

**SOCIAL MEDIA APPLICATION AND CUSTOMER SATISFACTION IN
PRIVATE MEMBERS CLUBS IN KENYA**

BY

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REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
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DECLARATION

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



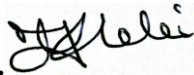
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DEDICATION

I dedicate this work to the Almighty God who has been my source of Strength, Grace and Wisdom throughout the period of my course, through whose Grace and Favor I have been able to run my course and scale through the hurdles of my academic pursuit.

For Sure His Promise Are Yes and Amen.

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ABSTRACT

The study focuses on social media application and customer satisfaction in Private Members Clubs in Kenya. In conformity with recognizing the growing impact of digital platforms on customer satisfaction, the study aims to provide insights into the dynamics of social media application usage on customer satisfaction and its challenges in private members clubs in Kenya. The study also aims to capture insights into the integration of social media applications and their influence on customer satisfaction. Grounded in Service Quality Theory, Technology Acceptance Model, and Social Exchange Theory, the research employs a correlation design, targeting ICT managers from 43 Members clubs. Primary data was collected via questionnaires, from the ICT Managers of the intended Private Members Clubs. The data collected was analyzed using SPSS (Statistical packaging social sciences). The findings revealed a weak positive correlation between marketing and customer satisfaction, suggesting a limited impact of marketing efforts on customer satisfaction. Communication demonstrates a moderate positive correlation, emphasizing its significant role in enhancing customer satisfaction. Soliciting activities show a weak positive correlation, implying a subtle influence on customer satisfaction. Regression analysis indicates a positive but statistically insignificant impact of marketing on customer satisfaction, cautioning against relying solely on marketing for customer satisfaction. Soliciting new facilities and services, as well as communication, were found to be statistically insignificant in influencing customer satisfaction. In conclusion the study recommends adopting a nuanced perspective on marketing's role, acknowledging its subtle influence despite statistical insignificance in regression analysis. Organizations are urged to embrace a comprehensive strategy, diversifying marketing approaches, and collaborating across departments. For communication, the focus is on investing in recognized social media platforms, employee training, and diversifying channels, despite statistical insignificance in regression. The study recommends a comprehensive approach for soliciting new facilities, refining strategies, actively seeking customer feedback, and integrating solicitation with product development, despite statistical insignificance in regression.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Private Members Clubs are organizations that consist of people with similar interests offering products and services. These services are provided exclusively to the Members. The services range from Accommodation, Dining Facilities, Golfing, Sports facilities, Library facilities amongst many other services. The history of Private Members Clubs in Kenya goes back to the advent of colonialism in Kenya where Europeans were assimilated into such clubs to foster a sense of unity and camaraderie in a new land. Eventually, as Africans became commonplace in the Private Members Clubs, they slowly became about social classes and prestige, a change that came about as a result of the prestige of association and affording connections for those involved (Connan,2015).

Since then, Private Members Clubs have changed in accordance to the prevailing environmental and even economic conditions as they seek to afford comfort and service that set each Club apart from the rest. This has been marked, especially in the technological age, by service innovation to create services that anticipate the needs of the members thus strengthening the relationship between the organization and its members (Randhawa, 2016). Technological services in particular are the incorporation of new or cutting-edge technical components into existing corporate offerings that enable better customer service and management. Back & Lee, (2009) in a study established that club owners should evaluate and minimize the gaps between member expectations and their actual perceptions of value in order to constantly give considerable value to their members. They ascertained that open lines of communication between club administration and members enable the identification of service gaps and the resolution of member problems. A problem slowly solved in the modern day as clubs have adopted social media-based communication as an interactive technique of effectively engaging with their members. Implementation of such applications has also faced challenges due to the perceived value and satisfaction that customers associate with such social media applications like any innovations that are novel to the customer base.

We have theories explaining the relationship between these two variables. Atkinson, (1964) introduced the expectancy-value theory which argued that the motivation behind a given action or behavior is determined by expectations of achieving a specific outcome and the value or the intensity of the desire of the outcome. Another theory called technology acceptance model suggested that the sooner the companies came to an acceptance of the use of the social media applications in meeting the customers satisfaction,

the better (Davis, 1986). The third theory is the social exchange theory, (George Homans ,1958). The theory suggests that the companies and organization's creativity in customizing their social media application handles and their reputation is what triggers the customer's intention and their responsiveness towards the company's activities.

1.1.1 Social Media Application

Aichner (2019) defined social media applications as platforms where the users interact and share information through their customized accounts and pages. Individuals use these platforms to interact with their families and friends. Wildman, (2015) explained social media as applications where individuals create customized profiles and content relevant to what they deal in. Interactions among individuals and groups are made through these profiles on social media applications. Lockett, Thompson & Morgenstern (2009) explained social media as a business resource which must be competitive and have no easy substitution. This can be achieved through creativity and high cost invested in the development of the application, making it valuable and rare. In this way, it remains unique and also attractive to the end-users. From the descriptions given above by the scholar, we can conclude that social media application, also defined as Web 2.0, is an internet-based platform made of various networking sites that promotes interactions between individuals and groups of people who publish and share ideas without restrictions.

This is achieved mainly through the exchange of data as it pertains to the specific information that is disseminated and shared on the different social media applications. Individuals and groups get an opportunity to express their opinions on different topics, be it on nature, lifestyles, business-related posts (Whitings & Williams, 2013). As much as the implementation of social media applications has gained widespread implementation it has also faced challenges which are just as difficult to diagnose as the general effectiveness of its implementation. As such the challenges constitute first and foremost, the self-segregation of people with similar views and beliefs instead of creating an encompassing medium of communication for varying demographics. This is also accentuated by the fact that the social media proprietors expose social media users to content that is in many ways out of their control thus influencing their purchasing and political actions in manner that is linear robbing the demographics of an objective and practical use of the social media applications (Anderson, 2019). Ease of use and privacy concerns have also become prevalent challenges as it pertains to factors such anonymity, communication privacy and the authentication of identities as well as the integrity of user data protection (Zhang, 2010).

Eke (2014) argued that social media applications can be measured by looking at how much exposure and impact it has on the target audience. It may be looked into through the percentage of people that have given their opinions and feedback and on how either helpful or detrimental the information has been on them. It can be measured also on whether the purpose for which the information given on the social media applications has been achieved. However, social media applications can also have some very detrimental consequences on the internet users, either in the social, politics, religious, business fields, etc. This would only be determined by how the involved parties take in the posts and the comments made on social media. Kim (2011) argued that conflicts and fights can occur in the political field due to the different views and opinions made on the internet by different individuals with political and ideological differences.

1.1.2 Social Media Application and Customer Satisfaction

Companies, organizations and businesses have also invested heavily in the internet after realizing that most people are always on the internet scrolling, watching and learning new things on the internet. Marketing strategies have changed since businesses have opened up accounts and pages where they market their brands, post their products and services with the objective that the target audience will be in a position to view it and make decisions on whether to purchase or work with them. Sano & Kano, (2016) argued that social media applications have become very influential organizations that are utilizing them in product innovation. Customer relationship management is enhanced through interaction with customers through receiving questions, clarifications and opinions, and responding to them efficiently and effectively. Product innovation is achieved through learning more improved insights through their own research and development insights. They can also evaluate if the product or the service given to the people meets their desired need through reviewing customers' comments and complaints. This helps the club to operate in accordance to the needs of the customers, thus establishing their satisfaction. Ismael, (2018) says that as much as customers are interested about the service they enjoy, they also highly regard amazing experiences and strong relationships with the service providers. They should therefore be part of the club's online community so as to grow the cohesion and positively increase the market. Social media applications help in sustaining corporate brands through customizing their profiles, logos and web designs. How they present themselves on the internet influences purchasing decisions, consistency and the sustainability of customer relationship (Jamil, 2022).

The challenges that are encountered in reconciling social media application implementation and customer satisfaction are widespread and have been the subject of academic discourse. This is marked by businesses

lacking the necessary expertise and knowledge on which of the applications to use and in which way to avail them to the customer base in a manner that will boost growth and meet customer satisfaction standards (Mirchandani, & Gaur, 2019). The challenges these business entities face in implementation range from either technical to interpersonal. The interpersonal is especially imperative to this study as it presents the challenges that social media application faces (Hordermann and Chao, 2012).

Kotler (2013) defined customer satisfaction as a difference between ones expectations and service performance as compared to the outcome which they actually experience at hand, which may be fulfilling or disappointing. This may be caused by how the product or the service serves the desired need, the comments and testimonials from other users, the difference it has with the competitors and the disparity between the actual performance and what the product promoters promised.

1.1.3 Private Members Clubs in Kenya

The genesis of these clubs can be traced back in the colonial period where the British settlers set up private clubs; they used to carry out recreational activities such as golfing, squash, swimming etc. These clubs were restricted to a group of a reputable social status. They would meet-up for business meetings and have luxurious dinner, drinks and other social amenities. These clubs were taken over by the elite Africans and it offered them a platform for decision-making and provided orderliness since they were following a set of rules. The rules by which private members clubs adopt and register new members is based on a form of exclusivity based on elitism whether it was colonial or when Kenyan elites took over the clubs. They have continued to thrive in membership and in numbers. Private members clubs are governed by the laws of the country, and have specific fundamental disciplines, policies and procedures of operations. The membership is exclusive to those who pay their membership and affiliation fees. He also outlined that the satisfaction of these clubs is mainly on membership (Ferreira, 1997).

Private Members Clubs use social media to create awareness, improve customer engagement, competitive advantage as compared to their competitors, helps in advertising to the targeted group's i.e. reaching potential customers (members) according to their interests and demographic information, reputation management as well as increased booking and sales.

Examples of the Private Members Clubs include The Muthaiga Country Club, Muthaiga Golf Club, Vetlab Sports Club, Capital Club, Stima Members Club, Impala Club, Nairobi Club, Karen Country Club, Ruiru Sports Club amongst many other Private Members Clubs.

1.2 Research Problem

Social media applications and the satisfaction associated with implementing them is widely used by thousands of people around the world. Businesses have also invested in social media applications for marketing their brand, their products and interacting with their customers. As a result, several researchers have embarked on giving a conclusive definition and framework that accrues to implementing social media applications in wide-ranging professions and workplaces. One such researcher based the functionality of a social media application and its implementation in the workplace citing identity, sharing, relationships, reputation, groups, conversations and the presence of users as common building blocks to a greater or lesser extent of social media applications (Kietzmann, 2011). Social media applications thus comes under various definitions based on implementation however the common consensus seems to show that Web2.0 technologies were crucial to the creation and uptake of social media. The true definition of social media applications is thus solely based on the context within which it is implemented and adopted since use could range from recreation to formal business settings since according to data from empirical research, there may be differences in how the academic community describes social media, how people really use it, and what people in the real world believe when asked about it forming a research issue that will be addressed by this research undertaking (Wolf & Yang, 2018). Nunan, (2018) for example conducted a study as it relates to the levels of customer satisfaction and sales with social media serving as a tool and ascertained that it was an imperative as far as the future of businesses and the transformative role it can play. Sano (2015) also conducted a study assessing the effect of social media marketing strategies and the effect that it has on the levels of customer satisfaction for indemnity insurance companies and ascertained that the effect varied especially since satisfaction was attributed to customer commitment rather than the marketing practices where a sense of association was seen to be more effective in assessing results from social media marketing and their application. Additionally, (Yum & Yoo, 2023) conducted a study, the implications of service quality on customer loyalty through factors affected by customer satisfaction in mobile social media and established that the convenience of design as well as security of the social media was imperative in ensuring customer satisfaction hence leading to company successes.

Adoption of social media has also spread in part to Private Members Club which has been able to create strong customer relationships and this has also increased customer loyalty. Business oriented organizations in particular that have adopted such applications and innovations so as to facilitate networking,

entertainment and even in some cases privacies have seen exponential growth in customer satisfaction levels (Randhawa, 2016). They continue to thrive since every contented client will always praise the club and bring more customers on board. In equal measure private members club also face challenges as far as the operations are concerned. The advent of changing demographics and evolving member preferences for example have affected the operations of the clubs as they have to in effect constantly tailor their operations to match the changes. This has the domino effect of increasing the operational costs of running the clubs as an increase in the workforce and facilities to match the changes could strain the club finances. Private members clubs also have to keep up with technological advancements to enhance member experiences, streamline operations and an overall objective of meeting evolving member expectations (York, 2002). There is therefore a link between the two variables, thus the need to study them since the adoption of technology in the form of reservation platforms, electronic correspondence, and mobile apps for event information improves the overall experience thus satisfying the customer base. This is highlighted by the fact that the adoption is not as widespread thus necessitating further research into how the social media applications can be implemented and whether or not they can accrue increased levels of customer satisfaction.

The gap between these two variables have been looked into by various researchers but there has not been found accurate and enough information to satisfy it. Despite the social media applications going a long way in promoting customer satisfaction in the 21st century, there are risks that prevail in it. Many customers purchase items such as home electronic appliances online. The lack of logistics support is an issue that must be addressed. Mwangi, (2022) conducted a study on the risk exposure and management strategies as determinants of customers' satisfaction in selected golf clubs in Nairobi and Kiambu counties in Kenya and ascertained that many of the deficits as it comes to membership and satisfaction could be remedied through the introduction of customer based social media applications. Customer loyalty and satisfaction are also impacted by the cost of sending instant messages.

Wanyoike & Kithae (2019) in their study regarding SMEs in Kamukunji, Nairobi found using social media platforms had greatly impacted promotion of customer relations and performance of the SMEs as a whole. Ndiege, (2019) found that majority of the customers who frequent SMEs have an active social media presence thus enhancing interactions and feedback between the businesses and customers leading to repeat purchases. Akama conducted a study in 2003 regarding the levels of customer gratification in Tsavo West National Park and found that contentment levels and the quality of services go hand in hand.

This research as it is related to this context will look into the efficiency of private members clubs in Kenya in reaching back to customers after delivering the product or the service. Is there an online platform where the customers can post their reviews, opinions and/or complaints about the service? How fast and efficient is the company in giving feedback and responding to complaints?

This study will seek to analyze the relationship between social media applications and customer satisfaction in private members clubs in Kenya?

1.3 Research Objectives

The general objective of the study is to establish the relationship between social media applications and customer satisfaction in private members clubs. The specific objectives are:

- (i) To establish the extent of the application of social media in the private members clubs in Kenya
- (ii) To establish the challenges faced by Kenyan private members clubs in application of social media.
- (iii) To determine the relationship between social media applications and customer satisfaction in private members clubs.

1.4 Value of the Study

Once completed the findings will be used by policy makers who are tasked with coming up with basic disciplines, laws and procedures to govern private members clubs in Kenya. The societies of Kenya may use the findings to make laws and policies on how and who should handle the social media applications with the motive of customer's interactions and satisfaction.

The study will also be useful to the social media business community because they will know their rights and power in the internet networking sites. They will also have a chance to let their voice heard, their opinions appreciated and their complaints worked on. The private members clubs will understand and appreciate the growth in the usefulness of social media applications and use it to interact, serve and sustain their customers by ensuring their satisfaction.

Future researchers and scholars will be able to use this study to cite and reference their own future research works. In future, it will present inadequacies and gaps that will necessitate more studies. The study will

also confirm if the previous theories pertaining relationship between social media applications and customer satisfaction are true or not.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter discussed literature related to the study. It entailed theoretical review, factors of detecting fraud, review of studies, summary and the conceptual framework. The literature discussed, helped the study identify the knowledge gap to be filled by further studies.

2.2 Theoretical Review

Theories that include service quality theory, technology acceptance model and social exchange theory have been used to anchor the research topic. Theoretic reviews these theories based on their key propositions, criticisms and their relevance towards the study.

2.2.1 Expectancy Value Theory

Was first initiated by Atkinson in 1964 but has been further developed by different scholars during the years. Eccles et al. (1983) argued that the choices made about achievement are motivated by an individuals' expectation for success and the subjective task value. The task value would be expressed if it is rewarding, if the person actually enjoys it, if it is in line with the future objectives and if competes favorably with the previous activities (Wigfield, 1994).

The theory, however, has been criticized by different researchers and scholars. (Miner, 2005) argues that the theory is less practical since it has proven difficult to apply the ideas in it. The theory assumes that individuals tend to make rational decisions before putting their efforts into a task. However, research has proven that most people perform activities and try to justify their decisions later on.

It is important to understand the theory since it underpins the topic of study. Customers tend to be motivated by a Private Members Club whose social media application has been designed in a way that demonstrates value to the user. It must be rewarding in a way that the user can access information, seek clarification and receive immediate and accurate feedback from the Private Members Clubs. The applications should also be outstanding in their presentation so as to remain competitive from the related clubs that the client might consider incase, they are not satisfied with it.

2.2.2 Technology Acceptance Model

This was a modification of a study that had been carried out by (Fishbein and Azjein,1975) which they referred to as Theory of Reasoned Action. TAM evolved from the observation that most employees were not using the internet and information technologies available which led to the need for finding ways to increase acceptance and for the companies to modify their systems to ease their usage. Davis revealed that the attitude of the user of a system majorly determines whether the user will actually continue using the system or reject it. Another factor would be the perceived ease of use (Lee, 2003).

System users appreciate it if they do not require too much effort to make use of it and meet their desired need. It can therefore be said that system users are more willing to consider using social media services that offer them added advantages such as efficiency in terms of less costs incurred less effort put into it and time saving (Daragmeh, 2021).

Despite its usefulness in the studies, TAM has been heavily criticized by several researchers. The need to modify and improve it so that it is in line with the constant changes in information technology has resulted into theoretical confusion. This is because it focuses on individual users rather than the social processes of development and implementation of the IS systems and fails to accommodate other issues such as costs and structural imperatives such as strategic goals and the nature of workforce of the information technology (Malatji, 2020).

This theory has been used to support the study since it expresses the need for the Private Members Clubs in Kenya to ensure that the customers are receiving satisfaction through their accounts on social media applications by ensuring that they are useful in relaying the information needed and in the mutual interactions with the customers. They should also ensure that it is cost effective, time savings and requires limited effort to satisfy the customers in the social networking sites.

2.2.3 Social Exchange Theory

This theory traces back in 1958 by an American sociologist called George Homans. It was based on the determination of efforts and work put into developing a relationship between one person and another. It is based on the assumption that every human being tends to begin a relationship based on what they will earn from it. The reward they will receive at a minimum cost necessitates continuity of any human interaction. The theory suggests that a person's expectation in a relationship is based on the comparison

of the future experiences. They come in with their samples and bars set at a certain level, which tends to be the baseline for future relationships (Cook, 2013). The frequency and magnitude of the reward determine the longevity of human relationship (Crosbie, 1972).

Though the theory explains the basis of human interactions as exchange, it makes it far from reality. It does not consider rational models in such a way that different people have different preferences as to why they sustain human relationships. There are individuals who take interactions as symbol of approval and prestige, rather than just the reward.

Customers follow, like, comment and share the social media pages of an organization if there is a reward, they receive from them. If the cost they incur to access these social media applications are worth their service and satisfaction, they will definitely show consumer loyalty to the private member club. The club must therefore ensure that their internet networking sites are easily accessible and have the right information and put out the resources that will necessitate the continuity of their interactions with the customer.

2.3 Determinants of Customer satisfaction

This section will discuss social media outcomes; this encompasses communication, marketing, and the solicitation of new facilities and services on customer satisfaction, serving as the independent variables in this study.

2.3.1 Communication

Communication through social media significantly enhances customer satisfaction by providing a direct and immediate avenue for interaction between businesses and consumers. The real-time nature of platforms enables customers to voice their concerns or inquiries and receive prompt responses (Rapp, 2013). This instant accessibility fosters a sense of responsiveness and customer-centricity, as companies can address issues swiftly, demonstrating a commitment to resolving problems and ensuring a positive experience. The transparency of these interactions also adds a layer of accountability, as problem resolution occurs in a public domain, showcasing a company's dedication to customer service.

Furthermore, social media facilitates personalized communication, allowing businesses to tailor their messages and offerings to individual customer preferences. Through data analytics and customer insights gathered from social media interactions, companies can craft targeted content, advertisements, and

promotions (Gupta et al., 2020). This personalized approach not only makes customers feel valued and understood but also contributes to more effective problem resolution. By acknowledging and addressing individual needs, businesses can create a positive feedback loop, building stronger customer relationships and loyalty. Additionally, the public visibility of positive interactions on social media serves as a form of endorsement, influencing potential customers and reinforcing a positive brand image that further contributes to overall customer satisfaction. In essence, the dynamic and interactive nature of social media communication creates an environment where businesses can actively engage with their customers, leading to enhanced satisfaction and loyalty (Baumöl, Hollebeek, & Jung, 2016).

2.3.2 Soliciting New Facilities and Services

The overall excellence of physical amenities and the infrastructure within the Private Members Clubs leads to customer satisfaction. Quality may be described as the architectural designs, maintenance, and ambience of all the rooms, parking lots, reception areas, dining rooms, sports field's condition, safety features and availability of professional staffs and trainers dictate customer's satisfaction. The quality as perceived by a customer thus is the level of superiority that the customer assigns to a product or service as compared to other similar products and amenities (Samudro, 2020).

Social media emerges as a crucial tool for organizations actively seeking the latest facilities and services which are of high quality, providing a real-time conduit to stay abreast of current trends and innovations. Platforms like Instagram, Twitter, and Facebook serve as dynamic repositories of the most recent developments, allowing organizations to tap into the wealth of information circulating in these online spaces. By leveraging the constant stream of updates and insights, businesses can effectively solicit new facilities and services for integration within their operations. This proactive approach not only ensures that organizations remain at the forefront of industry trends but also positions them to adopt cutting-edge solutions that can elevate their offerings and overall customer satisfaction.

In addition to staying informed, social media enables organizations to engage in meaningful interaction with their audience, facilitating the gathering of valuable insights on preferred facilities and services. Organizations by actively involving customers in the bidding and proposal process through these platforms, while posting requests for proposals and sharing bid highlights fosters transparency, since customer engagement through bidding and proposals provides valuable insights. This customer-centric approach ensures that the final decisions align with customer preferences, enhancing overall satisfaction

and positioning organizations to adopt cutting-edge solutions tailored to meet the specific needs of their clientele.

The quality of the products and services as it relates to the customer satisfaction is thus based on the novelty and improvement of prior offerings or the industry standard based on performance, service delivery and the environment within which the product or service is being provided each one augmenting and thus providing a measure in part of customer satisfaction (Gong & Yi, 2018). This makes quality facilities a major determinant of customer satisfaction that needs to be studied. The overall perception of the Club becomes satisfactory which in return retains the existing customers and attracts more members mainly through customer loyalty (Andaleeb,1998).

2.3.3 Marketing

Social media serves as a powerful vehicle for enhancing customer satisfaction through strategic marketing efforts. Platforms like Instagram, Twitter, and Facebook provide organizations with the means to establish a compelling online presence, engaging with their audience in a dynamic and personalized manner. Through targeted advertising campaigns and organic content, businesses can not only promote their products or services but also convey a brand image that resonates with the values and preferences of their customer base (Castronovo, & Huang,2012). This tailored approach creates a sense of connection, making customers feel understood and appreciated, which, in turn, contributes to heightened satisfaction. Influencer partnerships on social media further amplify the impact of strategic marketing efforts, playing a pivotal role in enhancing customer satisfaction (Lou, & Yuan, 2019). Collaborating with influencers allows organizations to leverage the influencers' reach and credibility to authentically promote their products or services. Influencers, who often have a dedicated and engaged following, can effectively convey the benefits and positive experiences associated with the organization's offerings. This widens the organization's audience.

Moreover, social media acts as a direct line, allowing organizations to promptly address customer inquiries, concerns, and feedback about the product or services provided. The immediacy of these interactions fosters a sense of responsiveness and attentiveness, reinforcing the organization's commitment to customer satisfaction. Additionally, social media platforms provide a space for customers to share their experiences, recommendations, and testimonials, creating a virtual community that further validates the brand's credibility (Lima, Irigaray, & Lourenco, 2019). Through well-executed marketing strategies on social

media, organizations can not only attract new customers but also cultivate a loyal customer base that feels valued and heard. In essence, the interactive and promotional capabilities of social media contribute significantly to the overall satisfaction of customers by creating a positive and engaging brand experience.

2.3.4 Customer Satisfaction

Customer satisfaction is a cornerstone for the sustained success of organizations, particularly in membership-based entities. When customers experience satisfaction with the facilities and services provided, it often translates into increased loyalty and a higher likelihood of membership renewals (Bhattacharya, C. B. 1998). Satisfied customers are more likely to perceive value in their memberships, fostering a positive relationship with the organization. This, in turn, contributes to a steady stream of membership renewals as individuals find ongoing benefits in their continued association.

The feedback acts as crucial role in gauging and improving customer satisfaction. By actively seeking and analyzing customer feedback, organizations can identify areas for improvement and address concerns promptly, reinforcing customer satisfaction (Jannach, Zanker, & Fuchs, 2014). Positive feedback serves as a testament to the effectiveness of the organization in meeting customer expectations, while constructive criticism allows for continuous refinement of offerings. Additionally, the willingness of satisfied customers to refer others to the organization speaks volumes about the quality of services provided. These referrals not only contribute to the growth of the membership size but also serve as a testament to the organization's commitment to customer satisfaction (Berman, 2016).

2.4 Empirical Studies

This chapter reviews the international and local studies that have been carried out in relevance to this study and find the gaps that exist.

Internationally, AbdElfatah (2017) studied roles of social media in activating communications in sports clubs at Heiwan University, Egypt. He carried out an interview and questionnaires on a study sample of 15 academic experts in the field of marketing and sports management, and beneficiaries of social media services such as the sports club members, the players, trainers and the administrators. The findings expressed that the reasons why members interact with social media is if they can access the latest information at a penny, useful interactions between the members, ease of use, the efficiency of sharing the information and the value of the application in meeting the customers' objectives.

Cham, (2021) carried out a study in the golf tourism on whether the image of a destination would invoke the intention to revisit and recommend to others. The context of the study was Malaysia. They collected data from a sample of 360 golf tourists at the main airports through self-administered questionnaires. The findings concluded that destination image mainly influences the tourists' perceived quality, value and satisfaction. The significance of using Malaysia was because of its accessibility, safety, security and the golf course setting.

Toplu (2014) did a case study in Turkish banking industry on the corporate reputation in the era of social media. Online survey was used in data collection then use of convenient sampling to increase the number of responses. A sample size of 390 respondents was conducted. 48% of the customers use social media applications to follow the campaigns of their banks while 25% indicated that they follow social media with the aim of delivering their complaints about banking services. The researcher concluded that most people follow the social media platforms of their banks and that banks adapt social media applications for various reasons, mainly to share information and increase profits via recognition.

Denget (2010) carried out a study on Customer satisfaction and loyalty on mobile instant messages in China. They used questionnaire survey as the method of collection of data on mobile phone users' perception of instant mobile messages. The findings of this study confirmed that the trust, perceived service quality, perceived customer value both on functional and emotional value contribute to generating customer satisfaction with mobile instant messages. It also showed that the cost incurred in sending instant messages affect customer satisfaction and loyalty. There is a gap since the study did not assess a sample of business from Kenya.

On an empirical study on the effectiveness of social media applications as a marketing tool, (Bashar, 2012) carried out the study in India and suggested that there has been a radical shift and a tremendous impact on how business is conducted and how companies interact with their customers. Questionnaires were used to understand the point of view of respondents regarding how social media affects their buying of goods or services. The research was based on descriptive research design. The online questionnaire was done on a sample of 150 social media users. It was found out that most social media users visits brand pages to learn more about the product or service, the exclusive offers, the opinions and reactions of other people on the selected brands. It also confirmed that the effectiveness of social media applications in marketing is made

possible when organizations have their presence on the sites to provide concrete and timely information to the users.

Locally, Ndiege, (2019) studied on social media technology for the strategic positioning of small and medium-sized enterprises in Kenya. The study used qualitative research design and a sample of 15 small business entrepreneurs in Nairobi with at least one social media platform. An interview was the preferred method of data collection used. The study confirmed that most of their customers are already on social media, mainly on Facebook. The engagement of SME owners and their customers on social media helped them generate leads for their products or services through looking into customers' interests and/enquiry into a product or service.

Wanyoike and Kithae, (2019) studied on social media networks and SME performance in the international arena on the SME's operating in Kamukunji area, Nairobi County. The target population was 838 SME businesses but the researchers interviewed a sample of 84 respondents. The shops were selected using stratified random sampling and a descriptive research design was employed. Questionnaires were designed to obtain both qualitative and quantitative data. The results showed that the use of social media platforms have the potential to promote customer relations which in turn affects the SME performance in a big way. They recommended that SMEs must invest in building stronger customer relationships mainly through social media applications. They also explained that they should learn the use of social media tools to find an opportunity for growth through increased sales.

Waitiki (2014) carried out a study on service quality and satisfaction of customers in hotels in Nairobi, Kenya. The researcher applied a descriptive design to study the relationship between the variables. The target population involved the guests of star-rated hotels in Nairobi. A sample size of 358 questionnaires was distributed among the respondents. Primary quantitative data was collected for this study utilizing online questionnaire, analyzed then later interpreted using statistical package for social sciences (SPSS). The results of this study indicated that reliability is the greatest contributor of customer satisfaction followed by empathy, tangibility, responsiveness and assurance. In the hotel industry, the reliability dimension involves records free from errors, timeliness in service delivery, sincere interest in solving guests' problems and the efficiency of service. There is a conceptual gap from the review of this literature as it did not delve into the effect of social media applications on the customer satisfaction and service quality which was assessed by this study.

Akama and Kieti (2003) performed a case study of Tsavo West National Park on measuring tourist satisfaction with Kenya's wildlife safari. The objective of the study was to evaluate the level of tourists' satisfaction with the quality of service provided in the park, identify the main attributes influencing the overall satisfaction and determine whether the decline of numbers of visiting tourists was due to dissatisfaction with the quality of the park's service. The research involved a sample size of 200 questionnaires that were distributed in lodges and camping facilities inside the park. They applied SERVQUAL model to determine whether there exists any gap between the two variables. The results showed that there exists a positive relationship which meant that Tsavo West National Park offers relatively high-quality services to the tourists. Tourists always have initial expectation on the type and quality of service offered when visiting a particular park or any other attraction site. These expectations may be formed through tourism advertisements, commercials, brochures, mass media and informal information from friends and relatives. Therefore, the extent to which these expectations are met determines the level of tourist satisfaction which also determines the possibility of a revisit and loyalty in passing good word to their connections. These empirical studies express several knowledge gaps that necessitate the study.

A contextual gap is seen where there are many studies done on the social media applications and customer satisfaction in other fields such as banking, hotel and tourism industries but there is limited information about the context of Private Members Clubs in Kenya. Many studies have been done on the variables separately but there are minimum studies that focus on the relationship between social media applications and customer satisfaction. This creates a conceptual gap that will be addressed in this study. The study will use descriptive research design because it explains how social media applications affect customer satisfaction. A survey could be carried out in the form of closed-ended questionnaires to collect data from ICT managers of these private members clubs.

2.5 Concept Model

A conceptual model is made to explain the variables being addressed in the research. In this case we are looking at the independent variables as well as the dependent variable.

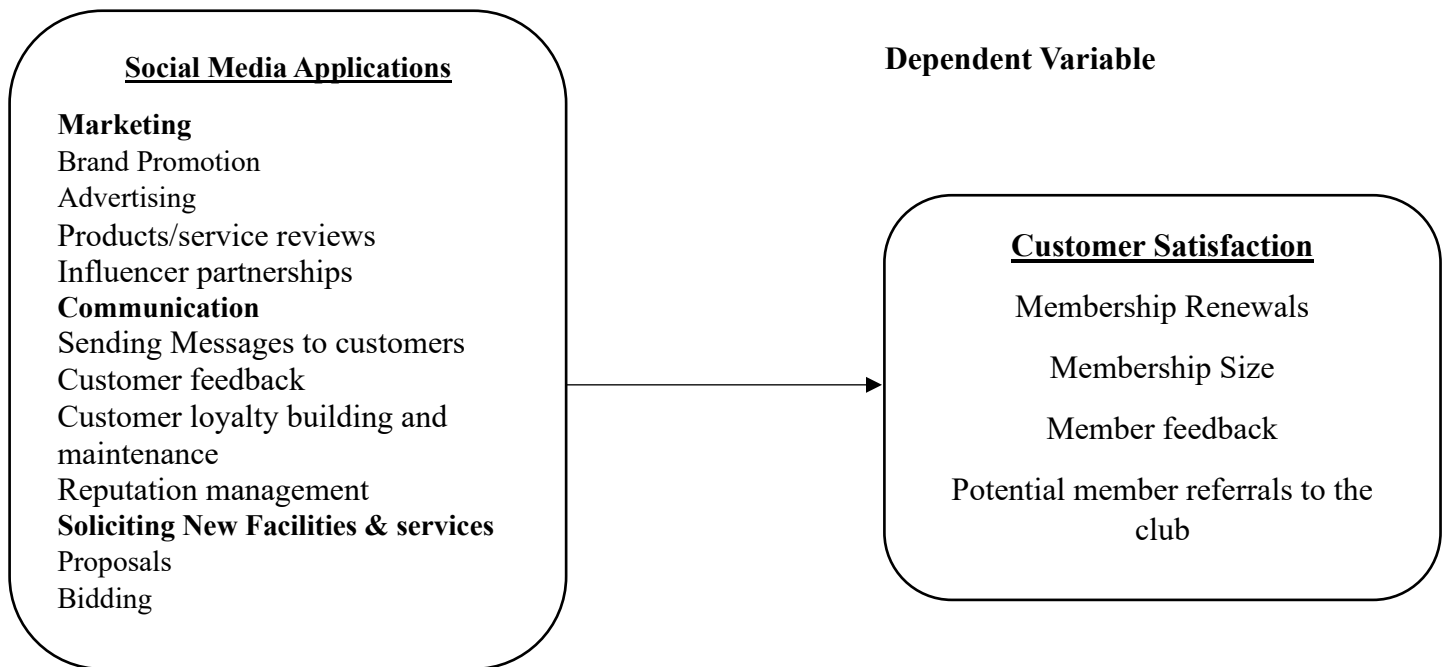


Figure 2.1: Conceptual Model

Figure 2.1 shows link between study variables, where dependent variable which is the customer satisfaction in Private Members Clubs is affected by the independent variables indicated in the diagram.

2.6 Literature Review Summary

Studies related to social media application and customer satisfaction already done have no relevance in Private Members Clubs, they are inconclusive and do not produce consistent results, which necessitates additional research on the field. A lot of research has been conducted to show relationship between social media applications and customer satisfaction in fields such banking, hospitality and tourism fields, but few have put emphasis on their effects in Private Members Clubs. These are the gaps that indicate the need for more research as indicated by the table below.

Table2. 1: Summary of Research Gaps

| Studies | Methodology | Findings | Research Gaps |
|---------|-------------|----------|---------------|
| | | | |

| | | | |
|--|--|---|--|
| <p>Ahmed AbdElfatah (2017) Role of socialMedia in activating Communications in Sport Clubs, Heiwan University Egypt</p> | <p>Questionnaires posited to academic experts</p> | <p>The findings were indicative of the propensity to access the social media platforms in accordance with the ease of access they perceived form one time or repeated use in terms of communications, information sharing and useful interaction with other parties on the platform</p> | <p>A conceptual gap since the current study will delve into the effects of social media applications on the levels of customer satisfaction accrued from Private Members of Clubs with focus on the Kenyan context thus revealing another gap to be filled by the current study's completion</p> |
| <p>Cham (2021) Image value as it pertains to recommendation and sustained visits within golf tourism industry, Malaysia.</p> | <p>Self-administered questionnaires</p> | <p>The study concluded that the image played a part in influencing the perceived quality, value and satisfaction thus spurring on recommendations and return visits</p> | <p>Contextual Gap as the current study will explore the interaction between the study variables form a Kenyan context while the study under review explored the context of Malaysia</p> |
| <p>Toplu (2014) Researched on effects of social media adoption on the extent of corporate reputation, Turkish Banks</p> | <p>Online survey as informed by convenient sampling to</p> | <p>He established that customers had a propensity to download apps as well as follow the bank social media</p> | <p>Contextual gap as the study in question explored the effect of social media applications within</p> |

| | | | |
|---|--|---|--|
| | ensure increased response rates | accounts which serves as a means to an end since banks put these social media apps in place to ensure easy recognition and dissemination of information to customers | the context of the Turkish banking industry |
| Denget (2010) took on research undertaking that looked into the levels of customer satisfaction and loyalty of Chinese mobile users | Questionnaires | The findings established that the trust, perceived service quality, perceived customer value both on functional and emotional value contribute to generating customer satisfaction with mobile instant messages not forgetting the cost incurred in sending or receiving the instant messages | A contextual gap as the study under review did not investigate the levels of customer satisfaction as it relates to the Kenyan context which the current study will aim to divulge in its completion |
| Bashar (2012) conducted a study on the effects of social media applications as a marketing tool and how it continues to shape the business landscape in India | Online Questionnaires posted to a sample of the population | The findings confirmed effectiveness of social media applications in marketing made possible when organizations have their presence on the sites to provide concrete and | A conceptual gap as the study under review assessed the effects of social media applications as a marketing tool while the current study will divulge |

| | | | |
|---|--|--|--|
| | | timely information to the users. | effects of social media applications as perceived from customer satisfaction levels |
| Ndiege (2019) studied the strategic positioning of SMEs as mediated by the implementation of social media applications in Kenya | An interview guide was formulated to record qualitative data | The study found that use of social media applications in the SMEs were able to bridge a gap in terms of outreach as well as feedback on specific products and services | A conceptual gap in as far as the current study will assess the levels of customer satisfaction as effected by social media applications in Private Members Club while the study under review assessed how it affects the strategic positioning of SMEs in Kenya |
| Wanyoike and Githae (2019) investigated social media networks and the performance of Kamkunji based SMEs in the international arena | Questionnaires were implemented alongside a descriptive research design after stratified random sampling | It was established that the effects of social media applications were apparent when it came to customer relations which in turn may affect the performance of the SME | A conceptual gap in that the current study aims to investigate the effects of customer satisfaction directly and not how it affects the overall performance of the organizations in question |

| | | | |
|--|------------------------------|--|---|
| <p>Waitiki (2014) assessed the effect that service quality and customer satisfaction levels had on hotels in Nairobi, Kenya</p> | <p>Online Questionnaires</p> | <p>His study showed that reliability is the greatest contributor of customer satisfaction followed by empathy, tangibility, responsiveness and assurance. In the hotel industry, the reliability dimension involves records free from errors, timeliness in service delivery, sincere interest in solving guests' problems and the efficiency of service</p> | <p>A conceptual gap from the review of this literature as it did not delve into the effect of social media applications on the customer satisfaction and service quality which will be assessed by this study</p> |
| <p>Akama and Kieti (2003) A case study of Tsavo West National Park on tourists satisfaction as perceived from the quality of service</p> | <p>Questionnaires</p> | <p>The findings established that Tsavo National Park achieved high levels of customer satisfaction through the high levels quality they provided</p> | <p>A conceptual gap in that the study under review established customer satisfaction as perceived through quality of services and not the effects of the implementation of social media applications</p> |

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter delineates the approach that was embraced to fulfil the study's objective. It encompasses the research design, the specified population, and the technique for data collection, the methodologies for data analysis, diagnostic evaluations and the analysis framework done.

Research Design

Research design is the strategy that the researcher develops to tackle the established research questions and investigate the objectives outlined to guide the study. It therefore elaborates the method used to collect data from the achieved sample of the selected study population. This study used a co relational research design as it aimed to assess the relationships between the study variables without manipulating them.

This is an appropriate choice for a study on social media applications and customer satisfaction in private members clubs in Kenya due to the relatively new and evolving nature of social media's impact on customer experiences in this specific context. Social media usage in private members clubs is still developing, there is a lack of comprehensive prior research in the Kenyan context. The direction of correlation could either be positive or negative arriving at a description of how the study variables affect each other (Thomas & Lawal, 2020).

3.3 Population

Population for the study included 43 private members clubs in Kenya specifically their ICT managers because they were the relevant respondents of the research questions and will give a concise and comprehensive assessment. The study therefore conducted a census for the study since the population under study was small.

3.4 Data Collection

Primary data was collected from the ICT managers in these Private members Clubs using questionnaires. ICT managers were deemed to be aware of the policies and procedures that are undertaken by the club, more so in relation to use of social media.

3.5 Data Analysis

The analysis of the data collected was undertaken to determine whether social media application by the club results in customer satisfaction. Collected data was then cleaned and assessed for completeness. Descriptive analysis was undertaken to determine the measures and which took the form of cumulative frequencies and percentages. Correlation analysis and regression analysis technique were used to determine whether social media application results to customer satisfaction.

The regression model depicted below explains the expected.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereas

β_0 is the intercept and ε is the error term.

Y represents the customer satisfaction score

X1 represents Marketing.

X2 represents Communication.

X3 represents soliciting new facilities and services.

β_1 , β_2 and β_3 are the coefficients of the respective independent variables

3.6 Operationalization of Variables

Here we look at techniques and methods that allow measuring the variable in research, it is a process of separation and analysis of the variable in its components that allows one to measure it (Morán and Alvarado, 2010).

Table 3. 1: Operationalization of Variables

| Variable | Operational Definition | Measurement Method |
|----------|------------------------|--------------------|
|----------|------------------------|--------------------|

| | | |
|---|---|---|
| <p>Y represents the customer satisfaction score</p> | <ul style="list-style-type: none"> ○ Customer Retention Rate ○ Customers regularly make repeat services to the Club ○ The Size of the customer base increases at a constant rate ○ Customer Churn Rate ○ Reduced customer complaints | <p>Likert Scale (Nemoto & Beglar, 2014)</p> |
| <p>X1 represents Marketing</p> | <ul style="list-style-type: none"> ○ Brand Promotion ○ Advertising ○ Products/service reviews ○ Influencer partnerships | <p>Likert Scale (Nemoto & Beglar, 2014)</p> |
| <p>X2 represents Communication</p> | <ul style="list-style-type: none"> ○ Sending Messages to customers ○ Customer feedback ○ Customer loyalty building and maintenance ○ Reputation management | <p>Likert Scale (Nemoto & Beglar, 2014)</p> |
| <p>X3 Soliciting New Facilities and services</p> | <p>Proposals</p> <p>Bidding</p> | <p>Likert Scale (Nemoto & Beglar, 2014)</p> |

CHAPTER 4: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1: Introduction

Here we analyze data to fulfill the research objectives. Initially, the response rate is examined to evaluate participant engagement. Following that, a detailed descriptive analysing of the collected data, providing a comprehensive overview of the dataset's characteristics will be performed. The chapter also involves exploring correlation and regression analyses to uncover relationships between variables, addressing the research question. Finally, the research findings are discussed.

4.2 Response Rate

The data collection process specifically targeted ICT managers in 43 private members clubs across Kenya, and from this pool, 38 responses were successfully gathered, constituting an impressive response rate of 88.3%. This high percentage underscores the comprehensive nature of the data. The response rate aligns with the research methodology's recommended criteria and strengthens the reliability and robustness of the study.

4.3 Descriptive Statistics

Serving as a fundamental framework, descriptive statistics played a crucial role in summarizing and simplifying data. This framework enabled a comprehensive understanding of the variables under investigation and established the groundwork for subsequent in-depth analysis. Utilizing measures i.e mean, median, mode, and standard deviation, the study assessed the central tendencies for the variables under investigation.

4.3.1 Background Information

An analysis of the data obtained regarding gender, age, job title, and years of service at the club, the current membership numbers and the employee numbers at the club. The data was analyzed by calculating frequencies and cumulative percentages.

Table 4. 1: Respondents Gender

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | Female | 17 | 44.7 | 44.7 | 44.7 |
| | Male | 21 | 55.3 | 55.3 | 100.0 |
| | Total | 38 | 100.0 | 100.0 | |

The data presented in Table 4.1 provided an overview of the gender distribution among the respondents. Among the total sample size of 38 participants, 17 respondents, constituting 44.7%, identified as female, while 21 respondents, representing 55.3%, identified as male. These findings suggested a notable gender imbalance in favor of male respondents. The substantial difference in gender representation within the sample may have had implications for potential gender-related variations in the outcomes and findings of the study.

Table 4. 2: Respondents Age

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------------|-----------|---------|---------------|--------------------|
| Valid | 30-39 years | 15 | 39.5 | 39.5 | 39.5 |
| | 40-49 years | 15 | 39.5 | 39.5 | 78.9 |
| | 50 years and above | 3 | 7.9 | 7.9 | 86.8 |
| | Less than 30 years | 5 | 13.2 | 13.2 | 100.0 |
| | Total | 38 | 100.0 | 100.0 | |

According to Table 4.2 the distribution highlighted that 39.5% of respondents are within 30-39 years, an equal percentage of 39.5% belonged to the 40-49 years category, and 7.9% were aged 50 and above. The remaining 13.2% comprised individuals below 30 years. This quantitative breakdown provided a demographic snapshot, enabling a more representative and nuanced analysis. The variance in age among respondents proved essential in data collection, as it offered comprehensive insights on social media application due to distinct behaviors, perspectives, and social factors associated with different age groups.

Table 4. 3: Respondents Job Title

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Employee | 8 | 21.1 | 21.1 | 21.1 |
| | Middle level Management | 16 | 42.1 | 42.1 | 63.2 |
| | Top level Management | 14 | 36.8 | 36.8 | 100.0 |
| | Total | 38 | 100.0 | 100.0 | |

Table 4.3 indicated that 21.1% of respondents held employee positions, 42.1% were in middle-level management, and 36.8% occupied top-level management roles. These percentages provided insights into the distribution of organizational positions among the sample, forming a foundation for understanding the perspectives and experiences of employees at different hierarchical levels within private members clubs. This demographic breakdown was crucial for interpreting how social media application and customer satisfaction might have varied across different levels of the organizational hierarchy. Notably, the middle-level management and top-level management categories, which comprised ICT and IT managers, as well as administrators, had significantly high percentages. This aspect was particularly important as these roles contributed significantly to the study, offering a concise and comprehensive assessment of the study variables in line with their expertise. These managerial positions enhanced the depth and relevance of the research, as these professionals were well-placed to provide valuable insights into the dynamics of social media application and customer satisfaction.

Table 4. 4: Respondents Years of Work

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------------|-----------|---------|---------------|--------------------|
| Valid | 10-15 years | 18 | 47.4 | 47.4 | 47.4 |
| | 16-20 years | 2 | 5.3 | 5.3 | 52.6 |
| | 5 years or less | 16 | 42.1 | 42.1 | 94.7 |
| | More than 20 years | 2 | 5.3 | 5.3 | 100.0 |
| | Total | 38 | 100.0 | 100.0 | |

Table 4.4 describes the years of service of respondents in their current organization. It indicated that 47.4% had a tenure of 10-15 years, 5.3% had served for 16-20 years, 42.1% had a tenure of 5 years or less, and another 5.3% had more than 20 years of service. These findings suggested that respondents were in a suitable position to provide trustworthy data for the research.

Table 4. 5: Year of Club Establishment

| Frequency | | Percent | Valid Percent | Cumulative Percent |
|----------------|----|---------|---------------|--------------------|
| below 30 years | 1 | 2.6 | 2.6 | 100.0 |
| 30-50 Years | 12 | 31.6 | 31.6 | 31.6 |
| 51-70 Years | 7 | 18.4 | 18.4 | 50.0 |
| 71-90 Years | 4 | 10.5 | 10.5 | 60.5 |
| Above 100 | 14 | 36.8 | 36.8 | 97.4 |
| Total | 38 | 100.0 | 100.0 | |

Table 4.5 outlined the duration of operation for the organizations represented by the respondents. It indicated that 2.6% of organizations had been in operation for below 30 years, 31.6% for 30-50 years, 18.4% for 51-70 years, 10.5% for 71-90 years, and 36.8% for over 100 years. The number of years indicated that the clubs under consideration were in a position to offer valuable insights since they had been in operation for long enough to provide significant perspectives on the effects of social media application on customer satisfaction

Table 4. 6: Current club membership

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| 500 or less | 1 | 2.6 | 2.6 | 47.4 |
| 501 - 1000 | 2 | 5.3 | 5.3 | 52.6 |
| 1001 - 1500 | 4 | 10.5 | 10.5 | 10.5 |
| 1501 - 2000 | 8 | 21.1 | 21.1 | 31.6 |
| 2001 - 2500 | 2 | 5.3 | 5.3 | 36.8 |
| 2501- 3000 | 3 | 7.9 | 7.9 | 44.7 |
| Over 3000 | 18 | 47.4 | 47.4 | 100.0 |
| Total | 38 | 100.0 | 100.0 | |

The data presented in Table 4.6 illustrated the distribution of private members clubs based on their respective membership capacities. Specifically, 2.6% of the clubs had a membership capacity of 500 or less, 5.3% accommodated between 501 and 1000 members, 10.5% had a capacity ranging from 1001 to 1500 members, 21.1% could accommodate 1501 to 2000 members, and 5.3% had a capacity between 2001 and 2500 members. Furthermore, 7.9% of clubs had a membership capacity of 2501 to 3000, and a substantial 47.4% of clubs had a capacity exceeding 3000 members. The highest percentages indicated that most of the clubs had more than 3000 members, suggesting that a significant proportion of the surveyed clubs interacted with a large number of people, hence relevant insights were obtained in line with social media application and customer satisfaction.

Table 4. 7: Number of Employees

| Frequency | | Percent | Valid Percent | Cumulative Percent |
|-----------|----|---------|---------------|--------------------|
| 51 -100 | 3 | 7.9 | 7.9 | 47.4 |
| 101 - 150 | 7 | 18.4 | 18.4 | 18.4 |
| 151 -200 | 8 | 21.1 | 21.1 | 39.5 |
| Over 200 | 20 | 52.6 | 52.6 | 100.0 |
| Total | 38 | 100.0 | 100.0 | |

Table 4.7 shows the distribution of private members clubs based on the number of employees, with varying percentages across different employee ranges. Notably, 7.9% of the clubs had 51-100 employees, 18.4% had 101-150 employees, and 21.1% had 151-200 employees. A significant majority, comprising 52.6%, had over 200 employees. This substantial representation of clubs with a large workforce suggested that the surveyed private members clubs were well-equipped with human resources. This was significant, as a large number of employees could positively influence social media application on customer satisfaction by fostering enhanced responsiveness and efficient management of social media channels. Therefore, it suggested that the clubs under study were in a position to provide comprehensive insights regarding the variables under study.

4.4: Challenges in Using Social Media Application

Navigating the challenges in adopting social media applications is imperative, as they can significantly impact customer satisfaction. Issues such as difficulty in using social media, inadequate internet speed, ethical issues while using social media, fake news and cyber-attack. This section delved into the results, offering insights into the extent to which the Clubs had encountered these challenges in adopting social media applications.

Table 4. 8: Challenges in Using Social Media Application

| | N | | Mean | Median | Mode | Std. Deviation |
|---|-------|---------|------|--------|------|----------------|
| | Valid | Missing | | | | |
| Difficulty in using social media | 38 | 0 | 2.32 | 2 | 3 | 0.809 |
| Inadequate Internet Speed | 38 | 0 | 1.79 | 2 | 2 | 0.704 |
| Ethical issues while using social media | 38 | 0 | 2.16 | 2 | 3 | 0.789 |
| Fake News | 38 | 0 | 2.13 | 2 | 3 | 0.875 |
| Cyber-attacks (cyber bullying) | 38 | 0 | 2.05 | 2 | 2 | 0.928 |
| Data privacy loss | 38 | 0 | 1.97 | 2 | 1 | 1 |

Source: Researcher (2023)

Table 4.8 provides a detailed analysis of participant responses regarding challenges in using social media applications. Respondents consistently expressed concerns, as reflected in mean scores ranging from 1.79 to 2.32 across all statements. The median values consistently hovering around two, accompanied by mode values clustering predominantly around 2 and 3, indicate that participants generally perceived the challenges associated with using social media applications to have a relatively limited to moderate impact. Limited variability in responses, indicated by low standard deviations ranging from 0.704 to 0.928, suggests a shared consensus among participants on the perceived challenges.

Among the specific challenges, "Difficulty in using social media" received the highest mean score of 2.32, indicating a substantial agreement on the complexity of using social media platforms. Conversely, "Data privacy loss" recorded the lowest mean score of 1.97, suggesting a slightly lower level of consensus on this particular challenge.

4.5 Customer Satisfaction

Customer satisfaction, a pivotal factor in business success, was rigorously assessed by examining the customer retention rate and the frequency of customer retention. Subsequent results, detailed below, provided valuable insights into the effect of social media application on customer satisfaction.

Table 4. 9: Customer Satisfaction

| | N | | Mean | Median | Mode | Std. Deviation |
|--|-------|---------|------|--------|------|----------------|
| | Valid | Missing | | | | |
| Customer Retention Rate | 38 | 0 | 4 | 4 | 4 | 0.959 |
| Customers regularly make repeat services to the Club (Frequency) | 38 | 0 | 4.29 | 4 | 4 | 0.565 |
| The size of the customer base increases at a constant rate | 38 | 0 | 4.16 | 4 | 4 | 0.789 |
| Reduced customer complaints | 38 | 0 | 3.84 | 4 | 4 | 0.973 |
| Member feedback | 38 | 0 | 4.16 | 4 | 4 | 0.789 |
| Potential member referrals to the club | 38 | 0 | 4.05 | 4 | 4 | 0.804 |

Source: Researcher (2023)

Table 4.9 presents a comprehensive analysis of participant responses regarding the degree to which their clubs have satisfied members. Participants expressed their perspectives with mean scores ranging from 3.84 to 4.29. The median values consistently around 4, accompanied by mode values clustering predominantly around 4, suggested that participants generally perceive the extent to which their clubs have satisfied members according to these indicators to be high.

The indicators, such as "Customers regularly making repeat services to the Club (Frequency)" coupled with a mean score of 4.29 and "Reduced customer complaints" besides a mean score of 3.84, showcase a high extent and a moderate extent respectively of perceived member satisfaction. The limited variability in responses, as indicated by low standard deviations ranging from 0.565 to 0.973, implies a shared consensus among participants regarding their perceptions of their clubs in satisfying members based on these indicators.

4.6: Marketing

Effective marketing plays a crucial role in influencing customer satisfaction. In this analysis, the impact of marketing strategies on customer satisfaction was assessed, focusing on brand promotion, advertising, and product/service reviews. The ensuing findings provided valuable insights into the effectiveness of these marketing initiatives.

Table 4. 10: Marketing

| | N | | Mean | Median | Mode | Std. Deviation |
|--------------------------|-------|---------|------|--------|------|----------------|
| | Valid | Missing | | | | |
| Brand Promotion | 38 | 0 | 2.58 | 3 | 3 | 1.03 |
| Advertising | 38 | 0 | 2.84 | 3 | 3 | 1.197 |
| Products/service reviews | 38 | 0 | 3.03 | 3 | 3 | 1.127 |

Source: Researcher (2023)

Table 4.10 provides an in-depth analysis of participant responses regarding the utilization of social media applications for marketing purposes. Respondents consistently expressed their viewpoints, with mean scores ranging from 2.58 to 3.03 across statements related to the use of social media applications for Brand Promotion, Advertising, and Products/Service Reviews. The median values consistently around 3,

accompanied by mode values clustering predominantly around 3, suggest that participants generally perceived the extent to which their clubs use social media applications for marketing to be moderately favorable. The limited variability in responses, as indicated by low standard deviations ranging from 1.03 to 1.197, implies a shared unanimity among participants regarding their understanding on social media usage in marketing activities.

Breaking down specific elements, "Brand Promotion" received a mean score of 2.58, reflecting a collective acknowledgment of its significance. "Advertising" achieved a higher mean score of 2.84, indicating a relatively more positive perception, and "Products/Service Reviews" had the highest mean score of 3.03, suggesting a generally favorable view of the impact of reviews on marketing through social media.

4.7: Communication

Communication plays a pivotal role in customer loyalty. This section scrutinized the extent of social media application on communication strategies on building and maintaining customer loyalty within the club. The results, which included customer feedback, influencer partnerships, messaging practices, and reputation management, were detailed below, providing a comprehensive understanding of the extent of social media application on communication and its effect on customer satisfaction.

Table 4. 11: Communication

| | N | | Mean | Median | Mode | Std. Deviation |
|---|-------|---------|------|--------|------|----------------|
| | Valid | Missing | | | | |
| Customer loyalty building and maintenance | 38 | 0 | 3.34 | 3 | 3 | 1.021 |
| Customer Feedback | 38 | 0 | 3.76 | 4 | 4 | 1.101 |
| Influencer partnerships | 38 | 0 | 2.82 | 3 | 3 | 1.136 |
| Sending messages to customers | 38 | 0 | 4.18 | 4 | 5 | 1.01 |
| Reputation Management | 38 | 0 | 3.76 | 4 | 4 | 1.218 |

Source: Researcher (2023)

Table 4.11 presents a comprehensive analysis of participant responses regarding the extent to which their clubs have employed social media applications for communication purposes. Across statements related to Customer Loyalty Building and Maintenance, as well as various aspects of Communication, respondents expressed their perspectives with mean scores ranging from 2.82 to 4.18. The median values around 3, 4,

and 5, accompanied by mode values clustering predominantly around 3, 4, and 5, suggest that participants generally perceive the extent of utilizing social media applications for communication within their clubs to be varied but leaning toward positive.

Customer Loyalty Building and Maintenance received a mean score of 3.34, indicating a generally positive view of the effectiveness of social media in fostering customer loyalty. Among the Communication-related statements, mean scores ranged from 3.76 to 4.18, reflecting varying degrees of extents regarding using Social Media for communication purposes. The limited variability in responses, as indicated by low standard deviations ranging from 1.01 to 1.218, implies a shared solidarity among participants regarding their understanding of the effectiveness of social media applications in communication.

4.8 Soliciting new facilities and Services

Soliciting new facilities and services, plays a significant role in the club's operations. In this analysis, the extent of social media application on soliciting new facilities was evaluated. The findings, which encompassed the effectiveness of proposals and bidding, are outlined below.

Table 4. 12: Soliciting new facilities and services

| | N | | Mean | Median | Mode | Std. Deviation |
|-----------|-------|---------|------|--------|------|----------------|
| | Valid | Missing | | | | |
| Proposals | 38 | 0 | 2.97 | 3 | 3 | 1.127 |
| Bidding | 38 | 0 | 2.61 | 3 | 3 | 1.175 |

Source: Researcher (2023)

Table 4.12 provides a detailed analysis of participant responses regarding the extent to which their clubs have utilized social media applications for soliciting new facilities and services. Across statements related to Proposals and Bidding, respondents expressed their perspectives with mean scores ranging from 2.61 to 2.97. The median values consistently around 3, accompanied by mode values clustering around 3, suggest that participants generally perceive the extent of using social media applications for soliciting new facilities and services to be moderate.

"Proposals" received a mean score of 2.97, indicating little extent of the effectiveness of social media in facilitating proposals. "Bidding" achieved a slightly lower mean score of 2.61, suggesting little extent of social media in facilitating bidding. The limited variability in responses, as indicated by low standard deviations ranging from 1.127 to 1.175, implies a shared unanimity among participants regarding their understanding of the effectiveness of social media in soliciting new facilities and services.

4.9 Correlation Analysis

Table 4. 13: Correlation Analysis Table

| Correlations | | Y=Customer Satisfaction | X1=Marketing | X2=Communication | X3=Soliciting |
|-------------------------|---------------------|-------------------------|--------------|------------------|---------------|
| Y=Customer Satisfaction | Pearson Correlation | 1 | | | |
| X1=Marketing | Pearson Correlation | .068 | 1 | | |
| X2=Communication | Pearson Correlation | .277 | .596** | 1 | |
| X3=Soliciting | Pearson Correlation | .062 | .177 | .568** | 1 |

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

Source: Researcher (2023)

Utilizing Pearson's coefficients for assessing correlations among the study variables, a focused examination was conducted on the link between Customer Satisfaction and the independent variables: Marketing, Communication, and Soliciting. The nuanced analysis revealed distinct associations that shed light on the dynamics within these key dimensions.

There was a minimal definite correlation between Marketing and Customer Satisfaction ($r = 0.068$, $p > 0.01$), suggesting a limited association between marketing efforts and customer satisfaction. This modest association suggested that the impact of marketing efforts on customer satisfaction was relatively limited.

Communication demonstrated a moderate pragmatic correlation with Customer Satisfaction ($r = 0.277$, $p > 0.01$), indicating a noteworthy relationship between effective communication and higher levels of customer satisfaction. This finding underscored a noteworthy relationship, indicating that effective communication practices contributed to higher levels of customer satisfaction.

Soliciting exhibited a weak positive correlation with Customer Satisfaction ($r = 0.062$, $p > 0.01$), suggesting a limited association between soliciting activities and customer satisfaction. While the association was limited, it suggested that soliciting activities played a subtle role in influencing customer satisfaction within the club.

4.10 Regression Analysis

This technique is employed in research and data analysis to explore the relationship between one dependent variable and one or more independent variables. The primary objective is to identify and quantify the nature and strength of these relationships. By fitting a regression model to the observed data, the researcher can make predictions and understand the impact of changes in the independent variables on the dependent variable. This method is valuable for uncovering patterns, trends, and associations within the data, enabling researchers to make informed predictions or decisions based on the identified relationships.

4.10.1 Regression Model Summary

To evaluate customer satisfaction, the study utilized a regression model summary expressed as: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$. In this equation, the variables encompassed marketing, communication, soliciting new facilities and services, and customer satisfaction. The all-encompassing model yielded valuable insights into the interconnections among these elements and their combined impact on customer satisfaction.

Table 4. 14: Regression Analysis Model Table

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .337 ^a | .114 | .035 | 2.913 |

a. Predictors: (Constant), X3=Soliciting, X1=Marketing, X2=Communication

Source: Researcher (2023)

The model summary table reveals key metrics that provide insights into the effectiveness of the regression model. The R value, specifically at 0.337, indicates the correlation coefficient, suggesting a moderate positive correlation between the independent and dependent variables. The R-squared (R²) value, standing at 0.114, implies that approximately 11.4% variability in the dependent variable is explained by the collective influence of the independent variables in the model. This indicates that a modest proportion of the observed fluctuations in the dependent variable is accounted for by the model's regression equation.

Moving on to the adjusted R-squared (Adjusted R²), recorded at 0.035, this metric offers a refined evaluation considering both predictors and sample size. The relatively low adjusted R-squared value suggests that, when accounting for the number of predictors and sample size, the model's explanatory power is more conservative. However, it still indicates that the model is statistically significant, and it remains suitable for explaining the variation in the dependent variable. The predictors, including Soliciting, Marketing, and Communication, demonstrate a meaningful contribution to elucidating the dependent variable, reflecting their influence on the observed variability.

4.10.2 Analysis of Variance

A variance analysis was conducted to evaluate the decision-making process concerning the confirming or dismissal of the null hypothesis. The model's significance was determined by comparing the p-value to a predetermined significance threshold, commonly set at 0.05. If the p-value is below 0.05, it indicates a significant relationship, classifying the model as statistically significant.

Table 4. 15: ANOVA Analysis Table

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 36.964 | 3 | 12.321 | 1.452 | .245 ^b |
| | Residual | 288.536 | 34 | 8.486 | | |
| | Total | 325.500 | 37 | | | |

a. Dependent Variable: Y=Customer Satisfaction

b. Predictors: (Constant), X3=Soliciting, X1=Marketing, X2=Communication

Source: Researcher (2023)

The ANOVA analysis table presented crucial insights into the success of the regression model in explaining the observed variability in the dependent variable, Customer Satisfaction. The significant F-statistic, with a value of 1.452 and a p-value (Sig.) of 0.245, indicated the overall significance of the model. However, with a p-value above the conventional threshold of 0.05, we accepted the null hypothesis, suggesting that the relationship between the predictors (Constant, Soliciting, Marketing, and Communication) and the dependent variable were not statistically significant.

This implied that the model, as configured with the current set of predictors, did not offer sufficient evidence to establish a significant association between the variables under scrutiny. Further examination or refinement of the model may be warranted to better elucidate the relationship between the predictors and Customer Satisfaction.

4.10.3 Regression Coefficient

In a statistical model, the regression coefficients quantify the intensity and direction of the connection between an independent variable and the dependent variable. The associated p-value for each regression coefficient signifies the statistical significance of this relationship. A p-value below 0.05 implies that the respective variable holds statistical significance, indicating its meaningful contribution to explaining

variability in the dependent variable and its significance within the model. Conversely, a p-value above 0.05 suggests that the variable lacks statistical significance in the model.

Table 4. 16: Regression Coefficient Table

| Coefficients^a | | | | | | |
|---------------------------------|---|------------------------------------|-------------------|--|----------|-------------|
| Model | | Unstandardized Coefficients | | Standardize | T | Sig. |
| | | B | Std. Error | d Coefficients Beta | | |
| 1 | (Constant) | 21.680 | 2.021 | | 10.726 | .000 |
| | X1=Marketing | -.204 | .215 | -.197 | -.948 | .350 |
| | X2=Communication | .333 | .165 | .500 | 2.019 | .051 |
| | X3=Soliciting New Facilities and Services | -.253 | .274 | -.187 | -.924 | .362 |

a. Dependent Variable: Y=Customer Satisfaction

Source: Researcher (2023)

The constant term (β_0), with a value of 21.680 and a standard error of 2.021, demonstrates high statistical significance ($p = 0.000$), indicating its substantial contribution to the model. This implies that the constant term plays a significant role in influencing Customer Satisfaction.

Shifting the focus to the independent variables, Marketing is statistically insignificant exhibiting a non-significant impact on Customer Satisfaction, ($\beta = -0.204$ $P = 0.350$). Similarly, soliciting new facilities and services also did not demonstrate a statistically significant relationship with customer satisfaction, ($\beta = -0.253$ $p = 0.362$).

Additionally, Communication was found to be statistically insignificant in influencing Customer Satisfaction. ($\beta = 0.333$ $P = 0.051$), the relationship does not achieve conventional levels of significance.

This suggests that, based on the available data, Communication does not have a statistically significant impact on Customer Satisfaction.

4.11 Interpretation of Findings

Regarding challenges associated with using social media applications, participants expressed concerns with mean scores ranging from 1.79 to 2.32. The median values consistently around two, accompanied by mode values clustering predominantly around 2 and 3, indicate that participants generally perceive the challenges to have little to moderate extent. This implies that, collectively, participants view these challenges as not posing significant hindrances when using social media applications hence emphasizing the need for a more exploration of the challenges faced when using social media applications.

The descriptive findings underscore that participants generally hold a moderate perception regarding the use of social media applications for Brand Promotion, Advertising, and Products/Service Reviews in their clubs, with mean scores spanning from 2.58 to 3.03 and stable median values around 3. Despite a foundational level of approval, the moderate nature of these perceptions suggests that organizations are employing social media for marketing purposes in a moderate manner. This indicates that social media application through marketing have a moderate impact on customer satisfaction.

The descriptive findings reveal that respondents, when considering Proposals and Bidding, expressed their perspectives through mean scores ranging from 2.61 to 2.97. The consistent median values around 3, along with mode values clustering predominantly around 3, indicate that participants generally hold a moderate perception regarding the utilization of social media applications for soliciting new facilities and services. This suggests that, on average, respondent's view the magnitude to which social media is used for proposing and bidding as moderately favorable. While there is a baseline level of approval, the moderate nature of these perceptions indicates that utilizing social media platforms has the potential to moderately improve customer satisfaction through solicitation.

The descriptive findings indicated that respondents, when considering Customer Loyalty Building and Maintenance, along with various aspects of Communication, expressed their perspectives through mean scores ranging from 2.82 to 4.18. The median values consistently around 3, 4, and 5, accompanied by mode values clustering predominantly around 3, 4, and 5, suggest that participants generally perceive the extent of utilizing social media applications for communication within their clubs to be varied but leaning toward

positive. This implies that, on average, respondents view the use of social media for customer satisfaction initiatives and communication as favorable, with a range of perceptions reflecting different levels of positivity. The data indicates a diverse but generally positive outlook, highlighting the potential effectiveness of social media applications in fostering high customer satisfaction through effective communication.

The weak positive correlation between Marketing and Customer Satisfaction suggests that, there is a limited association between marketing efforts and customer satisfaction. This implies that while marketing plays a role in enhancing customer satisfaction, its impact is relatively modest. It's crucial for organizations to recognize that, based on the findings, relying solely on marketing strategies may not be sufficient to significantly enhance customer satisfaction.

Nevertheless, Communication demonstrated a moderate positive correlation with Customer Satisfaction. This indicates a noteworthy relationship between effective communication and higher levels of customer satisfaction. The findings highlight the importance of clear and effective communication practices in positively influencing customer satisfaction. Businesses should consider investing in social media application for communication purposes as a means to enhance the overall satisfaction of their customers.

Soliciting, however, exhibited a weak worthwhile correlation with Customer Satisfaction, suggesting a limited association between soliciting activities and customer satisfaction. While the association is weak, it implies that soliciting activities play a subtle role in influencing customer satisfaction within the club. Organizations should be aware that while soliciting may contribute to satisfaction to some extent, its impact may not be as pronounced as other factors such as communication.

According to regression analysis findings, Marketing exhibited a positive statistical insignificance on its impact on Customer Satisfaction. Despite this lack of statistical significance, it's crucial to recognize that marketing still contribute to the model, albeit not in a statistically robust manner. This implies that while marketing may play a role in the overall customer satisfaction, its influence is subtle and not strong enough to be considered statistically significant. In practical terms, organizations should be cautious about relying solely on marketing activities to drive customer satisfaction and may need to explore additional strategies or factors that could more effectively impact customer satisfaction.

Soliciting new facilities and services demonstrate a negative statistically insignificant relationship with customer satisfaction. This suggests that soliciting did not contribute significantly to overall customer satisfaction; it lacks impact and the strength to be deemed statistically significant. Therefore, organizations should exercise caution in depending solely on soliciting activities to boost customer satisfaction. Exploring alternative strategies or factors that can more effectively influence customer satisfaction may be necessary.

Similarly, our analysis found that communication was statistically insignificant in influencing customer satisfaction. Therefore, based on the findings, the link between communication and customer satisfaction is not considered statistically significant. This suggests that investing solely in communication practices may not be sufficient to significantly influence customer satisfaction.

The regression analysis of the model revealed a substantial impact of the predictors on the variation in the dependent variable. The R-squared (R²) value, set at 0.114 (11.4%), suggests that approximately 11.4% of the variability in the dependent variable can be attributed to the combined influence of the independent variables included in the model. While this is a more modest percentage than the original R-squared value mentioned, the adjusted R-squared (Adjusted R²) value, now noted as 0.35, considers both the number of predictors and the sample size. This elevated adjusted R-squared value reinforces the statistical significance of the model, indicating its suitability for showing the variations in the dependent variable. The factors under scrutiny in the analysis played a substantial and impactful role in elucidating the observed changes in the dependent variable.

The ANOVA analysis found that the p-value was more than 0.05, suggesting that the relationship between the predictor factors and the dependent variable was not statistically significant. This implied that, as configured with the current set of predictors, the model lacked sufficient evidence to establish a noteworthy association between the variables under examination. Further refinement or exploration of additional social media application factors influencing customer satisfaction may be warranted for a more comprehensive understanding.

Ahmed AbdElfatah's (2017) study, focusing on the roles of social media in activating communications in sports clubs, aligns with our findings, emphasizing the importance of communication. AbdElfatah's study highlights members' interactions with social media for useful interactions, efficient information sharing, and meeting customers' objectives, resonating with this current study findings which highlight a positive

correlation between communication and customer satisfaction. Toplu et al. (2014) conducted a case study in the Turkish banking industry on corporate reputation in the era of social media. Toplu et al.'s research concludes that individuals follow their banks' social media platforms for information sharing and profit recognition, aligning with the significant role of marketing in enhancing customer satisfaction as indicated in the current study. Similarly, Bashar's (2012) study in India on the effectiveness of social media applications as a marketing tool. Bashar's research emphasizes the essential presence of organizations on social media for providing timely information, resonating with this particular study's indication of a positive impact of marketing on customer satisfaction. Ndiege's (2019) investigation into social media technology for SMEs in Kenya supports our emphasis on communication. Ndiege's findings confirm that customer engagement on social media helps generate leads for products or services, aligning with this study's recognition of communication's role in enhancing customer satisfaction. Furthermore, Wanyoike and Kithae's (2019) study on social media networks and SME performance aligns with the current research findings positive impact of communication on customer satisfaction. Wanyoike and Kithae highlight the potential of social media platforms to promote customer relations, emphasizing the role of communication in influencing customer satisfaction as highlighted by this current study findings on the positive influence of communication on customer satisfaction. Lastly, Akama and Kieti's (2003) case study on measuring tourist satisfaction in Tsavo West National Park resonates with our emphasis on communication and marketing in influencing customer satisfaction. Akama and Kieti reveal the formation of expectations through channels such as advertisements and informal information, resonating with the current research findings, highlighting the importance of various factors, including communication and marketing, in influencing customer satisfaction.

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1: Introduction

This section provides a thorough summary of the study results aligned with predetermined research objectives. It covers the inferences derived from these results, provides insightful recommendations derived from the study's findings, and highlights areas that may require further exploration.

5.2 Summary of Study Findings

The study investigates the relationships between marketing, communication, soliciting activities, and customer satisfaction, utilizing correlation analysis, regression analysis, and ANOVA. The findings revealed a weak worthwhile correlation between marketing and customer satisfaction, suggesting a limited impact of marketing efforts on customer satisfaction. Communication, instead, demonstrates a moderate positive correlation, emphasizing its significant role in enhancing customer satisfaction. Soliciting activities show a weak positive correlation, implying a subtle influence on customer satisfaction. Regression analysis indicates a positive but statistically insignificant impact of marketing on customer satisfaction, cautioning against relying solely on marketing for customer satisfaction. Soliciting new facilities and services, as well as communication, were found to be statistically insignificant in influencing customer satisfaction. The overall model, with an adjusted R-squared value of 0.35, suggests the predictors played a substantial role, although ANOVA results indicate a lack of statistically significant relationships.

5..2.1 Resultant Marketing on customer satisfaction

Marketing shapes perceptions, attracting customers through strategic efforts. Customer satisfaction hinges on delivering quality, prompt service, and attentive support. The interplay between marketing and satisfaction builds brand loyalty and positive word-of-mouth. A customer-centric approach in marketing ensures alignment with expectations, fostering enduring relationships. However, our findings indicate that, in spite of the role of marketing plays in influencing customer perceptions, there exists a weak worthwhile correlation with customer satisfaction. This suggests that while marketing plays a role in shaping customer satisfaction, its impact is relatively modest. While marketing is recognized as a contributing factor, the findings caution against overreliance on marketing strategies alone for significantly enhancing customer satisfaction. The regression analysis underscores this by indicating that, although marketing contributes

positively to the model, its impact is not statistically significant implying that while marketing plays a role in shaping customer satisfaction, its influence may be subtle and insufficient when considered solely.

5.2.2 Resultant of communication on customer satisfaction

Effective communication establishes a crucial link between businesses and their customers, ensuring clarity and understanding. It contributes to customer satisfaction by providing information, addressing concerns, and creating a positive interaction environment. The academic work emphasizes that communication demonstrates a moderate positive correlation with customer satisfaction, indicating a noteworthy relationship between the two. This underscores the importance of clear and effective communication practices in positively influencing customer satisfaction. Businesses are encouraged to invest in social media applications for communication purposes, recognizing their potential to enhance overall customer satisfaction. However, it's noteworthy that the regression analysis in the study found communication to be statistically insignificant in influencing customer satisfaction. This suggests that, despite the apparent correlation, the relationship between communication and customer satisfaction may not be statistically robust.

5.2.3 Resultant of Soliciting New Facilities on Customer Satisfaction

The solicitation of new facilities and services can be a proactive strategy for engaging customers and enhancing their satisfaction. By seeking input and responding to evolving needs, businesses aim to tailor their offerings to better meet customer satisfaction. The study indicates a weak positive correlation between soliciting activities and customer satisfaction, suggesting a subtle role in influencing satisfaction within the business environment. While this implies that soliciting may contribute to satisfaction to some extent, the regression analysis reveals that the impact is statistically insignificant. This means that, despite a positive association, soliciting new facilities and services lacks the strength to be deemed statistically significant in influencing overall customer satisfaction.

5.3 Conclusion

The comprehensive analysis of the study provides valuable insights into the impact of within the context of marketing, communication, and soliciting activities, particularly in the realm of social media applications on customer satisfaction. The weak positive correlation between marketing efforts and customer satisfaction indicates that, while marketing plays a role, organizations should not solely rely on

these strategies for significant enhancements in satisfaction. On the contrary, effective communication demonstrates a moderate positive correlation, emphasizing its crucial role in influencing higher levels of customer satisfaction. The findings suggest that investing in social media applications for communication purposes can be a strategic move to enhance overall customer satisfaction. However, the study also highlights that soliciting activities exhibit a weak positive correlation, cautioning organizations against depending solely on these efforts. The regression analysis underscores the need for a more nuanced approach, indicating that while marketing, communication and soliciting new facilities and services have a positive correlation with customer satisfaction; its impact is not statistically robust. Furthermore, the overall model, as reflected in the adjusted R-squared value, substantiates the substantial role of the factors under scrutiny in elucidating observed changes in customer satisfaction. However, the ANOVA analysis suggests that the current set of predictors lacks sufficient evidence to establish a statistically significant relationship, emphasizing the need for further refinement and exploration of additional social media application factors influencing customer satisfaction for a more comprehensive understanding. This study provides a foundation for organizations to adopt a holistic approach, integrating effective communication strategies and exploring diverse factors beyond marketing and soliciting activities to foster enduring customer satisfaction.

5.4 Recommendations

Despite being identified as statistically insignificant in the regression analysis, the positive correlation between marketing and customer satisfaction revealed by correlation analysis illuminates a nuanced perspective. While marketing may not stand out as a sole and statistically robust factor, its subtle influence should not be overlooked. This underscores the importance of organizations recognizing that marketing plays a role, albeit not in isolation. Therefore, it's important to adopt a comprehensive strategy that incorporates marketing efforts with other influential factors to achieve higher customer satisfaction rates. The recommendation to diversify marketing strategies becomes imperative in this context, urging organizations to explore alternative channels, refine targeting methods, and incorporate customer feedback. Additionally, integrating marketing initiatives with broader customer satisfaction strategies is underscored to ensure a cohesive and comprehensive approach. Collaboration with other departments, such as customer service and product development, becomes essential for addressing various facets of the customer experience. Furthermore, adopting a customer-centric content strategy is emphasized, encouraging organizations to craft authentic and relevant content that establishes a genuine connection with the target

audience. Lastly, the recommendation for continuous analysis and adjustment is vital, urging organizations to regularly assess the effectiveness of marketing campaigns, adapt strategies based on real-time data and customer feedback, ensuring alignment with evolving preferences and contributing meaningfully to overall satisfaction. This holistic approach acknowledges the multifaceted nature of customer satisfaction, where marketing is an integral but not stand-alone component.

The study emphasizes the significant correlation between communication and customer satisfaction, underscoring the importance of robust communication strategies. In the rapidly evolving landscape of social media applications, organizations are advised to invest in up-to-date and widely recognized platforms such as Facebook, Twitter, Instagram, and LinkedIn. Utilizing these platforms for active customer engagement and transparent communication aligns with contemporary consumer preferences. Simultaneously, it is crucial to maintain clear and effective communication practices, emphasizing transparent and timely information dissemination, and providing prompt responses to customer concerns. Employee training programs can contribute to enhancing communication skills. Additionally, diversifying communication channels beyond social media, including email newsletters, direct messaging, and traditional methods like phone support, is recommended. This comprehensive approach ensures that communication efforts cater to a diverse audience, acknowledging the multifaceted nature of effective communication in influencing overall customer satisfaction. However, it's important to note that the regression analysis findings indicate that communication was statistically insignificant in influencing customer satisfaction. This implies a need for caution, emphasizing that while communication is a significant aspect, organizations should not rely solely on it. Instead, they should explore additional strategies or factors, including those within the realm of social media, that could more effectively impact customer satisfaction. A comprehensive approach to communication, integrated with other influential factors and adapted to the dynamic landscape of social media, is essential for businesses aiming to create a holistic and impactful customer experience.

Our study revealed a subtle worthwhile correlation between soliciting new facilities and customer satisfaction within the club, urging organizations to adopt a comprehensive approach for effective customer engagement. To strengthen this facet, it is recommended that organizations refine and enhance their solicitation strategies, actively seeking customer feedback through surveys and focus groups to better understand preferences and expectations regarding new facilities and services. Transparent communication about how customer feedback is implemented is vital to instill a sense of involvement and demonstrate

responsiveness. Moreover, integrating solicitation activities with product development initiatives ensures that new offerings align closely with customer desires. However, the regression analysis findings indicate that soliciting new facilities and services was statistically insignificant in influencing customer satisfaction, necessitating a cautious approach. Organizations are advised not to solely depend on solicitation activities and should explore alternative strategies or factors, considering a multifaceted approach that integrates solicitation efforts with other influential factors for a more comprehensive and impactful enhancement of overall satisfaction of Customers.

5.5 Limitations of the Study

This study has several limitations that should be acknowledged. Firstly, the model developed for the analysis, despite its rigor, was found to be statistically insignificant in explaining the variability in customer satisfaction. This indicates that the factors examined in the study, including marketing, communication, and soliciting activities, collectively did not significantly account for variations in customer satisfaction within the specific context of private member clubs. Additionally, while the individual variables of marketing, communication, and soliciting activities were considered, their statistical insignificance raises questions about the overall robustness of these factors in influencing customer satisfaction. The model's R-squared value, at 11.4%, indicates that only a modest 11.4% of the variance in customer satisfaction was explained by the selected variables. This leaves a substantial 88.6% of the variance unaccounted for, signaling the presence of other influential factors beyond the scope of the examined variables.

Moreover, the study utilized questionnaires as a primary data collection method, introducing potential biases such as response bias and social desirability bias. Participants might have provided responses based on perceived expectations rather than genuine experiences. Furthermore, it's important to note that the study focused exclusively on private member clubs. Consequently, the findings may not be generalizable to other types of organizations, limiting the external validity of the results. These limitations underscore the need for cautious interpretation of the study findings and suggest avenues for subsequent research to address these constraints and contribute to a more comprehensive understanding of the dynamics influencing customer satisfaction across various organizational contexts. However, it's crucial to emphasize that the identified limitations do not significantly undermine the trustworthiness and reliability of this research.

5.6 Suggestions for Further Research

Abovementioned limitations in this research offer valuable insights for future research endeavors. Firstly, the statistical insignificance of the model in explaining the variability in customer satisfaction prompts further exploration into the factors influencing customer satisfaction within private member clubs. Future research could delve deeper into additional variables or dynamics not considered in this study to enhance the predictive capacity of the model.

Additionally, the observed statistical insignificance of individual variables, such as marketing, communication, and soliciting activities, suggests a need to investigate alternative factors that may exert more substantial influence on customer satisfaction. The modest R-squared value of 11.4% highlights the presence of unaccounted variance, indicating a rich field for further investigation. Future studies could expand the scope to uncover and incorporate these unexplored factors, contributing to a more comprehensive understanding of customer satisfaction dynamics.

Furthermore, the reliance on questionnaires for data collection prompts a suggestion for exploring diverse research methodologies to validate and complement the findings. Research employing mixed methods data collection techniques could provide a more nuanced understanding and minimize biases linked to questionnaire responses of data. Lastly, the exclusive focus on private member clubs suggests a need for comparative studies across various organizational types to enhance the generalizability of findings. While these limitations are acknowledged, it is crucial to emphasize that they present opportunities for refining methodologies and expanding the scope of inquiry, contributing to the ongoing dialogue on customer satisfaction dynamics in diverse organizational field.

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APPENDICES

APPENDIX 1: RESEARCH QUESTIONNAIRE

Title: Social Media Application and Customer Satisfaction in Private Members Clubs in Kenya

Section A: Background Information

1. What gender are you?

Male Female

2. What age bracket do you currently fall under?

Less than 30 years 30-39 years 40-49 years 50 years and above

3. What is your job title? _____

4. How long have you worked at this establishment?

5 years or less 10-15 years 16-20 years

More than 20 years

5. When was the club started? _____

6. What is the current membership of the club?

500 or less 501 – 1000 1001 – 1500

1501 – 2000 2001 – 2500 2501 – 3000

Over 3000

7. How many employees are employed by the club

50 or less 51 – 100 101 – 150

151 – 200 Over 200

Section A: Social Media Applications

On a scale of 1-5, please indicate the extent to which your Club has used social media applications for each of the following functions. Tick using the scale:

Not At All (1), Little Extent (2), Moderate Extent (3), High Extent (4), Very High Extent (5)

| Statement | Not At All (1) | Little Extent(2) | Moderate Extent(3) | High Extent(4) | Very High Extent(5) |
|---|-----------------------|-------------------------|---------------------------|-----------------------|----------------------------|
| Marketing | | | | | |
| Brand Promotion | | | | | |
| Advertising | | | | | |
| Products/service reviews | | | | | |
| Communication | | | | | |
| Customer loyalty building and maintenance | | | | | |
| Customer Feedback | | | | | |
| Influencer partnerships | | | | | |
| Sending messages to customers | | | | | |
| Reputation Management | | | | | |
| Soliciting New Facilities and services | | | | | |
| Proposals | | | | | |
| Bidding | | | | | |

Section B: Customer Satisfaction Indicators/measures

On a scale of 1-5, please indicate the extent to which your Club has satisfied its members according to each of the indicators in the table given below.

Not At All (1), Little Extent (2), Moderate Extent (3), High Extent (4), Very High Extent (5)

| Statement | Not At All(1) | Little Extent(2) | Moderate Extent (3) | High Extent (4) | Very High Extent (5) |
|---|----------------------|-------------------------|----------------------------|------------------------|-----------------------------|
| Customer Retention Rate | | | | | |
| Customers regularly make repeat services to the Club(Frequency) | | | | | |
| The size of the customer base increases at a constant rate | | | | | |
| Reduced customer complaints | | | | | |
| Member feedback | | | | | |
| Potential member referrals to the club | | | | | |

Section C: Challenges in Using Social Media Applications

On a scale of 1-5, please indicate the extent to which your Club has faced each of the following challenges in adopting Social Media applications.

Not At All (1), Little Extent (2), Moderate Extent (3), High Extent (4), Very High Extent (5)

| Challenge | Not At All (1) | Little Extent (2) | Moderate Extent (3) | High Extent(4) | Very High Extent(5) |
|----------------------------------|-----------------------|--------------------------|----------------------------|-----------------------|----------------------------|
| Difficulty in using social media | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Inadequate Internet Speed | | | | | |
| Ethical issues while using social media | | | | | |
| Fake News | | | | | |
| Cyber-attacks(cyberbullying) | | | | | |
| Data privacy loss | | | | | |