly disagree

<table>
<thead>
<tr>
<th>STATEMENTS</th>
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i  E-service platform usually give prompt services</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>ii E-service quickly to help customers when they experience problems</td>
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</tr>
<tr>
<td>iii E-service usually instill customers confidence</td>
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<td></td>
</tr>
<tr>
<td>iv e-government services is easy to find and use</td>
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</tr>
</tbody>
</table>
The e-government sites is user friendly

The speed of the e-services applications handling is quicker than the manual applications

Others (Specify..................................................)

SECTION D: DIGITAL ADVERTISING

8. What degree does digital advertising affect business growth?

High degree [ ] Moderately [ ] Low Degree [ ]

9. Which of the following digital advertising media is most popular among the audience customers

<table>
<thead>
<tr>
<th>Facebook</th>
<th>Tweeter</th>
<th>WhatsApp</th>
<th>Email</th>
<th>Mobile Advertising</th>
<th>website</th>
<th>Other</th>
</tr>
</thead>
</table>

10. What is your opinion concerning digital advertising in relation to business growth? Rate where 1 - strongly agree; 2-agree; 3-neither agree nor disagree; and 4-disagree; 5 - strongly disagree

<table>
<thead>
<tr>
<th>STATEMENTS</th>
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<th>2</th>
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</thead>
<tbody>
<tr>
<td>i</td>
<td>Digital advertising reduces general marketing cost.</td>
<td></td>
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<tr>
<td>ii</td>
<td>Digital advertising is cost effective because it target reach is wide as well increase interaction with customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii</td>
<td>Digital advertising in form of social networking which improve relationships between the business and customer.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv</td>
<td>Digital advertising helps to promote organization’s believability</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>v</td>
<td>Digital advertising helps company to keep up with trends in the industry.</td>
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</tbody>
</table>
Digital promotion enables the business to maintain competitive advantage

Others (Specify………………………………………………………….)

### SECTION E: ONLINE CUSTOMER SERVICE

11. How do you reach your customer for feedback?

- Email [ ]  
- Fax [ ]  
- Telephone [ ]  
- Web chat [ ]

12. What is the level of your online customer service?

- Excellent [ ]  
- Good [ ]  
- Average [ ]  
- Poor [ ]

13. Please rate following statements that relate to online customer service and their effects on business growth? Rate where 1 - strongly agree; 2-agree; 3-neither agree nor disagree; and 4-disagree; 5 - strongly disagree

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>1</th>
<th>2</th>
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<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i Customer service important to the business success</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii Personnel available in a timely manner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii Personnel are friendly and courteous throughout.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>iv Staff answer customers’ questions adequately</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>v Staff exhibit knowledge of the organization’s products or services.</td>
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<td></td>
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<tr>
<td>vi Staff offers pertinent advice to the customers</td>
<td></td>
<td></td>
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<tr>
<td>vii Others (Specify………………………………………………………….)</td>
<td></td>
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</tbody>
</table>
SECTION F: CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

14. Please indicate the type of information CRM systems capture in your organization?

<table>
<thead>
<tr>
<th>Winning defectors</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross-selling customers</td>
<td></td>
</tr>
<tr>
<td>Customer satisfaction and Loyalty</td>
<td></td>
</tr>
<tr>
<td>Complaints</td>
<td></td>
</tr>
<tr>
<td>Retentions incentives</td>
<td></td>
</tr>
</tbody>
</table>

15. To what extent does the adoption of CRM enhanced the efficiency in the organization?

   High degree [ ]  Moderate degree [ ]  Low degree [ ]  Not at all [ ]

16. What is your considered viewpoint of the importance of CRM elements in relation to business growth. Rate where 5-Greatest extent; 2-Great extent; 3-Moderate extent; 4-Some extent  5-No extent

<table>
<thead>
<tr>
<th>Statements</th>
<th>1</th>
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<td>i  CRM help us to gain insight into the needs of customers.</td>
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<tr>
<td>iv  CRM help the organization to proactively deal with customers</td>
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<tr>
<td>vii Others (Specify……………………………………………………………………)</td>
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</tbody>
</table>
APPENDIX III: CONSENT FORM

Title of the Study

The study plans to investigate the effects of technology on business growth at the directorate of immigration services. You are humbly being asked to participate in a research study conducted by Schneider Opisa Olwenyi of the Management University of Africa (MUA).

Purpose of the Study

To investigate the effects of technology on business growth in public institution and particularly directorate of immigration services. This research findings will add to the literature on touching on this areas. The survey might require you approximately 20 minutes to complete.

Procedures

Your participation in this study is voluntary and you will be asked to respond to a few questions or consisting of a mix of structured responses. You are under no obligation to participate and if you choose to participate, you may refuse to answer questions that you do not want to answer. Please remember, once you submit your survey responses, you will not be able to withdraw from the study given the anonymous nature of your response.

Potential Risks and Discomforts

The risks to any participant are low. The study will not collect personally identifiable information. If personally identifiable information is given, that information will be treated anonymously and no personal data will be published. All data collected will be considered confidential.

Potential Benefits to Participants

Participating in this study may also have a positive influence on informant awareness of the how they may use technology to improve their effectiveness and efficiency. The findings will contribute to existing body of knowledge and provide a foundation for further research.

Confidentiality

Any information obtained for this study will remain confidential and will be disclosed only under express written authority from the participants.
The information shared will remain strictly confidential and will be used for the purposes of this research, or, under the following confidentiality and anonymity conditions for potential data re-use.

Participant - “I have read and understood all of this questions and concerns about this study and I choose, voluntarily, to participate in this research project.

Name of Participant

Signature……………………