AN ANALYSIS OF EFFECTIVENESS OF EMPLOYEE COMMUNICATION IN PUBLIC INSTITUTIONS IN NAIROBI: THE CASE OF TEACHERS SERVICE COMMISSION

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DECLARATION

This project report is my original work and has not been presented for award of a degree in any other institution.

Sign …………………………………………… Date ……………………………

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The research project has been submitted to the University of Nairobi with my approval as University of Nairobi Supervisor.

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DEDICATION

This project is dedicated to my parents, Mr. Jonathan Mbati and Neddy Mudashi, for believing in me. Your support, encouragement and inspirational advice throughout my life was of value to this project.
ABSTRACT

This study sought to analyze the effectiveness of employee communication in public institutions in Nairobi with TSC as a case. The objectives of the study were: to analyze existing employee communication tools; to evaluate the effectiveness of employee communication tools; and to investigate the challenges facing employee communication at Teachers Service Commission. The study adopted the Systems Theory to explain the relationships between the variables. A descriptive research design was used to accomplish the research objectives. Both qualitative and quantitative data were used in the study. A sample size of 310 respondents was selected using Fishers (1995) formula. A semi structured questionnaire and interview guide were used to collect quantitative and qualitative data respectively. Reliability and validity of the data were examined using pilot test. Content analysis was done to analyze qualitative data. Percentages and frequencies were used to summarize data into meaningful form. The study findings were presented in tables and charts. Conclusions were drawn from the study findings and recommendation and suggestions for further studies made. The study findings indicated that existing employee communication, effectiveness of employee communication and challenges facing employee communication significantly affected the effectiveness of communication in public institutions. Common channels of communication used by Teachers Service Commission included circulars, website, and memos. Employees found circulars and memos more convenient and effective modes of communication compared to the other modes. Notable challenges of communication were mainly barriers occasioned by lack of direct connection to the organization’s top executive by employees. The study recommended inclusion of face-to-face communication in passing of information, use of telephone calls which are effective but not used often be incorporated as an official channel and creation of personalized information base with each of its members who have access to mobile phones that they use on daily basis. The study recommends that similar studies should be conducted in other public institutions and across other counties and also in private institutions to increase knowledge on effectiveness of employee communication in organizations in Kenya.
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LIST OF ABBREVIATIONS AND ACRONYMS

TSC – Teachers Service Commission
CMP – Crisis Communication Plan
UPE – Universal Primary Education
EFA – Education for All
PR – Public Relations
ACITs -Advanced Communication and Information Technologies
CHAPTER ONE
INTRODUCTION

1.0 Overview

This chapter provides the background information to the study. An overview of literature concerning effectiveness of employee communication as well as the problem statement of the study is discussed in this section. The objectives and research questions are also discussed. Further, the scope and the limitations identified by the researcher are presented.

1.1 Background of the study

The success of an individual or a team as well as organizations and institutions highly depends on the degree to which they can involve effectively in communication. Defective or ineffective communication is linked with inefficiency at both organizational and individual level. For this reason, many organizations have invested heavily in order to simplify employee communication and subsequently employee performance (Gartner 2013). Every organization regardless of size, industry, product or service, requires effective employee communication. Effective employee communication is the make or break factor for an organization and business as it affects external communication and in the long run impacts organizational success. It is an indispensable tool since through a comprehensive employee communication process, staff socialisation, effective problem-solving and decision-making initiatives, human resource development, departmental plans and progress, and overall organizational progress are facilitated and achieved.

Haiemann (2011) views effective communication as the imparting of ideas and making oneself understood by others. Barrett (2002) posits that meaningful and effective communication informs all the members if staff in a bid to take part in the strategy and goals of the organization. According to Keith (2014), it is a continuous process between two parties involved and it occurs at all levels including intrapersonal, interpersonal, intra organizational, inter-organizational etc.
Communication is effective when the sender of the message receives the intended feedback or action (Peter, 2015).

An organization that practices effective communication finds it easy to create an organization’s culture through appropriate communication and feedback mechanism cultivating values and behaviors apposite for the success of the organization. Larger enterprises have understood the significant benefits of delivering a structured employee communication strategy where the most effective communication methods are adopted and executed unlike smaller businesses who may deliver employee communications on a more ad-hoc basis.

There are so many benefits that an organization can reap from effective employee communication. Employees are encouraged to be committed both to their brand and their business goals through effective communication thus improving employee productivity and performance. According to the Towers Watson Communication ROI Study Report (1), institutions characterized by effective communication were found to have 47% higher total income within 5 year period, in comparison with other institutions with ineffective communication. Delivering an effective internal communication strategy can be a substantial driver in setting one company apart from another and giving them a competitive advantage. By strategically selecting the most effective channels and messages, an organization is able to not only inform but also enthuse each and every employee to deliver business goals effectively and efficiently (Staffconnect.com 2010).

A number of institutions have and continue to use communication related techniques in fostering and promoting employee relations which in turn improves productivity. In this case, Teachers Service Commission, one of the largest public institutions in the country owing to the vast number of teachers that relate with it on a daily, weekly, monthly and yearly basis in different matters relating to teacher management is not an exception in employing various communication techniques with their employees in achieving their strategic goals.

Teachers Service Commission is a state owned institution that is mandated with teacher management tasks including registering, employing, transferring, promoting, disciplining and paying teachers, Article 237(2) of the constitution. According to the TSC website (2016), it is made up of 3,000 secretariat staff and about 300,000 registered teachers with most of them posted country wide in various educational institutions. Through its services, TSC facilitates the cabinet Secretary to meet academic goals as spelled out in the human personnel policies on
teacher, education and training. It also plays an important part in in anchoring the government initiative to implement Vision 2030 policies of Universal Primary Education (UPE), and Education for all (EFA). Given the number of teachers in primary, secondary and tertiary institutions, it is by far one of the most mixed, diverse and dynamic public institution in Kenya.

The TSC body has in the past faced a lot of challenges in its bid to offer educational services in the country. Of these problems, poor communication, low employee morale and industrial actions have a great and direct impact on success (TSC website 2016) and are also a sign of a lapse in communication. Such shortcomings in an organization have a great impact on its efficiency and effectiveness in performing its duties and as such, affect the public image of the commission. These challenges have meant that from time to time there have been misunderstandings between the teachers and their employer.

It is important for organizations to align their interests with the publics’ concerns and interests in order for it to benefit from public trust. This therefore calls for organizations to clearly define their goals and objectives which must be articulated clearly to the publics through effective employee communication strategies and techniques and at the same time, the attitudes and values of the publics should be well articulated to the organization and by so doing, create a mutual understanding which will enable them resolve conflicts of interests. Public Relations is therefore a very important element in the management of an organization. It makes its contribution to image and reputation development and maintenance as well as safeguarding and reconciling the interests of the publics and stakeholders with that of the organization. Ideally, communication is the key instrument used by public relations practitioners in achieving their relational goals.

Communication is a very important tool in managing an organization’s relations which have a great impact on its image and overall success. For this reason, it is imperative for organizations to ensure that they carry out communication with their publics both internal and external effectively and to have a crisis communication plan in place so that in case of a crisis, it will guide them on how to go about the crisis. Fink, (2000) says that communication is very important especially during a crisis and as such, every organization should have a crisis communication plan (CCP) since during a predicament, awareness takes the priority in an organization and must be made to address and act fast in order to manage the crisis situation. This study therefore sought to establish the effectiveness of employee communication at TSC
and the extent of their successes and failures if any and the solutions that the key users of this unit might suggest. Policy makers at TSC, professional feedback from the corporate communication unit and teachers who are the major employees of TSC formed part of the key informers in this study.

1.2 Statement of the problem

Employee communication should be treated with utmost care since it is a key factor in the organization as it greatly affects the overall organizational performance. Due to this, a number of organizations struggle with employee challenges that negatively affect employee performance. Thao and Hwang (2015) write that one of the biggest factors in influencing employee performance is employee communication. In order for an organization to be able to foster effective teamwork and relationships, it needs to address internal communication challenges. In many organizations, ineffective communication often leads to disconnect in performance expectations between employees and the organization. Studies have shown that effective internal communication in an organization impacts employee performance (Neves & Eisenberger 2012).

According to Zhang and Venkatesh (2013), organizations need to ensure that they employ effective communication channels which would ensure that employees receive, respond, adjust and improve information flow within an organization. Watson Wyatt (2004) studied the connection between organizational communication and employee performance and found that institutions characterised by efficient communication high have bigger returns than firms that communicate less effectively. Communication channels are important and an organization ought to ensure that they have strong communication channels in order to ensure communication structure, employee feedback, adjustments to change openness and hence contribute positively to employee performance. Watson & Wyatt (2004) also indicated that organizations that utilize their communication channels appropriately experience high employee satisfaction thus greater performance.

People are organizations’ greatest resource and this is not an exception at TSC. The over 300,000 registered teachers and 3,000 secretariats who make its workforce are responsible of turning decisions made at executive level real and tangible in the educational sector in Kenya.
TSC is working towards making it possible for the government of Kenya to achieve its educational visions and plans which include FPE and EFA and other essentials in education sector. It is the interest of TSC and all Kenyans for TSC employees to be steadfast, industrious as well as reliable. For employees to actually be dedicated, fruitful and reliable, they must feel valued. An amalgamation of factors contributes to the employee’s value appreciation, and the most indispensable among them is successful communication.

Successful information flow helps build sense of corporate identity, productivity, teamwork, participation, job performance and improve retention (Neves & Eisenberger 2012). Various scholars have carried out various studies on TSC focusing on implementation of their strategic plans, embracing technology in their operations, and other areas. However, there has been no study regarding the effectiveness of their employee communication. Despite the existence of public relations and communication department in many government institutions, there have been notable challenges in organizations as a result of public relations.

Effective information flow helps build sense of corporate identity, productivity, teamwork, participation, job performance and improve retention (Neves & Eisenberger 2012). Various scholars have carried out various studies on TSC focusing on implementation of their strategic plans, embracing technology in their operations, and other areas. However, there has been no study regarding the effectiveness of their employee communication. Despite the existence of public relations and communication department in many government institutions, there have been notable challenges in organizations as a result of public relations. These challenges include and not limited to stunted performance due to delays in access of information by teachers and staff, uncommunicated policies, or delay in implementation of crucial directives, as well as unwarranted negative consequences by staff or the organization occasioned by lack of awareness or information on what ought to have been done to navigate away from such negative effects (Paul 2012).

In an effort to augment communication, Teachers Service Commission (TSC) has made efforts to enhance effective communication, despite this, the organization continues to experience challenges that can be traced to communication, and thus raising question on how effective is the employee communication. Based on this background, this study opined that the effectiveness of employee communication in Teachers Service Commission has been scantly researched. It is thus against this backdrop, that the study to analyze the effectiveness of
employee communication in public organizations with reference to Teachers Service Commission was carried out.

1.3 Research objectives

1.3.1 General objective

The general objective of the study was to analyze the effectiveness of employee communication in public organizations in Kenya.

1.3.2 Specific objectives

This study aimed at achieving the following specific objectives:

1. To analyze the existing employee communication tools utilized at Teachers Service Commission.
2. To evaluate the effectiveness of employee communication tools used at Teachers Service Commission.
3. To investigate the challenges facing employee communication at Teachers Service Commission

1.4 Research questions

The study focused on the following research questions in order to fulfill the research objectives:

1. What communication tools does Teachers Service Commission utilize?
2. How effective are the communication tools utilized by Teachers Service Commission?
3. Which challenges face employee communication at Teachers Service Commission?
1.5 Justification of the study

Teachers Service Commission being one of the largest, mixed and diverse institutions in Kenya owing to the large number of workforce it employs, has had many challenges in handling its workforce. Of these challenges, communication is key and has dire consequences on the success of the commission as it impacts directly to employee morale and thus performance. The complaints about teachers sexually harassing students and teachers in power like head teachers and principals sexually harassing the newly employed teachers as well as teachers employing corporal punishment on students, leave many questions and doubts in the publics about Teachers Service Commission and how they are in charge of the education service provision. The teachers’ constant complaints about TSC not meeting their personal and security needs as well as delay in communication also contribute to the perception of a breakdown of communication between employer and employee. The study seeks to evaluate the effectiveness of the employee communication at TSC and the challenges they face in their employee communication.

1.6 Significance of the study

Many studies carried out on TSC have focused on evaluation of its performance and its ability to embrace technology in its operations. However, there is no specific research that is assessing their employee communication. The findings of this study will help TSC improve the state of its internal and by extension external public relations through proactive communication and thus prevent employee unproductivity. Similarly, the findings will be of benefit to the ministry of education and the Government of Kenya in its policy formulation and implementation in that it will ensure that the public sector adopts strategies and techniques to improve their employee communication as well as service delivery and productivity. It will also help identify communication media that are generally effective and preferred by employees for use in public institutions and therefore other public institutions will benefit from the study. This research will as well form the basis for further research to be done by other researchers.
1.7 Scope and Limitation of the Study

Teachers Service Commission has its headquarters situated in TSC house, Kilimanjaro Road, upper hill with branches in each county as well as a vast teaching workforce spread throughout the country. Given the distance between the offices, number of employees, time and money constraints, it was not possible to reach all the publics and thus it was necessary to sample and reduce the target population to a sizeable sample. Teachers within Nairobi County were key participants in this study. Logistical problems which include the time that was taken to interview as well as apathy of respondents was countered with perseverance from the part of the researcher which called for allocation of enough time for data collection. Another challenge that was encountered is that of information sharing by management and employees on information that may be considered sensitive to release to the public domain about the institution and lack of adequate knowledge of the institution communication policy by employees. Due to the nature of the study, the respondents were assured of confidentiality of the responses provided. In addition, the respondents were expected to write their names on the questionnaires. Financial constraints cannot be overlooked as it plays a major role in the success of this study. However, notwithstanding the limitations, the researcher ensured that the data is collected, analyzed and presented.

1.8 Operational terms

Effective communication: This will be looked at as the process of passing a message from one end to another through a channel. This process becomes effective if the target receiver receives the intended message and deciphers the intended meaning acting on it appropriately and in time.

Organizational communication: Organizational communication refers to the administration task in an institution mandated to supervise communication practices facilitated in the company hence working to facilitate sustainable interaction between the internal and external environment of the organization. Organizational communication will be used interchangeably with corporate communication.
**Employee communication:** This is the relay of information in all the levels and parts of the institution. The term will be used interchangeably with internal communication. Employee communication takes place through all the levels of the organizational units across, up, down and diagonal.

**External communication:** This is the transfer of information between the business and other entities outside the organizational internal environment.

**Corporate image:** Corporate image is the public’s perception or an evaluation of an organization by its stakeholders and publics rather than the reflection of its actual state or position and as such, it is much liquefied and can change from positive to negative in a short span of time. This term has been used interchangeably with the term reputation which is taken to mean the beliefs or opinions generally held about the organization.

**Publics:** These are the parties who have an association directly or indirectly with an institution. They include suppliers, employees, investors, trade unions, government.
CHAPTER TWO
LITERATURE REVIEW

2.0 Overview

In this chapter, empirical literature on the topic of study is discussed. This involves scientific findings by communication scholars who have written and continue to write on communication. The general review section was divided into effective communication, significance of organizational communication and employee communication. Theoretical review and conceptual framework are also discussed in this chapter.

2.1 Organizational Communication

Organizational communication according to Van Riel (1998) is the management instrument which organizations use to reach and keep the intended image with its important and target groups. Jackson (1997) looks at it as the total communication activities carried out by an organization to achieve its objectives. This involves both internal and external communication activities which should be carried out consciously and in the most effective way in order to achieve its intended goals.

Day after day interaction among people in an organization is a very essential aspect having task accomplished. Communication would be considered to be the adhesive linking several facets of the organization together, facilitating collaboration among the clientele, agents and the public. Communication largely determines the extent to which an organization can meet its objectives. According to Barker and Angelopulo (2006), communication enables members to work efficiently in an organization as well as the clients.

Effective organizational communication is an indispensable element of corporate image, public relations and customer service. For the sake of the organization’s image, communication both internally and externally should be considered with utmost care. Martineli (2006) advocates for proper communication to both internal and external publics as well as stakeholders. Without effective communication, there would be no need for public relations and the organization’s
corporate image is bound to suffer. According to Saunders (1999), people usually understand communication to be the day to day interaction with the intention to share information. Communication in an organization combines both internal (employee) and external communication. Welch & Jackson (2007) look at employee communication as the interaction among the organization’s management and its internal stakeholders and publics whereas external communication is the interaction between the organization and the audiences outside the organization.

2.1.1 Effective organizational communication

According to Marietta (1999), effective communication is a basic element in organizational structure and functioning. Communicating effectively enables an organization to achieve integration and coordination of its activities in the organization and with the stakeholders. Poor and ineffective communication is likely to cause confusion, good plans to fail and to a large extent cause a crisis. While on the other hand, effective communication helps the managers to get good information that helps them make good decisions with assurance that their decisions will result positive results. Communication function of management considers all the stakeholders and publics in the organization and utilizes a variety of tools and tactics as well as techniques to enhance relationships with these publics. It is the duty of the organizational leaders to weigh the conflicting needs of various publics and make more balanced decisions for the sake of the organization’s success (Rouse & Rouse 2005).

Communication serves various important functions in an organization and therefore it needs to be effective for it to control, inform, motivate and allow room for emotional expression. For communication to be effective, the organization needs to define the situation, set objectives and identify target groups appropriately. Secondly an organization would need to choose appropriate communication techniques or instruments, allocate and use resources as well as coordinate and structure the communication activities. According to Fox (2001), communication signifies a multifaceted structure of information flow, wishes, orders and references that are made out of two partially complimentary structures.

The formal network is communication that follows the ranks otherwise known as the chain of command. The communication follows the bureaucratic, formal lines of command and
tends to be unconcealed in terms of interactions. The informal network involves communication that follows the unofficial network that grows out of relationships among employees which is also known as grapevine. In an organizational setup is in touch with the formal than the informal network because it known to transmit information faster. However, the management should understand that informal communication is also powerful as it relays information not communicated by the formal network. Therefore, both networks should be treated with utmost care because they define the survival of an organization.

2.1.1.1 Formal communication flow and impact

According to Marques (2010), communication takes place in three levels: Lateral or horizontal communication which aims at creating links among divisions, job units and related tasks within the organization. Its significance rises with job specialty and variety in organizations’ structure. This involves communication amongst members from the same task group or amongst managers of related level. In every organization, horizontal communication takes place more often since there are usually more employees than managers and at the same time, staff at equal levels feel more contented speaking to each other than to employees at other higher levels.

Horizontal communication frequently creates and sustains staff fulfilment and employee morale. In horizontal communication, staff habitually talk freely and openly about their feelings relating to the system and deliberate their problems with those who are able to relate together. Additionally, socialization inside the official organization usually takes place over horizontal communication. Employees are able to increase their knowledge, socialization skills and communication skills. Long lasting interpersonal relationships that enable employees become better staff acquiring better chances of survival within the organization are created.

Descending communication offers communication from top levels to junior levels. This type of communication charts the chain of command over the line of authority. This pattern is used by managers to provide job guidelines, assign objectives, point difficulties that require attention, explain policy directions and methods and provide feedback about performance. Elements that generally flow downwards in an organization include job instructions, foundation, thought, information, and response.
Upward communication serves as a control system for the organization and it helps the top management to receive feedback from their juniors for decision making. It is also used to inform them about progress towards goals and also keeps the managers aware of how employees feel about their jobs. The ascending communication is usually originated by the junior levels employees but the employees at the higher levels of the organization play a major role in its success and effectiveness. The information only goes through as much as they allow it and therefore, lower level employees need to understand the type of information that can easily flow upwards. Aspects that are probable to affect higher ranks of the business to give way for upstream communication to be effective include positivity of the message, timeliness, support for present policy, message relayed directly to the individual who can work on it and messages that have instinctive appeal are likely to go up the structure than negative messages.

2.1.2 Significance of effective organizational communication

Effective organizational communication methods are the basis for each organization that wishes to be successful in the long-run (Purves 2005). Both internal and external communications together are important to an organization and an organization that wishes to succeed should endeavour to have successful managerial communication. Various research outcomes have documented the significance of proper business communication showing the connection between an efficient communication arrangement and better general organizational performance (Goldhaber, 1990). Effective communication’s major function according to Welhricand Koontz (2012) is to link the staff of the organization with a aim of reaching mutual objectives. Through effective communication, employees identify themselves with the organization and are likely to work effectively achieving both individual and organizational goals.

Other scholars have argued that effective communication is critical to any organization as it plays a part in client dealings, product development, staff management and virtually each aspect of an organizations’ processes. Through successful communication, the company is able to set its goals and effectively carry them out. The success of a company depends significantly on its communication success. Organizational communication aids resource facilitation and management in a more appropriate manner. A study by Tsai, Chuang and Hsieh (2009) established that staff usually don’t understand the significance of communication to
organizational objectives, or recognize how to create and uphold sound communication procedures. Managers therefore have the concern to train employees in communication skills, improve communication in the workstation, and encourage informal communication. The same study documented that job contentment is certainly affected by effective communication from overseers and top management concerning anticipations and work performance feedback (Tsai, Chuang & Hsieh 2009). Similarly, the choice, the progress and the performance evaluation of the organization members is carried out effectively through communication.

Satisfactory and effective communication helps in the managing, directing, inspiring and generating a climate in which people want to contribute (Welhric & Koontz 1994). This contributes to staff attitude and motivation, and customer fulfillment (Eisenberger 2012; Rhoades & Eisenberger 2002). Communication improves commitment and to a larger extent stimulates staff to attain organizational objectives (Chuang, Hsieh & Tsai 2009). The rate of job satisfaction is greatly increased in the organizations and supervisors that agreeably commune and promote two-way communication. Allen (1992); Allen (1995); Neves & Eisenberger (2012) found that employees enjoyed improved sense of well-being, happiness and job satisfaction through open communication.

Since communication is a means of bringing about change, effective communication plays an important role in change management. Effective communication before, during and after a change process reduces resistance to change thus enabling the organization to exert less change efforts which are more productive (Zareen, 2012). Hussein (2013) identified communication as a key factor in a business organization’s change management. Since the employees play an important role in bringing about change in an organization, they need to be encouraged for desired change. Communication helps to organizations to address the anxiety and issues related to employees.

Effective communication enables an organization to align the individual employee goals to organizational goals which enables it to build a strong organizational culture (Berger 2008). According to Ruokonen (2012), organizational culture comes about though gathering the values that are dominant within the organization. The organizational culture helps define various operational aspects of the organization including employee behavior, leadership styles, communication and service delivery.
Effective organizational communication has a direct bearing on the organization’s image since it helps an organization avert crises and manage them well in case they occur. An organization’s communication ability, the strength of its internal communication channels, its planning and preparation before a crisis occurs and how they manage and control the media affect an organization’s ability to manage a crisis effectively because of the direct influence these have on information flow to key publics. The information received by the key audiences of an organization will shape their attitudes towards the organization. How information flows within an organization and to its publics also indicates its openness and ability to adjust to sudden changes in the environment (Kyse, 2006). More often effective communication enables an organization avert crisis situations.

2.2 Employee communication

Employee communication is critical in institutions (Welch & Jackson 2007). Staff in organizations spend big portion of their time interacting with each other through different channels. Effective communication implies people involved in the communication are in a position to send message in all levels of the organization. When information flows seamlessly in an organization, the institution is in a position to execute its functions smoothly. However, where communication discord is encountered, the institution has to run into problems.

According to Tench and Yeomans (2009), internal or employee communication is the term used to describe an organization’s managed communication system where employees are regarded as a public or stakeholder group. Employees are communicated with through a variety of methods, including newsletters, intranet, memos, notice boards, staff briefings and letters, which are intended to enlighten employees about the business. Stauss and Hoffman (2000) define employee communication as the planned use of communication actions to systematically influence the attitudes, knowledge, and behaviors of employees. Welch and Jackson (2007) are of the opinion that effective employee communication is crucial for successful organizations as it affects the ability of strategic managers to engage employees and achieve objectives.

Tench and Yeomans (2009) believe that employee communication is concerned with building two way relationships with internal publics, with the goal of improving organizational effectiveness. Kolla (2005) lists some of the key roles of effective employee communication
within an organization as supporting major change programmes, raising awareness of the organization’s priorities, communicating messages from top management, raising/maintaining the credibility of the top team, enhancing efficiency and productivity, increasing employee motivation, facilitating feedback and enhancing managers’ communication skills.

Efficient employee communication within an organization, (businessstraining.com) is key to success of an organization’s adaptability to external changes. Kitchen and Daily (2002) researched on how internal communication makes organizations more effective. Their results showed that organizations that had effective communication had higher competitive advantage than those that had less effective communication. Various scholars have also researched and proved the positive relationship that exists between employee communication and organizational effectiveness and performance (Tkalac, Vercic 2012). An organization that has effective employee communication is likely to benefit from reduced absenteeism, improved productivity, higher quality of services and products, fewer strikes, increased levels of innovation and reduced costs (Antra 2012; Conduit 2001).

According to Mostgel (2006), internal communication involves communicating the vision, mission, core values, objectives and strategic plans among other important information of the organization to the internal publics so that, each employee understands their roles and responsibilities as well as their contribution to the general achievements of the organization’s goals and objectives. Internal communication motivates the employees and strengthens employee loyalty and satisfaction as well as trust. Through proper internal communication, communication from different branches of the company and even from field work associated with the company, information can be passed to the relevant people quickly. Therefore, in the event of a crisis, the relevant stakeholders are able to get the information they need before the situation gets out of control.

People Pulse (2016) identifies several factors that an organization needs to consider in the employee communication for its effectiveness: Communication flow: communication should flow effectively in all levels of the organization. This will enable the employees to understand their roles, appreciate their duties and responsibilities and serve customers appropriately. Coordination/knowledge sharing: all publics and stakeholders in an organization need information in order to promote mutual understanding and proper coordination. The organization
should ensure that imperative information is shared to and by employees, departments etc. to enable them understand the organization’s operations and deliver their duties appropriately.

Communication barriers: there are communication hindrances that impact the smooth flow of information in the communication process. Communicators in an organization ought to work above the barriers to ensure that communication flows effectively in the organization. These barriers may be inform of physical barriers, system design, attitudinal barriers, language barriers, physiological, presentation of information etc. Accuracy: the information transmitted within the organization needs to be detailed and accurate in order to avoid misunderstanding or misinterpretation. If the information is not accurate, it may lead to confusion by the staff which is latter passed on to the customers maing the image of the organization.

Reliability: communicators in an organization need to warrant that the message communicated is dependable and consistent. Workers need to trust the information passed to them for them to execute their duties with confidence. Timeliness: information is only important when it is received the time it’s needed. Delay of information is failure in communication. It is the duty of the organization to ensure that shared information is delivered in time.

Interaction frequency: communication is an all-time process. Employees ought to receive and transmit information as at and when it’s needed. The extent degree to which staff get communication on organization performance and various topics is very important for effective communication and smooth running of the organization.

According to Mehta & Xavier (2009), an organization needs to take into consideration organizational communication culture and understand employees’ information needs as well as the communication channels.

Organizational communication culture: There are two organizational communication cultures; authoritarian and participative. Grunig et al. (2000) write that in authoritarian cultures, decision making is centralized and communication is structured, formalized, and largely one-way. In participative cultures however, employees are encouraged to be part of decision making and share in achievements with communication that emphasizes both dialogue and feedback. Mehta & Xavier (2009) write that it is upon the public relations department to resolve conflicts brought about by organizational culture and that this can be done through providing opportunities for interaction within organizations and encourage innovation and creativity and reinforcement of organizational mission and vision statements, and modeling of appropriate
behavior. It is important for organizations to adapt communication cultures that best serve their needs and meets their goals and objectives.

Understanding employees and their information needs: According to Ni (2007), employees are different based on the way their relationship begins with an organization. Ni (2007) states that employees enter into relationships to get paid, to gain experience, and to have further career experiences. Employees are therefore not all the same and should not be grouped together as one public. Mehta & Xavier (2009) suggests that employees can be segmented by role or position as well as by their involvement and level of participation in particular issues. It therefore calls for organizations to understand their employees’ needs and respond to them in appropriate ways that are not detrimental to the organization’s image.

Media effectiveness: Compton (2014) is of the opinion that internal communication has been caught up with technology, thus, has been forced to evolve. Currently, many organizations use the intranet as part of the effective communication policy. The intranet is a platform that allows the sending and receiving of messages; uploading of documents and also downloading of uploaded documents. The intranet can only be accessed via the company, or organization’s system to ensure privacy. Media channels that organizations choose to relay important information should be effective. Communication could be done in written, verbal, non-verbal and electronically.

As Mehta & Xavier (2009) write, there are a number of communication channels an organization can utilize with its internal publics. They include the formal channels as led by the PR department or by organizational leaders and others such as grapevine or the rumor mill which are created by the employees themselves. Trusted communication sources in employee communications are the immediate supervisor, executives, and the organizational policy handbook. Ni (2007) writes that other formal communication channels include the intranet, print publications, such as internal newsletters, memos and letters, bulletin boards, and face-to-face interactions in team or small group meetings, trainings and conferences while the least trusted include grapevine and the rumor mill. Despite its low level of trust, rumor mills and grapevine are potent channels during times of change and uncertainty in the organization and hence the PR department needs to address them. According to Difonzo and Bordia (2000), there are four strategies to address grapevine and the rumor mill in an organization. They include: reinforcement of values and procedures used to guide any organizational changes, establishment
of regular communication updates, explanation of decision-making processes, and acknowledgement or confirmation of rumour to increase trust.

2.2.1 Effective Employee Communication

The overall success of an organization largely depends on employee communication. Tkalac & Vercic (2012) carried out a research in Delphi determining the perspectives of effective communication among representatives of National Association in the Federation of European Business Communicators Association (FEIEA). Their respondents came from 11 European countries. From this study, it was found that employees were motivated by effective employee communication and at the same time, created value for the company. Also, Delphi data revealed that areas like human resources, change management, organizational development, marketing and general management, public relations, corporate strategy and corporate human resources and corporate communication are the closest perceived to employee communication.

On communication methods, participants felt that writing, speaking, oral presentations, gathering and analyzing data and knowledge from the internet are important skills for internal communication experts.

According to this research, employee communication is the driving factor of a business and thus organizations that aspire to be successful should consider investing much of their time and resources in employee communication. Organizations should make it a habit of evaluating the effectiveness of their employee communication from time to time in order to establish their weaknesses and improve on them for effectiveness. According to Ruck and Welch (2012), communication reflects much more management centric environments than employee centric, they argued that opportunities for employee voice can be significantly improved in different environments (Ruck & Welch 2012). In their study, they looked at various methods of evaluating internal communication. In their findings, they noted that many organizations looked at the messaging and not its role in building relationships, engaging the organization and fostering dialogue. Other studies have found that effective employee communication techniques can help bridge that gap and foster relationships. For example, Bennet et al (2010) found that social networking can help in ensuring team spirit and culture is maintained no matter where you are in the world. Akkirman and Haris (2004) found that virtual office workers reported higher levels of
satisfaction in personal feedback, communication climate and relationships with supervisors likely due to extra effort in networking with remote workers.

Effective communication can help an organization support and unify its organizational culture. According to these studies, company leaders play a key role in encouraging effective communication in their organizations. Companies should therefore ensure that they carry out effective employee communication for the benefit of employees and their company at large, for relationships will be fostered and opportunities for collaboration will be created. Employees’ levels of trust in their executives can also be increased through effective communication by exercising a more open and transparent organizational communication culture. Similarly, in an open culture where the communication of ideas is not moderated or shut down, the best ideas logically rise to the top (Napoli 2006).

A study by Mohamed et al. (2013) found out that communication between an organization and the customers, which has been described as a ‘moment of truth’ by Lovelock (2000), has a great effect on how customers evaluate the organization and its service quality. The relationship between customers and the organization created through communication is critical in attaining a reputation for excellent service quality and keeping customers satisfied and even more loyal. Customers in this sense are the company employees who are the most important asset in an organization. Other studies (Turk and Avcilar 2009; Ismail et al. 2006; Akbar and Prevaez, 2009; and Arasli2005) also show that employee communication is indispensable for realizing positive reputation and preserve a positive public image. Equally, organizations tend to gain an outstanding knowledge and accurate understanding of internal customers’ expectations and needs.

In the study of Kibe (2016), the impact of strategic communication management on stakeholders using corporate identity in public schools in Kenya was assessed. The researcher concluded that Kenyan public schools are beaten by their counter private and corporate schools due to poor corporate image caused by poor communication both internal and external as well as poor publicity. He suggested that public schools need to embrace new communication technology like web pages, blogs and social media that will enable them reach their stakeholders and thus improve on their communication which in turn will enable them gain a competitive edge though improved reputation. Companies have been able to establish and maintain a lasting relationship with their stakeholder groups by using effective communication strategically to
foster understanding and manage relations while promoting business interest and at the same time maintain a human image. He as well proposed that managers should specifically and deliberately invest more resources in communicating clearly on elements of corporate culture and stipulating clearly on the acceptable standard of management behavioral practices. If possible, develop an internal code of ethics and communication policy especially on new media to improve on their communication.

He also concluded that modern schools should be run on the principles of a model corporation where communication becomes paramount in reaching out to key stakeholders both internal and external. Therefore, effective communication is important for corporate image and corporate image is important for performance and survival of an institution. Safon, (2009), Vidaver-Cohen (2007) as cited in Tshabangu (2012) assert that corporate communication has been adapted in the field of educational management in the anticipation that if a school has a good communication, it would have a good reputation with its stakeholders and vice a versa. Melewar (2003) also points out to the principals the importance of effective communication as a strategic resource for building credibility and support among different stakeholders both internal and external.

In a longitudinal research by Asif and Sergeant (2000) which sought to explore a variety of employee communication issues within the context of High Street Banks, the interviews conducted revealed that effective employee communication produced various outcomes which included job satisfaction, shared vision, service focus, commitment, loyalty and empowerment. These are very important aspects in the success of an organization for they impact on the employee morale and performance. Employee communication has shifted to include marketing strategies to organizational employees. According to a study by Ewing, Debussy & Pitt (2003), companies have moved a notch higher in their employee communication to view their employees as internal customers that companies market their products and services to driven by its satisfaction and employees by job satisfaction. In their study Ewing et al. (2003) purported that employee communication comprised of mutual trust, ethical work climate, employee/organization goal alignment and attitude to innovation. They noted that internal marketing should involve a two way communication process between management and employees and that it can only be successful if it is able to reach and motivate the lower employees in the organization. In their study, it was found out that the use of new media in the
workplace was very important as it had positive impact on the perception of an ethical work climate and mutual trust within an organization, organizational attitude towards innovation and the alignment of employee’s goals with those of the organization as well as internal marketing communication. Ewing et al. also discovered that organizations that strive to communicate effectively would greatly benefit from the use of new media channels. The study concluded that organizations that looked at their employees as key internal stakeholders and treated them as such were more effective in their overall performance.

In another study by Keller, Lynch, Ellinger, Ozment and Calantone (2006), internal marketing utilizes the traditional tools of marketing to develop and distribute job products and services to internal customers, the employees. Job products according to Keller et al. include knowledge, information, physical and social environment, and tools necessary to employees to successfully perform their job while also achieving organizational and personal goals. Keller et al. (2006) also introduced internal promotions as effective employee communication through the use of face to face interactions, recognition and rewards. They also found out that employee satisfaction is increased through treating them with the same customer service level provided to external customers and applying traditional marketing strategies.

Waldeck et al. (2004) sought to find out the relationship between three channels for information seeking and perceived socialization effectiveness. They also looked at forecasters for employee choice and use of Advanced Communication and Information Technologies (ACITs). The three channels included in the study were traditional media, ACITs and face to face communication. ACITs include internet, email, intranet, voicemail, online chats, cellular telephones, online databases, instant messaging, pagers, videoconferencing, and faxes. Traditional media in the study included: memos, employee handbooks and newsletters. Questionnaires were used to collect responses at four organizations comprising of hotels, finance and real estate. Research question one addressed the relationship between an employee’s selection and use of information-seeking channels and their perception of assimilation effectiveness. The study found that face-to-face, ACITs and traditional media were all significant forecasters of assimilation. The study also found out that employees needed to supplement the information they got through ACITs use with information from some other ACITs, face to face communication or a more traditional technology. In this study, it was found that ACITs were used more frequently for specific purposes which included communicating with additional
people and information-seeking tasks. According to this study, communication channels can supplement each other depending on employee preference as well as related tasks and desired outcome.

Watson & Wyatt (2004) in his study found that technology is an important element in amplification of messages and organizations that embraced this idea were rated effective in their communication. In this study, organizations who were rated as highly effective in communication had employees who used web to communicate, collaborate, and share resources. In addition, these organizations continually use the technology to provide employee with important information about the business and their benefits.

In their 2007 study on employee perspectives on healthcare, Watson & Wyatt examined how employees view; learn about; use and pay for health care in addition to employee views on plan design; health improvement programs; provider quality; communication and behavioral change. They found that when it came to communication on their health benefits, employees preferred specific communication channels over others. They rated mail sent to their home as most preferred, followed by print materials at work, the internet, face to face, and least desired were conversation with the Human Resource Departments.

Communication is usually faced with many challenges ranging from physical, system design, attitudinal/perception, language barrier and physiological. Lunenburg (2010) call such challenges as noise and defines it as anything that distorts the message sent by the sender to the receiver. For effective communication to take place, both the receiver and the sender of the message ought to ensure that the challenges are as minimal as possible. It is important for an organization to ensure that the barriers of communication are minimized in order for communication to be effective (Mensah 2010). Some challenges of communication could be due to physical or emotional distance of the managers from the employees. Peak (2010) opines that communication is often hard and infrequent if superiors are rarely seen or talked to by the employees. This therefore calls for choice of appropriate communication methods and channels by the employers.
2.2.2 Significance of effective employee communication

The key audiences of an organization are employees because they often serve as the medium to other audiences. This therefore calls for organization to ensure that their employees are informed and fully engaged for communication with other constituencies to be strong. Internal communication improves employee and employer relation. Mostegel (2016) asserts that if the employees are made happy and content, they will serve the company better especially through the concept of public image. Public image is also built by what employees say about the company itself. If the employees are happy with their work culture, they will speak positively about the company, thereby, making sure that the company’s public image is positive. A company that does not treat its employees well will have a bad reputation because the employees will speak ill of the company.

Both the organization and the employee have their expectations of each other which are quite varied. Through effective communication, clear expectations are established by and for employees and amazingly for customers as well. For employees, clear expectations will convey how their performance will impact the company and give them an indication of what they need to do to achieve positive feedback. Customers’ expectations about service issues and interaction processes can be managed easily by clear and effective communication. An organization will build strong relationships through effective communication. An organization and its employees need some level of trust and loyalty which are key factors in any relationship and both are enhanced by communication that is focused on meeting individual needs, conveying important information and providing feedback. Strong relationships with external audiences, which comes a result of effective employee communication, also build strong solid communication about products, services and company culture and values.

Organizations that want to communicate effectively should utilize open channels of communication which motivate employees to new ideas and innovation in a number of areas. Through the use of open channels, employees are made to understand what’s important to their companies and thus are likely to focus on making improvements and identifying chances for innovation that can help further success. Employees, who are sure that the management will listen to their ideas and have open minds and be responsive to their feedback, will contribute
their ideas without fear. Similarly, customers too will be encouraged to contribute their ideas to help improve services and products.

Effective communication enables employees to serve as company ambassadors. Greenberg, Knight and Westersund (2011) explain that the use of effective employee communication in PR allows management to make the employees their company ambassadors. If employees are well informed about the company and its culture, its products and services, and its response to any negative issues, they can be better ambassadors talking about the company to their acquaintances and other business connections. Employees are more likely to share the information about the company if they feel they have a strong, positive relationship with their employers and trust the information they receive from their employers. Employees who are well motivated can be a highly valued and trusted source of information about a company and its products and services. Communication makes an employee feel bound to the organization and therefore, the employees tend to think about the image they are highlighting, and how that image will affect the company. The employees will also be prompted to always market their company and their products in all environments, thereby, ensuring that the company profits and image is soaring.

Strong teamwork in a company is achieved through effective employee communication enabling employees at all levels of the organization to work together to achieve company goals. Open communication through lateral network provides the employees with the knowledge they need about the company and their fellow employees in order to trust them. It also helps to create a positive work environment they need to feel comfortable at work and to deal with conflict and resolve issues effectively. Managers perform their jobs and responsibilities through effective communication. Planning function of management needs communication for it to be effective. The managers would need all the essential information to facilitate their planning and at the same time, their plans need to be communicated to the employees for implementation. The function of organizing calls for appropriate communication with others about their tasks and responsibilities as well as roles. In order to achieve team goals, team leaders who are managers need to communicate effectively with their subordinates. Managers spend most of their time communicating and creating links with their superiors, customers, suppliers, colleagues, subordinates and therefore, they need to communicate effectively in order to achieve their goals.
The channels of communication too should be effective for the type of audience in question in order to avoid misinformation.

Effective employee communication can be termed as a building block for successful organizations. Through effective employee communication, employees are motivated given that their tasks are clearly communicated, the manner they are performed and what to do to improve their performance or performance feedback. Managers take advantage of effective communication flow to make viable decisions and assess alternative course of action. An employee’s attitude is very important in job performance and socialization. Communication is a crucial factor in influencing individual’s attitudes since a person who is well informed always has a better attitude than a person who is less informed. Organizational journals, magazines, meetings and various other forms of communication both written and oral help in building employees’ attitude towards the company and the job in general. Socialization is an important aspect of every being and thus through effective communication; an organization can achieve employee socialization which is a motivating factor for job performance. We need each other for the better of the organization and for our own betterment.

Organizations recruit and employ personnel from all walks of life. These personnel join the organization with varied and diverse characters and behaviors. Effective employee communication is essential in controlling and unifying employee behaviors. Every organization has its various levels of hierarchy and certain principles and guidelines that employees must follow. By communicating the company policies effectively, employee behaviors are harmonized in the sense that they must comply with the company policies, perform their job roles efficiently and communicate any work grievances and problems to their supervisors. In this case, the controlling function of management is achieved through effective employee communication.

In order to communicate efficiently and effectively, managers should be proficient in delivering and receiving messages and information. Managers should be capable of discovering various barriers to communication scrutinize their reasons for their occurrence and take precautionary steps to evade those barriers. Thus the primary responsibility of a manager is to develop and maintain an effective communication system in the organization.

Various Researchers (e.g. Smidts, Purim & Riel 2002; Debussy, Ewing & Pitt 2003; Ridder 2004; Holtz 2004) begun to find that communication not only improved employee satisfaction but also produced organizational identification (Smidt et.al), trust, support in organizational
goals, commitment (DeRidder), reputation, credibility, retention, and shareholder value (Holtz). Smidts et al. (2002) conducted a study on the impact of internal communication and external perceptions of the company and how it affected an employee’s identification with the organization. The study was based on social identity theory or the cognition of membership of a group and the value and emotional significance attached to this membership. Their hypotheses focused on the effect of employee communication on organizational identification and external prestige. Questionnaires were mailed to three diverse organizations with a response rate of 40 percent. The data showed that there was a significant relationship between positive internal communication climate and organizational identification. Smidts et al. (2002) found that employees who were satisfied with internal communication they received in turn identified more closely with the organization.

With so much research available on effective employee communication, organizations ought to look at employee communication as a critical aspect and driver of organizational success. By communicating effectively with employees, they in turn feel valued and work towards achieving both their personal and organizational goals. Effective employee communication greatly affects employee perception of the organization. From the literature discussed above, organizations ought to utilize two-way communication process in order to receive feedback from the lower level employees for the benefit of both the organization and the employees.

Channels of communication should also be put into consideration depending on the employee preference in order to achieve the communication objectives and goals. Communication takes place in the organization at all times. Therefore, for organization to understand how effective their communication is with their employees, they need to carry out its employee communication evaluation from time to time in order to note the weaknesses if any and correct them and as well maximize on their strengths. From the various literature discussed above, it is evident that effective employee communication is indispensable in the success and survival of an organization. It is for this reason that this study seeks to analyze the effectiveness of employee communication in public institutions in Kenya. This study serves as a complement to the already existing literature in this field and furthers the field of communication studies about effective communication in public sectors.
2.3 Theoretical framework

This study was informed by systems theory. Through this theory, we were able to establish whether TSC has maintained system integrity by establishing healthy internal exchanges of information to enable it speak with one voice and whether it has coordinated responsibilities among its departments. The theory has been discussed below

Systems Theory

This study was based on the systems theory developed by Von Bertalafnny (1969). The theory is built on the proponents that effective relationships are built through effective communication. It looks at an organization as composed of elements otherwise known as departments or units which interact with each other as well as the environment. For the elements to successfully interact with other elements, it must engage in effective internal communication. This theory provides a fresh connection for the study of organizations, organizational communication and organizational relationships. It was useful in understanding the concepts of, hierarchy, wholeness, openness and feedback in a communication process which was the focus of the current study.

In hierarchy, the theory opines that a system must have rules which must be followed for the success of its operations. A hierarchy gives the structure of the elements outlining the protocol from the top to the lowest worker in production line. All organizations regardless of the product or service require communication. Hierarchy is an important element in controlling communication flow. In explaining on wholeness, Gregory et al, (1999) indicated that a system was made up of a number of elements which are mutually interrelated. Wholeness implies synergy where by the entire is superior to the total of its elements or parts. In other words, the elements in an organization need to work together so that their effect work is different from that of their isolated actions summed up together. For instance, members of a department can gather in a brainstorming session, interact, emerge and produce varieties of ideas during session which can lead to collection of more possible ideas thus better performance of the department. System’s element of wholeness is important in signifying coordination in an organization which is facilitated by communication.

Systems are made up of interrelated elements which are confined, with a borderline which can be seen, heard, or felt, or sensed, and which separate elements from each other in their
environments. This according to Weiner (2006) is systems openness. An open system interacts with the environment at all levels; they take in the concerns of the publics, convert them into profitable output and communicate the same back to the publics in a more usable form. On the contrary, a system that is closed plays self-contained. It does not involve its external environment. Feedback - is a return process of an action or in other words, a receiver gives response/action back to the sender of the information. An organization seeks feedback to improve its performance and to review employees’ satisfactory on the job.

All feedback process involves communication (Stephens, 2005). Relationships among individual members of an organization depend on communication and information flow. Examples of feedback are financial audits, performance appraisals, employee surveys and 360-degree feedback. The concepts of the systems theory discussed above are important in the process of achieving effective employee communication. A clear structure of the organization should be well defined in the hierarchy feature as indicated by Peter, (2008). Communication problems may occur especially for organizations that have more than one level of management for instance, teacher management directorate in TSC has an organization structure that is so high spread throughout the country that makes it difficult to communicate and often creates internal problems due to culture differences or lack of information. Similarly, through proper hierarchical structure, the direction and channels of information flow are easy to determine. The element of feedback was critical in understanding communication effectiveness in this study. Systems theory facilitates understanding on organizational elements and how communication can be used to effectively ensure coordination as well as other operations within an organization.

Despite the relevance and applicability of the systems theory in the current study, the theory has had it fair share of criticism. Feld’s (1978) indicated that system thinkers’ societal claims were on beneficial in justifying power and prestige claims of elites. The concepts of systems in the twentieth century has been associated with control and totalization. Hoos (1970) extensively criticized the systems approach, particularly its role in planning, management and government. Hoo believed that systems left insufficient room for human factor, or real people acting in ways not predicted by the system. Pickering in (2008) added to the critique of systems theory by indicating that systems sidelined and marginalized by a modern world, puts itself in danger by creating a distinction between mind, body self and other, despite this critique the
systems theory is important in understanding how organizations work, particularly in communication more often than not follows systems hierarchical order.

2.4 Conceptual Framework

![Conceptual Framework Diagram]

Figure 2.1 Conceptual Framework (Source: Researcher, 2017)
The dependent variable in this study is employee communication of an organization that is very complex. The employee communication depends greatly on the effectiveness of communication that takes place within the organization and with the internal publics. The independent variable on the other hand is the effective communication that enables the organization to ensure that information is readily available and well circulated in the organization. The publics and in this case the employees rely on the information that the top management gives them in order to form their opinions, attitudes and perceptions about their work and this is reflected in their performance and thus passed on to the clients. An organization ought to ensure that communication flows effectively among its employees to avoid confusion. Similarly, all the communication barriers should be worked out in a manner that they do not interfere with the communication flow in an organization. In addition, the organization needs to adopt an appropriate organizational communication culture that will enable them communicate effectively with all its publics both internal and external. However, an organization does not manage its communication through the variables mentioned above only, other factors herein known as intervening variables contribute to the effectiveness of employee communication in an organization.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

In this chapter, the methodology that was used by the researcher to find answers to research questions is discussed. The chapter presents the research design, the study site, target population, sampling design and procedure, sampling techniques and sample size, administration of data instruments, data analysis, validity and reliability of the study as well as ethical considerations.

3.1 Study Design

A descriptive research design was used in this study. The descriptive design enabled the researcher to collect data from TSC publics directly with the intention of getting their opinions, comments and attitudes on their day to day operation and interaction with the TSC. Mixed method approach was employed in this research which allowed data collection qualitatively and quantitatively. The study relied on the primary data generated from the field among the units the researcher sought to study i.e. policy makers at TSC, officers from TSC and selected number of teachers who are the consumers of services from TSC. Questionnaires were used to gather quantitative data while interview guides were purposely deployed to gather qualitative data. The quantitative data and their subsequent analysis provided a general evaluation of the effectiveness of the communication in TSC. The qualitative data and their analysis sought to refine and explain those statistical results by exploring participants’ views in more depth.

3.2 Study Site

The study was conducted at the Teachers’ Service Commission headquarters situated in Nairobi as well as in selected schools in Nairobi County. TSC is the sole state owned commission mandated to handle education matters that relate to teacher registration,
employment, promotions, transfers and payment. The commission’s headquarters is situated in TSC house, Kilimanjaro Road, Upper Hill.

### 3.3 Target population

A total of 8,150 comprising teachers and school principals drawn from different public schools within Nairobi County formed the target population. Teachers were chosen for the study since they were main employees affected by communication hence expected to provide information out of experience and understanding. They were also a suitable population of study due their accessibility in different public schools within the county. From the population, the Fishers formula was used to derive a sample of 310 participants.

### 3.4 Sample size and sampling procedure

#### 3.4.1 Sample Size

Fisher’s (1995) which has ideal formula for targeted population of teachers in Public Schools in Nairobi County was used to arrive at the sample size of this study. 310 participants were drawn from teachers in public schools within Nairobi County. A total of 10 participants were interviewed while 300 were given questionnaires.

\[
n = \frac{z^2 \times p \times q}{d^2}
\]

Where:
- \(n\) = sample size
- \(z\) = 1.96 corresponding to 95% confidence level
- \(p\) = 28% which is the proportion of teachers in Nairobi County
- \(q\) = 1 - \(p\)
- \(d\) = margin of error set at 5%

Substituting the values:

\[
n = \frac{1.96^2 \times 0.4 \times (1-0.28)}{0.05^2} = 310
\]

Therefore, a sample size of 310 participants were needed for the study to give a precision of 0.05 or less. Table 3.1 shows the sample size.
Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Population Size</th>
<th>Population</th>
<th>Number of participants sampled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teachers</td>
<td>8150</td>
<td>310</td>
</tr>
<tr>
<td>Total</td>
<td>8150</td>
<td>310</td>
</tr>
</tbody>
</table>

3.4.2 Sampling Technique

The study used a purposive sample of 10 key informants comprising of school principals for interviews. These persons were interviewed to provide in-depth information. To obtain the number of participants to be sampled for the participants, the researcher obtained a list of schools, randomly visited them and issued out questionnaires to teachers in the staffroom. Schools were selected using stratified random sampling.

Table 3.2 Sample size

<table>
<thead>
<tr>
<th>School Category</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Schools</td>
<td>50</td>
</tr>
<tr>
<td>County Schools</td>
<td>200</td>
</tr>
<tr>
<td>Sub county Schools</td>
<td>30</td>
</tr>
<tr>
<td>Local Schools</td>
<td>20</td>
</tr>
<tr>
<td>Interviewees</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>310</td>
</tr>
</tbody>
</table>

3.5 Data Collection Methods

Qualitative and quantitative research approaches were employed in order to collect relevant information from a selected sample. Qualitative research was used to get descriptive and in depth data from both key respondents. The data was collected using interview method. The data collected using this method cannot be quantified since it draws from individuals’ opinions and therefore it will be coded and thematically analyzed and presented as a narrative. Before administration of the interview, permission was sought from the interviewee and an
interview guide was used. Quantitative research was used to generate numerical data and frequencies thus quantify the problem and generalize the results from a larger sample population. Quantitative data was collected using survey method which utilized questionnaires to get the required data. The questionnaires contained both open ended and closed ended questions. Data capturing and analysis was done using excel and SPPS. Similarly, the researcher relied on secondary data which was generated from a number of books on public relations by public relations scholars, journals, and public documents by public relations professional organizations locally and internationally. The researcher also relied on internal professional publications, newspapers and magazines where from time to time Public Relations and corporate articles appear.

3.6 Data collection instruments

The researcher used interview guides and questionnaires to collect data.

3.6.1 Questionnaires

Questionnaires were the main data collection instrument for the research. The questionnaire comprised of both open ended and closed ended questions based on the research objectives. The structured or closed ended questions helped the research save time and money and at the same time; they are in immediate usable form thus facilitated easier analysis. The unstructured questions allowed the respondents to give in-depth feedback without being limited. The questionnaire was administered physically by the researcher to respondents who were randomly sampled (see appendix I).

3.6.2 Interview guides

An interview guide was designed in order to obtain in-depth data from key informants within the commission’s management and head teachers and principals of selected schools (see appendix II). The interview guide was aimed at standardizing the interview situation to ensure
that uniformity in all the interview sessions is maintained. Through the interviews, the researcher was able to minimize the issues of non-response from the respondents. Mugenda and Mugenda (2003) write that the administration of the interview schedule makes it possible to obtain required data to meet specific objectives of the study, standardize the interview situation so that the interviewers can ask the same question in the same manner, and allow for clarifications and the elimination of ambiguity in answers.

3.6.3 Content Analysis

The research analyzed secondary data which was generated from a number of books on public relations by public relations scholars, journals, and public documents by public relations professional organizations locally and internationally. The researcher also relied on internal professional publications, newspapers and magazines where from time to time Public Relations and corporate articles appear.

3.7 Validity and reliability

Smoak and Cathy (2005) define Validity as the degree by which the sample of test items represents the content the test is designed to measure. Content validity will be the primary focus in this study. To establish the validity of the research, pilot testing, which involved administering the research instruments to a sample of respondents not in the study, was used before using the instruments on the sample population. Similarly, data from interviews and questionnaires were triangulated. Reliability seeks to test the instruments used to collect data if they would yield the same results if repeated. The researcher would administer the instruments or questionnaires to a few respondents and then repeat after two weeks to ensure consistency of the questionnaires and affirm the responses from the target population.

3.8 Data analysis techniques

Data was analysed both qualitatively and quantitatively. Data collected was cleaned and coded for analysis. The questionnaires were checked for completeness and consistency of
information and data capturing was done using excel and analyzed by data analysts for purposes of generating frequencies, distributions and cross tabulations. These were then used for analysis and interpretation in the chapter which discussed findings of the study. Descriptive statistics which include frequencies and percentages were used and data displayed using appropriate tables and graphs. Interview responses were coded and thematically analyzed by classifying major issues covered and recurrent themes. The data was scrutinized to ensure accuracy and avoid ambiguity and was subjected to content analysis where the main themes emerging from the open ended questions and interview guides were identified, examined, interpreted and later presented as a narrative. The researcher included qualitative data from secondary sources which were analyzed and integrate with quantitative data to interpret the results of findings.

3.9 Ethical considerations

The researcher was charged with the responsibility to carefully assess the possibility of harm to research participants. This study evoked the following ethical concerns which were to be carefully handled by the researcher. The researcher obtained relevant authorizations to carry out this study before conducting the research, the researcher ensured that professional association standards are examined, university approval is sought, and participants’ permission is gained, no vested interests influenced the choice of the site to be studied and that credit was given for work done on the project. In order to gain trust of the respondents, the research team introduced themselves and explained the purpose of the study before administering the questionnaire tools. The researcher also showed the consent form signed by the authority concerned. The researcher ensured that the questionnaires did not require the respondent’s name or details that may reveal their identity. Confidentiality was therefore upheld for all respondents. A system of coding the participants’ response was used such that each completed tool was linked to the key informers without revealing their identities. Plagiarism: the researcher reported with utmost honesty, ensured that the work was not plagiarized and the language unbiased.

In addition, the study followed the systematic procedures required by the University of Nairobi where the researcher was cleared to proceed for fieldwork after being certified by the board of examiners and issued with certificate of fieldwork (see appendix III) thereafter the study was tested for anti-plagiarism and an originality report (see appendix V) was issued by the
university and after proposed corrections, certificate of corrections (see appendix IV) was issued for final preparations and binding.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Overview

This chapter discussed the study findings as provided in the questionnaire and interview responses, as well as the past studies reviewed. It provides the study response rate, respondent’s demographic characteristics and the findings on existing employee communication, convenience of employee communication tools, communication media preference and challenges facing employee communication in relation to effective communication in organizations. The findings are presented in form of tables that summarize collective reactions of the respondents.

4.1.1. Response Rate

Out of the sampled 310 respondents, a total of 218 questionnaires were filled. This provided a response rate of 72.32 percent, as shown in figure 2.1 below.

![Response Rate Chart](image)

Figure 4.1 Response Rate (Source: Field data, 2017)
The rate was judged as adequate for data analysis and recommendations based on Creswell, (2012) and Mugenda (2010) recommendations which indicate that a response of more than 50 percent of sample size is treated as adequately suitable for analysis and recommendations.

4.2 Demographic characteristics of respondents

The study sought to establish the respondent’s demographic information such as gender, age, educational levels and work experience with the TSC. The information is as presented in the subsections below.

4.2.1 Gender

Gender characteristics of the respondents were sought in this study. This was important as it helped the researcher gain insight on the communication needs of different genders. The distribution of the respondents in terms of gender was as indicated in table 4.1 below.

<table>
<thead>
<tr>
<th>Table 4.1: Gender of the respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Of the respondents who indicated their sex, the study revealed that 54.9 percent were male while 45.1 percent were female. The findings indicate that most of the study respondents were male, as reflected by their proportions in their respective work stations.
4.2.2 Age

Age description was part of the descriptive analysis. This was important so as to give the researcher insights on the communication needs and characteristics based on age. The findings are presented in table 4.2 below.

Table 4.2: Age of respondents

<table>
<thead>
<tr>
<th>Age Description</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 and below</td>
<td>11</td>
<td>5.0</td>
</tr>
<tr>
<td>26-35 years</td>
<td>77</td>
<td>35.3</td>
</tr>
<tr>
<td>36-45 years</td>
<td>82</td>
<td>37.6</td>
</tr>
<tr>
<td>46-55 years</td>
<td>47</td>
<td>21.6</td>
</tr>
<tr>
<td>56 and above</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>218</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The results above show that the biggest proportion of respondents were between ages 36-45 years as illustrated by 37.6 percent. The age bracket between 26-35 was represented by 35.3 percent, then ages 46-55 years was represented by 21.6 percent, 25 and below was represented by 5.0 percent and 0.5 percent of the respondents were in the 56 and above bracket. Most of the study participants as shown in the findings are between the ages of 26-55, and thus perceived to have a clear understanding of the study phenomenon. These are young people who have access to various channels of communication and therefore it would be important to understand that they would prefer channels that deliver information quickly and are not so detailed. This was also noted from the interview where a respondent said “I prefer communication that is faster, precise and easily accessible. I would prefer if emails were used then followed up with circulars and memos.” Male, age 30 years. This is in line with Rosethorn and Frem (2010) who advocate for a combination of channels in order to reach the employees effectively.
4.2.3 Education Level

Education level was among the background data for this study. This was important for it gave insights on how education qualification of an individual affected their receptability of information. Findings are presented below in table 4.3 below.

Table 4.3 Education level of respondents

<table>
<thead>
<tr>
<th>Educational level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>15</td>
<td>6.9</td>
</tr>
<tr>
<td>Diploma</td>
<td>33</td>
<td>15.3</td>
</tr>
<tr>
<td>Bachelors</td>
<td>125</td>
<td>57.4</td>
</tr>
<tr>
<td>Masters and above</td>
<td>45</td>
<td>20.4</td>
</tr>
<tr>
<td>Total</td>
<td>218</td>
<td>100</td>
</tr>
</tbody>
</table>

The findings above show that majority of the respondents have attained their bachelors as represented by 57.4 percent. Those who have attained masters and above are represented by 20.4 percent, those that have attained diploma were 15.3 percent while those who have certificate were represented by 6.9 percent. The findings indicate that respondents were knowledgeable based on their education levels and thus, perceived to have clear understanding of the study variables. Academic qualification of a worker helps them understand the information passed to them in an organization. From the interview with one of the senior managers, it emerged that employees who are more learned were at times difficult to communicate with. “Employees who hold diploma certificates and below are easy to communicate to as they easily take the message as it is compared to those who have degrees and above for they are bound to interpret the message differently and bring about arguments.” female age 48.
4.2.4 Work experience with TSC

The researcher needed to understand the period within which respondents have worked with TSC. This was important as it enabled the researcher find useful hints as to whether there is a relationship between ones’ work experience and the effectiveness of communication. Findings are presented in table 4.4 below.

Table 4.4 Work experience with TSC

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 years and below</td>
<td>87</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>43</td>
</tr>
<tr>
<td>11-20 Years</td>
<td>46</td>
</tr>
<tr>
<td>21-30 Years</td>
<td>38</td>
</tr>
<tr>
<td>31 and above Years</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>218</td>
</tr>
</tbody>
</table>

As per the results above 40.3 percent of the respondents had been employees of the TSC for 5 years and below. 19.9 percent for 6-10 years, 21.3 percent for 11-20 years, 17.6 percent for 21-30 years and 0.9 percent for 31 and above years. Notable from the respondent’s period of work at TSC, it can be said that 40.3 percent are have worked with the organization for less than 5 years which could be attributed to the consistent recruitment of teachers every year. This would call for more reactivity in enhancing communication within the organization. A laxity in communication could probably lead to hindrance in achieving communication objectives. Similarly, those who have worked in the institution for longer seemed to have gotten used to the way things are done with no hope of them ever changing. An interview with one of the respondents indicated that the system has been run the same way with no changes “We have gotten used to receiving circulars and memos when the information is already late or outdated.” female age 54.
4.3 Effectiveness of Employee Communication

In establishing the effectiveness of employee communication, the study examined variables related to existing employee communication, convenience of employee communication tools, communication media preference and challenges affecting employee communication. The findings for the study examination are provided on the following subsections.

4.3.1. Existing Employee communication

Under existing employee communication, the study sought to identify different methods of communication used, importance of communication methods, and frequency of different communication channels used.

4.3.1.1. Existing employee communication tools utilized at TSC

This section sought to establish the existing communication tools by identifying the methods that the organization uses to disseminate information to its staff. The finding is provided on table 4.5.
Table 4.5 Methods of Communication

<table>
<thead>
<tr>
<th>Communication methods</th>
<th>Always F percent</th>
<th>Very often F percent</th>
<th>Sometimes F percent</th>
<th>Seldom F Percent</th>
<th>Never F percent</th>
<th>mean F percent</th>
<th>Std.dev F</th>
<th>Total F percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face to face</td>
<td>38</td>
<td>17.4</td>
<td>28</td>
<td>12.8</td>
<td>38</td>
<td>17.4</td>
<td>44</td>
<td>20.2</td>
</tr>
<tr>
<td>Electronic communication</td>
<td>44</td>
<td>20.2</td>
<td>76</td>
<td>34.9</td>
<td>59</td>
<td>27.1</td>
<td>27</td>
<td>12.4</td>
</tr>
<tr>
<td>Written communication</td>
<td>65</td>
<td>29.8</td>
<td>70</td>
<td>32.1</td>
<td>55</td>
<td>25.2</td>
<td>18</td>
<td>8.3</td>
</tr>
<tr>
<td>Telephone</td>
<td>25</td>
<td>11.5</td>
<td>31</td>
<td>14.2</td>
<td>46</td>
<td>21.1</td>
<td>44</td>
<td>20.2</td>
</tr>
</tbody>
</table>

Findings above reveal that face to face is never used as indicated by 30.3 percent of the respondents, further 20.2 percent of the respondents revealed that face to face is seldom used while 17.4 percent revealed that face to face is sometimes used. These findings imply that face to face as a channel is rarely used in communicating within TSC. As far as electronic communication is concerned, 34.9 percent showed that it is used very often while 20.2 percent showed that it is always used. 27.1 percent of the respondents further showed that electronic communication is sometimes used. From the findings, one can conclude that electronic communication is often used in communicating within TSC.

For written communication, the study revealed that 29.8 percent of the respondents showed that it is always used, 32.1 percent showed that it is often used and 25.2 percent showed that it is sometimes used. Essentially, these findings reveal that written communication is often used in TSC. For telephone calls, the findings revealed 32.1 percent of the respondents showed that it is never used, 20.2 percent showed that it is seldom used while 21.1 percent showed that it is sometimes used. As per the findings, one can conclude that telephone calls are rarely used in communicating within TSC.

Responses from the study interviews indicated that written communication is the most frequently used method of communication while face to face was used within departments during meetings and seminars. Similarly, respondents from interviews indicated that employees
experienced red tapes in communication. For instance, a responded said, “It is difficult for most of the employees to get information at the right time because the protocol of communication is very long’, Male, age 35 years. Another one said, communication considered sensitive is censored making it difficult for it to be effective because of the manner in which it is communicated” Female, age 40.

The study findings indicate that written communication is more common than any other form of communication in TSC. This agrees with Waldeck et al (2004) who conducted a study to establish communication effectiveness and employee choice, indicating that written communication was a popular communication tool in many organizations. While this can be considered a convectional practice, the organization based on the study finding may be losing the benefits associated with face to face communication and telephone calls that are likely to bring about a more personal experience in communication process, compared to other methods.

4.3.1.2 Importance of Communication Methods

The respondents were asked to indicate the level of importance of the methods used in TSC. Responses are shown in table 4.6 below.
## Table 4.6 Importance of Communication Methods

<table>
<thead>
<tr>
<th>Communication methods</th>
<th>Critical</th>
<th>Important</th>
<th>Somewhat important</th>
<th>Slightly important</th>
<th>Not important</th>
<th>Mean</th>
<th>Std.dev</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>perce</td>
<td>perce</td>
<td>perce</td>
<td>perce</td>
<td>Count</td>
<td>Count</td>
<td>Count</td>
<td>Count</td>
</tr>
<tr>
<td>Face to face</td>
<td>7</td>
<td>32.6</td>
<td>1</td>
<td>4.6</td>
<td>5.0</td>
<td>11</td>
<td>5.0</td>
<td>1.97</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>11</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>11</td>
<td>1.023</td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>5</td>
<td>21</td>
<td>11</td>
<td>5.0</td>
<td>1.97</td>
<td>1.023</td>
<td>100.0</td>
</tr>
<tr>
<td>Electronic communication</td>
<td>5</td>
<td>25.7</td>
<td>4</td>
<td>21.1</td>
<td>8</td>
<td>3.7</td>
<td>2</td>
<td>2.06</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>10</td>
<td>4</td>
<td>6</td>
<td>1</td>
<td>0.9</td>
<td>.839</td>
<td>21</td>
</tr>
<tr>
<td>Written communication</td>
<td>3</td>
<td>17.9</td>
<td>2</td>
<td>15.6</td>
<td>8</td>
<td>3.7</td>
<td>10</td>
<td>2.19</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>12</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>4.6</td>
<td>.939</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>3</td>
<td>21</td>
<td>21</td>
<td>4</td>
<td>4.6</td>
<td>1.054</td>
<td>100.0</td>
</tr>
<tr>
<td>Telephone</td>
<td>5</td>
<td>24.3</td>
<td>3</td>
<td>16.5</td>
<td>1</td>
<td>7.8</td>
<td>10</td>
<td>2.22</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>98</td>
<td>6</td>
<td>7</td>
<td>7</td>
<td>8.1</td>
<td>1.054</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>4</td>
<td>21</td>
<td>21</td>
<td>4</td>
<td>4.6</td>
<td>1.054</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Going by the results, 32.6 percent of the respondents indicated that face to face communication was critical, a further 51.4 percent indicated that it was important and 4.6 percent indicated that it was somewhat important. The findings imply that among the TSC employees, face to face is important in communicating. The findings further showed that 25.7 percent of the respondents indicated electronic communication to be critical, 47.7 percent indicated that electronic communication is important in communicating and 21.1 percent indicated that it was somewhat important. These findings imply that electronic communication is important in communicating.

The findings further revealed that 17.9 percent of the respondents indicated that written communication is critical, 56.0 percent indicated that it is important and 15.6 percent indicated that it is somewhat important. As per the findings, written communication is important in communication. The findings showed that 24.3 percent of respondents indicated that telephone calls are critical, 45.0 percent indicated that they are important while 16.5 percent indicated that telephone calls were somewhat important.

The importance of different methods of communication was evident based on the response provided. Notable from the study findings is how respondents valued face to face
communications, with almost three quarters of respondents indicating that face to face communication was critical, the study implies that employees prefer to have personal experience in communication. This makes communication in an organization effective. Responses from the study interviews, place emphasis on face to face communications as a way of enhancing communication effectiveness.

These findings concur with second Tsai et al (2009) who holds that when employees realize importance of communication, they are able to help maintain healthy communication systems and generate job contentment. The findings further imply that different channels of communication have different importance and perceptions attached to them, based on how the employees see them. It is this imperative for organization to put into consideration the communication culture that they are nursing, this is according to Mehta & Xavier (2009) who underscore the importance of organizations taking into consideration organizational communication culture and understanding employee information needs.

4.3.1.3 Frequency of Channels

Under this section the study sought to establish the frequency of existing channels used to communicate with employees. Findings are presented in table 4.7 below
Table 4.7 Frequency of channel used

<table>
<thead>
<tr>
<th>Communication methods</th>
<th>Always</th>
<th>Frequently</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
<th>Not applicable</th>
<th>Total</th>
<th>mean</th>
<th>Std.dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voice mails</td>
<td>1</td>
<td>12</td>
<td>33</td>
<td>25</td>
<td>77</td>
<td>69</td>
<td>217</td>
<td>100</td>
<td>4.71</td>
</tr>
<tr>
<td>Email</td>
<td>21</td>
<td>46</td>
<td>41</td>
<td>18</td>
<td>84</td>
<td>7</td>
<td>217</td>
<td>100</td>
<td>3.55</td>
</tr>
<tr>
<td>Telephone calls</td>
<td>39</td>
<td>27</td>
<td>29</td>
<td>25</td>
<td>77</td>
<td>35.3</td>
<td>218</td>
<td>100</td>
<td>3.63</td>
</tr>
<tr>
<td>Sms</td>
<td>7</td>
<td>38</td>
<td>63</td>
<td>27</td>
<td>65</td>
<td>29.8</td>
<td>217</td>
<td>100</td>
<td>3.72</td>
</tr>
<tr>
<td>Bulletins</td>
<td>12</td>
<td>42</td>
<td>56</td>
<td>42</td>
<td>19.3</td>
<td>20.6</td>
<td>211</td>
<td>100</td>
<td>3.51</td>
</tr>
<tr>
<td>Circulars</td>
<td>75</td>
<td>93</td>
<td>39</td>
<td>2</td>
<td>0.9</td>
<td>0.9</td>
<td>213</td>
<td>100</td>
<td>3.72</td>
</tr>
<tr>
<td>Memos</td>
<td>77</td>
<td>98</td>
<td>20</td>
<td>10</td>
<td>46</td>
<td>1</td>
<td>214</td>
<td>100</td>
<td>3.99</td>
</tr>
<tr>
<td>Faxes</td>
<td>5</td>
<td>6</td>
<td>21</td>
<td>9.6</td>
<td>43</td>
<td>19.7</td>
<td>215</td>
<td>100</td>
<td>4.76</td>
</tr>
<tr>
<td>Reports</td>
<td>32</td>
<td>34</td>
<td>61</td>
<td>39</td>
<td>17.9</td>
<td>17.9</td>
<td>211</td>
<td>100</td>
<td>3.18</td>
</tr>
<tr>
<td>Minutes</td>
<td>25</td>
<td>41</td>
<td>34</td>
<td>26</td>
<td>11.9</td>
<td>22.9</td>
<td>218</td>
<td>100</td>
<td>3.74</td>
</tr>
<tr>
<td>Website</td>
<td>78</td>
<td>73</td>
<td>23</td>
<td>10.6</td>
<td>6</td>
<td>2.8</td>
<td>217</td>
<td>100</td>
<td>2.31</td>
</tr>
<tr>
<td>Publications/news</td>
<td>35</td>
<td>58</td>
<td>51</td>
<td>23.4</td>
<td>50</td>
<td>22.9</td>
<td>218</td>
<td>100</td>
<td>2.86</td>
</tr>
<tr>
<td>Meetings/seminars</td>
<td>32</td>
<td>55</td>
<td>57</td>
<td>26.1</td>
<td>33</td>
<td>15.1</td>
<td>217</td>
<td>100</td>
<td>2.98</td>
</tr>
</tbody>
</table>

As per the findings, respondents indicated that voicemails are never used as shown by 35.3 percent of the respondents; the study further showed that 11.5 percent showed that they are seldom used and 15.2 percent indicated they are sometimes used. Emails were shown to be never used as indicated by 38.5 percent of the respondents; 18.8 percent indicated they are sometimes used while 21.1 percent indicated that they are frequently used. The study showed that telephone calls are never used as indicated by 35.3 percent; 11.5 percent indicated that they are seldom used; 13.3 percent indicated that they are sometimes used and 17.9 percent of the respondents indicated that they are always used. 34.4 percent of the respondents indicated that circulars are always used while another 42.7 percent indicated that they are frequently used. The findings further revealed that 0.9 percent of the respondents showed that circulars are never used. Memos
were shown to be used a lot as illustrated by 35.3 percent of the respondents who indicated that memos are always used while 45.0 percent indicated that they are frequently used. The study showed as illustrated by 32.6 percent of the respondents that faxes are not applicable while 31.7 percent indicated that they are never used. 19.7 percent further indicated that faxes are seldom used.

The study found that the website is used quite often in communicating as indicated by 35.8 percent who showed that it is always used, 33.5 percent indicated that it is frequently used while 17.0 indicated that the website is never used. The respondents indicated that meetings/seminars and trainings are used always as shown by 14.7 percent, 25.2 percent indicated that it was frequently used and 26.1 percent indicated that it is sometimes used.

Memos and website communication are the most frequently used methods of communication as indicated by over three quarters of the respondents. While there are several methods of communication, it is notable that the organization is yet to realize the potential of communication envisaged by different methods.

Interview response indicated that there were employees who found some methods of communication more favorable than others, and hence the frequency with which preferred methods were used, the more effective it could be for such employees. For instance, a respondent said “If only our organization could use short message service or an email which is readily available to me, followed by circulars for reference purposes, I would not miss out on the crucial information that I have missed many times.” Male Age, 37. Another one said, “The organization should consider increasing the frequency of sending messages and memos because they are more accessible to me.” This observation by respondents agrees with Compton (2014) who indicated that organizations must use the most effective and understandable channels while communicating, an observation that largely calls for organization’s to understand the most effective channels from employees point of view.
4.3.2 Effectiveness of employee communication tools used

The study sought to establish how useful were the employee communication tools used by the organizations. Respondents were asked to provide their rating on the usefulness of the tool using the options; Very effective, somewhat effective, neither ineffective nor effective and somewhat ineffective. The findings are indicated on section 4.3.2.1.

4.3.2.1 Effectiveness of Communication Tools Used

The respondents were required to tell the effectiveness of the use of communication methods used to pass information to employees. The findings are presented below.
Table 4.8 effectiveness of communication tools used

<table>
<thead>
<tr>
<th>Communication methods</th>
<th>Very Effective</th>
<th>Somewhat effective</th>
<th>Neither ineffective nor effective</th>
<th>Somewhat ineffective</th>
<th>Very ineffective</th>
<th>Total</th>
<th>mean</th>
<th>Std.dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voice mails</td>
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<td>Telephone calls</td>
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<td>Sms</td>
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<td>Bulletins</td>
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<td>Circulars</td>
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<td>Memos</td>
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<td>Faxes</td>
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<td>Reports</td>
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<td>Minutes</td>
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<td>Website</td>
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<tr>
<td>Publications/newsletters</td>
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<td>Meetings/seminars/training</td>
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</tbody>
</table>

The findings showed that respondents indicated that voicemails are somewhat effective as shown by 25.5 percent, 18.9 percent indicated that they are neither ineffective nor effective and 26.9 percent indicated they are somewhat ineffective. Respondents showed that emails were very effective as indicated by 20.5 percent, 43.3 indicated they were somewhat effective and 21.4 percent indicated they were somewhat ineffective. For the sms the study found that 22.0 percent was very effective, 46.8 percent indicated that sms were somewhat effective and 13.3
percent indicated that they were neither ineffective nor effective. Bulletins were shown to be very effective as illustrated by 18.5 percent, 36.1 percent of the respondents indicated that bulletins were somewhat effective while 16.2 percent indicated that they were neither ineffective nor effective.

The study indicated that circulars were shown to be very effective as shown by 54.7 percent of the respondents; 32.7 percent indicated that they were somewhat effective while, 3.3 percent indicated that they were neither ineffective nor effective. Memos were found to be very effective as indicated by 49.8 percent of the respondents, 19.8 percent indicated that it was somewhat effective and 17.1 percent were neither ineffective nor effective. Minutes were found to be somewhat effective as indicated by 29.9 percent of respondents, 16.4 percent were neither ineffective nor effective and 27.1 percent were somewhat ineffective. The findings showed that the website was very effective as indicated by 55.1 percent of the respondents, 21.0 percent indicated they were somewhat effective and 11.2 percent indicated they were somewhat ineffective.

Based on the study findings, use of website, use of circulars and memos are rated as the most effective and convenient tools of communication by majority of study respondents. The three tools scored, 55.1 percent, 54.7 percent and 49.8 percent respectively, which averages to slightly over half (50 percent). This could be an indicator that at least half of the employees in the organization recognize the use of the aforementioned tools as modes of communication. Further, it could be an indicator that other methods of communication are yet to be established made as popular as the highly rated communication tools.

The study finding from interviews indicated that one of the challenges through the communication tools used was apathy towards the information provided. This could probably lead to dilution of the information provided. In connection with this, a respondent said, “I hardly consider the information it is very common for us to be issued with memos and circulars. So unless it affects me I give it less importance. “Female, age 30.

These findings concur with Welch and Jackson (2007) who argue that effective communication has to ignite the importance of its message to the audience. It thus matters how much
organizational managers are willing to reduce apathy towards information and promote seriousness and action towards organizational objectives.

4.3.3 Challenges Facing Employee Communication.

The study sought to establish the challenges facing employee communication in TSC. The study responses as provided by teachers and the secretariat are as follows;

4.3.3.1 Extent of agreement with various barriers to effective communication from TSC secretariat.

Respondents were required to tell the extent of agreement with various statements in relation to barriers to effective communication. Responses are shown in tables below.

Table 4.9 Extent of agreement with barriers to effective communication from TSC

<table>
<thead>
<tr>
<th>Communication methods</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither disagree nor agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
<th>Std.dev</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>To share ideas/info with top management, I must go through my manager</td>
<td>21</td>
<td>36.2</td>
<td>20</td>
<td>34.5</td>
<td>10</td>
<td>17.2</td>
<td>4</td>
<td>6.9</td>
</tr>
<tr>
<td>In most departments there are 1 or 2 people who hoard important info</td>
<td>11</td>
<td>19.0</td>
<td>27</td>
<td>46.6</td>
<td>10</td>
<td>17.2</td>
<td>8</td>
<td>13.8</td>
</tr>
</tbody>
</table>
Top executives seem hesitant to share news to lower level employees

<table>
<thead>
<tr>
<th></th>
<th>9</th>
<th>15.5</th>
<th>24</th>
<th>41.4</th>
<th>12</th>
<th>20.7</th>
<th>9</th>
<th>15.5</th>
<th>4</th>
<th>6.9</th>
<th>2.57</th>
<th>1.141</th>
<th>58</th>
</tr>
</thead>
</table>

In this org, there seems to be cliques of individuals that control info flows

|   | 10 | 17.2 | 17 | 29.3 | 19 | 32.8 | 10 | 17.2 | 2 | 3.4 | 2.60 | 1.075 | 58 |

Most daily information is passed down through grapevine

|   | 7 | 12.1 | 8 | 13.8 | 25 | 43.1 | 15 | 25.9 | 3 | 5.2 | 2.98 | 1.051 | 58 |

There are many gatekeepers that hinder the flow of important info.

|   | 6 | 10.3 | 10 | 17.2 | 20 | 34.5 | 15 | 25.9 | 7 | 12.1 | 3.12 | 1.156 | 58 |

This organization appears committed to keeping channels of comm. open

|   | 12 | 20.7 | 21 | 36.2 | 18 | 31.0 | 3 | 5.2 | 4 | 6.9 | 2.41 | 1.093 | 58 |
This organization encourages sharing info. between departments

<table>
<thead>
<tr>
<th></th>
<th>12</th>
<th>20.7</th>
<th>26</th>
<th>44.8</th>
<th>12</th>
<th>20.7</th>
<th>4</th>
<th>6.9</th>
<th>4</th>
<th>6.9</th>
<th>2.34</th>
<th>1.101</th>
<th>58</th>
</tr>
</thead>
</table>

From the findings respondents strongly agreed that to share information with top management one must go through their manager as indicated by 36.2 percent of the respondents. 34.5 percent further agreed that they had to go through their manager while 5.2 percent strongly disagreed. The findings indicated that 41.4 percent of the respondents agreed that top executives seemed hesitant to communicate news about the organization to lower level employees while 15.5 percent disagreed. In response to whether there were too many gatekeepers hindering the flow of important information, the study indicated that 10.3 percent of the respondents strongly agreed to this while 17.2 percent agreed and 34.5 percent neither disagreed nor agreed.

The findings indicated that 17.2 percent strongly agreed that there are cliques of individuals who control the flow of information, 29.3 percent agreed and 32.8 percent neither disagreed nor agreed. The findings indicated that respondents agreed that TSC appeared committed to keeping channels of communication open as indicated by 36.2 percent of the respondents and 20.7 percent who strongly agreed. The study further revealed that the organization encouraged sharing of information between departments as indicated by 44.8 percent respondents who agreed and a further 20.7 percent who strongly agreed.

Further, interview with the respondents indicated that lack of feedback, too much red tape, delay in communication and long chain of command were hindering effectiveness of communication in teacher’s service commission. A respondent said, “To communicate to the organization’s top management, one has to pass through their managers, at times you are not sure whether the manager will convey the information as you would wish it to be conveyed”, Female age, 35. Another respondent said, “There is communication breakdown all through”, Male age 26.
4.3.4.2 Teachers opinion on barriers of communication

Teachers were asked to indicate their extent of agreement with various statements on barriers of communication. The findings are indicated on table 4.11.

Table 4.10 Extent of agreement with barriers to effective communication from Teachers

<table>
<thead>
<tr>
<th>Communication methods</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither disagree nor agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
<th>Std.dev</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>I must go through my manager to share ideas/info with top management</td>
<td>55 35.3</td>
<td>56 35.9</td>
<td>14 9.0</td>
<td>8 5.1</td>
<td>23 14.7</td>
<td>2.28</td>
<td>1.381</td>
<td>156</td>
</tr>
<tr>
<td>TSC often seems hesitant to communicate news to teachers</td>
<td>31 19.9</td>
<td>53 34.0</td>
<td>39 25.0</td>
<td>27 17.3</td>
<td>6 3.8</td>
<td>2.51</td>
<td>1.110</td>
<td>156</td>
</tr>
<tr>
<td>Most info I receive on daily basis is through grapevine</td>
<td>38 24.4</td>
<td>27 17.3</td>
<td>61 39.1</td>
<td>26 16.7</td>
<td>4 2.6</td>
<td>2.56</td>
<td>1.109</td>
<td>156</td>
</tr>
<tr>
<td>There are too many gate keepers in TSC that hinder flow of info</td>
<td>45 28.8</td>
<td>39 25.0</td>
<td>24 15.4</td>
<td>27 17.3</td>
<td>21 13.5</td>
<td>2.62</td>
<td>1.407</td>
<td>156</td>
</tr>
<tr>
<td>This organization appears committed to keeping communication channels open</td>
<td>12 7.7</td>
<td>50 32.1</td>
<td>49 31.4</td>
<td>31 19.9</td>
<td>14 9.0</td>
<td>2.90</td>
<td>1.088</td>
<td>156</td>
</tr>
</tbody>
</table>

Respondents strongly agreed that to share information with top management one must go through their manager as indicated by 36.2 percent of the respondents. 34.5 percent further
agreed that they had to go through their manager while 5.2 percent strongly disagreed. From the findings, most teachers (72 percent) agree that they have to pass through their managers to share information with the top management. Slightly over half (53.9 percent) were in agreement that TSC was hesitant to communicate news teachers. 42.7 percent of the respondents indicated that they received news through grapevine, while only 39.1 percent agreed with the opinion that the organization was committed to keeping communication channels open.

Interview with the respondents affirmed the opinions mentioned in the structured questions. Putting emphasis on the link between respondents and the top executive, a respondent said, “In our organization, there is no communication channels to the top executives”, Male age 36, Another respondent said “ In our organization, employees choose the way they want to communicate”. These findings concur with Ewing et al(2003) study on employee communication that found that internal communications should involve a two way process between management and employees and further reach and motivate lower employees in the organization, thus re-emphasizing the importance of open channels in promoting effective organizational communication.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This chapter presents discussions on key data findings, conclusions drawn from the findings and recommendations made are meant to address the objective of the study.

5.2 Summary of Findings

In regards to existing employee communication tools, the study found that face to face as a communication method and telephone calls were sometimes used. Electronic and written communications were used very often by the TSC. Concerning importance of these methods, the study found that face to face interactions were critical and the rest; electronic communications, written communication and telephone calls were all important in ensuring effective employee communication in public institutions in Kenya. The study found that circulars, memos, website, publications/newsletters and meetings were frequently used. Emails, telephone calls, intranet, bulletins, minutes and reports were sometimes used as channels to communicate. The study also found that there existed channels that were seldom used that were voice mails, sms and faxes.

Concerning how effective the channels were in communicating with employees, the study found that telephone calls, circulars, memos, website and meetings were very effective. Emails, sms, reports and publication/newsletters were somewhat effective while voicemails, intranet, bulletins, and minutes were neither ineffective nor effective. Faxes were indicated to be somewhat ineffective.

In regard to communication media preference the study found that most employees received their information on TSC issues and decisions through official communication methods followed by the news media. On preference of channels, the study found that emails, phone calls, circulars, websites and meetings were the most preferred channels of communication. Sms, voicemails, bulletins, memos, reports and publications/newsletters were a little preferred. The
study further revealed that faxes were not preferred as a channel of communication as indicated by the respondents.

On challenges facing employee communication, for the TSC secretariat the study agreed that to share ideas with top management one had to pass through the manager, the study also agreed that there are specific people that tend to hoard important information. Further the study also agreed that top executives seem hesitant to communicate news about the organization to lower level employees, that the organization appears committed to keeping channels open and that the organization encourages sharing of information between departments. The study was however neutral on the existence of cliques who control flow of important information, that most information received on a daily basis is passed down through grapevine and that there are too many gate keepers that hinder flow of important information. The study found that the teachers agreed that to share information with top management they had to pass through the manager. However the study was neutral on TSC being hesitant to communicating news about the organization to teachers, that most information is received through grapevine, that there are too many gate keepers in TSC that hinder flow of important information and that the organization appears committed to keeping channels of communication open. Delays in communication, lack of feedback and long chain of command were also notable challenges.

5.3 Conclusion

The study concluded that effective communication is a critical component in achieving organizational goals. Existing employee communication positively and significantly influenced employee communication in public institutions. Identified channels of communication in this study included; face to face interactions, electronic communications, written communication and telephone calls. It helps create a better work environment by avoiding high turnover rates and attracting new talent, with good internal communication that provides constant feedback, employee engagement is increased which in turn decreases turnover rates, thus saving costs for the organization. Well-functioning employee communication systems give organizations an edge in the highly competitive market. According to the study, these methods are important to the employees with face to face being critical.
On effectiveness of employee communication tools the study concluded that effectiveness of a communication was as important as delivering it. Measuring effectiveness was fund to be key in understanding the success of communication and provided an opportunity to provide feedback. Different channels of communication can be used as formal and informal ways to measure communication and also create a valuable two way dialogue which can help future communications and engage the audience. Usefulness of communication channels significantly affected employee communication in public institutions. Some channels were found to be more effective than others, for instance, telephone calls, circulars, memos website and meetings were somewhat effective while voice mails, emails, sms, intranet, bulletins, reports publications and minutes were neither ineffective nor effective. Faxes were found ineffective.

On challenges affecting communication, the study concludes that Teachers service commission has taken possible steps to improve communication, this however does not mean absence of indicators such as lack of cooperation, unreached goals, casting blames, low motivation, and high employee turnover, but lack of significant relationship between the challenges and employee communication. The study thus concluded that there was a hierarchical mode of sharing info as agreed by respondents who have to pass through their manager to share ideas with top management. On passing down of information to employees by executives, receiving information through grapevine and existence of many gate keepers that hinder flow of important information the study concluded that they may or may not be a challenge.

5.4 Recommendations

On existing employee communication tools the study found that face to face interactions which is critical to the employees was not used very often as other methods. This study therefore recommends that the TSC take measures to incorporate more of face to face methods in passing information through known regional/area or school representatives. This will make the news more believable and reduce rumors and grapevine that can cause unnecessary tensions. The study also recommends the incorporation of telephone calls in passing information.

Concerning effectiveness of employee communication tools, the study recommends that telephone calls which are effective but not used often be incorporated as an official channel. This
will create a personalized information base with each of its members who have access to mobile phones that they use on daily basis. Similarly, the study recommends use of multiple channels to ensure that the information is received in time.

On communication media preference the study recommends the increased use of emails, telephone calls and meetings as preferred by staff. This will improve relationships and ensure nothing is lost in interpretation as these avenues can communicate clear and precise information. Lastly on challenges facing employee communication, the study recommends that the TSC re-evaluates its communication policy and create well known and reliable communication structures to reduce hoarding of information, grapevine, gatekeepers and cliques of individuals who may hinder and affect the flow of information.

5.5 Recommendation for further studies

The study recommends that similar study should be conducted in other public institutions and across other counties to increase knowledge on effectiveness of employee communication in organizations in Kenya. It further recommends the generation of new variables that may have not been tackled in this study. The study further recommends that this study should be conducted on private organizations in the country to give a comparison of pros-and cons that can be improved by public sector.
REFERENCES


APPENDICES

APPENDIX I: QUESTIONNAIRE

I am a Masters student at The University of Nairobi School of Journalism undertaking a Masters Degree in Communication Studies. Currently, I’m doing a Project in Partial fulfillment of the course as required by the University. My research topic is:

An analysis of the effectiveness of employee communication in public institutions in Kenya: The case of teachers’ service commission (TSC)

I humbly request your cooperation in completing this questionnaire. Information collected from this questionnaire will be handled with high confidentiality and will be used for academic purposes by the researcher.

SECTION A: PERSONAL INFORMATION

Please tick the appropriate option

1. Gender
   [ ] Male  [ ] Female

2. Age
   [ ] 25 and below  [ ] 26 – 35  [ ] 36 – 45  [ ] 46 – 55  [ ] 56 and above

3. Education level
   [ ] Certificate  [ ] Diploma  [ ] Bachelors  [ ] Masters and above

4. How long have you been working with TSC?
   [ ] 5 years and below  [ ] 6 – 10 yrs  [ ] 11 – 20 yrs  [ ] 21 – 30 yrs  [ ] 31 and above yrs

5. How would you rate your performance in the institution?
   [ ] Excellent  [ ] Good  [ ] Not sure  [ ] Weak  [ ] Very weak

6. Overall, how satisfied are you with communication with TSC?
   [ ] Very satisfied  [ ] Satisfied  [ ] Neutral  [ ] Dissatisfied  [ ] Very dissatisfied
SECTION B: EXISTING EMPLOYEE COMMUNICATION TOOLS AND THEIR EFFECTIVENESS

1. Please indicate how frequently the following methods of communication are used in communicating information by TSC.  

<table>
<thead>
<tr>
<th>Method</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>Face to face interaction</td>
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<td>Electronic communications</td>
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<td>Written communication</td>
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<td>Telephone calls</td>
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</table>

2. Please indicate how important the following methods of communication are in helping you effectively connect with TSC.  

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<tr>
<th>Method</th>
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face to face interaction</td>
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<td>Electronic communication</td>
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<td>Written communications</td>
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<td>Telephone calls</td>
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</table>

3. Using the scale below, please indicate how frequently TSC uses the following channels to communicate with you.  

<table>
<thead>
<tr>
<th>Channel</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
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<tbody>
<tr>
<td>Voice mails</td>
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<td>Telephone calls</td>
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<td>Sms</td>
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<td>Intranet</td>
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<td>Bulletins</td>
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<td>Circulars</td>
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<td>Memos</td>
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<td>Faxes</td>
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<td>Reports</td>
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<td>Minutes</td>
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<tr>
<td>Website</td>
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<tr>
<td>Publications/newsletters</td>
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<tr>
<td>Meetings/seminars/training</td>
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4. Using the following scale, please indicate how effective the following channels are in communication with TSC.

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<td>Voice mails</td>
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<td>Email</td>
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<td>Telephone calls</td>
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<td>Sms</td>
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<td>Website</td>
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<tr>
<td>Publications/newsletters</td>
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<td>Meetings/seminars/training</td>
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5. Please rate your level of agreement with the following statements:


**Communication flow**

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<tr>
<th>Statement</th>
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<th>3</th>
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<tbody>
<tr>
<td>Most of the information I receive comes from my supervisor/head</td>
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<tr>
<td>My ideas are frequently passed on to TSC</td>
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<tr>
<td>Most of the information I receive on a daily basis come from my co-workers</td>
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<tr>
<td>I feel comfortable sharing ideas directly with TSC management</td>
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<tr>
<td>Most of the daily communication I receive comes in the form of ‘directives’ from TSC</td>
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<tr>
<td>I often share ideas with my supervisor/head</td>
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<td></td>
<td></td>
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<tr>
<td>I feel comfortable sharing ideas with my supervisor/head</td>
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<tr>
<td>The lines of communication are ‘open’ all the way to top executives in TSC.</td>
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<tr>
<td>My manager gives me enough feedback about the way I perform my job so that I can improve</td>
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**Coordination/knowledge sharing**

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<tbody>
<tr>
<td>In this organization, important information is a scarce resource</td>
<td></td>
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<tr>
<td>In most situations, I receive the information I need to effectively perform my job.</td>
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<tr>
<td>My co-workers and I readily share important information that is critical to our success.</td>
<td></td>
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<tr>
<td>I receive most of the information I need through formal channels.</td>
<td></td>
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<tr>
<td>I receive most of the information I need through informal channels</td>
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**Effective communication**

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<tbody>
<tr>
<td>Most of the information I receive is detailed and accurate.</td>
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<tr>
<td>2</td>
<td>Most of the information I receive from my head/supervisor is detailed and accurate.</td>
<td></td>
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<tr>
<td>3</td>
<td>Most of the information I receive from my coworkers is detailed and accurate.</td>
<td></td>
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<tr>
<td>4</td>
<td>Most of the information passed down from TSC is detailed and accurate.</td>
<td></td>
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<tr>
<td>5</td>
<td>The directives that come from TSC are clear and consistent.</td>
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<tr>
<td>6</td>
<td>The information we receive from TSC is consistently reliable.</td>
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<tr>
<td>7</td>
<td>I usually get the communication from TSC late.</td>
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<tr>
<td>8</td>
<td>I perform well because my supervisor shares information with me.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>9</td>
<td>I am motivated by my supervisor because he involves me in decision making.</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>10</td>
<td>I experience enhanced participation and good relationship with my supervisor.</td>
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</table>

5. In your opinion, have we left out any important current channel that TSC uses to communicate to teachers? Please specify…………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………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11. In your views, is TSC’s communication with teachers effective? Why?

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…………………………………………………………………………………………………………

12. Do you have any suggestion that might better facilitate information flow from TSC with teachers?

…………………………………………………………………………………………………………
…………………………………………………………………………………………………………

SECTION C. COMMUNICATION MEDIA PREFERENCE

1. How do you usually obtain information about TSC issues and decisions?
   a) From other employees
   b) From official communication methods
   c) In the news media
   d) From my line management
   e) In employee meetings
   f) I don’t usually try to obtain information
   g) Others: specify _______________________________

2. In the order in which you prefer the following types of communication, indicate against each type in the scale of 1 – most preferred to 4 – least preferred.
   a) Written communication [ ]
   b) Electronic communication [ ]
   c) Verbal communication [ ]
   d) Non verbal communication [ ]

3. Indicate your reasons for your preference in no. 2 above.

…………………………………………………………………………………………………………
…………………………………………………………………………………………………………

4. Using the following scale, please indicate your preference for the channel of communication.
   1. Most preferred  2. A little preferred  3. Not preferred

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<th>Channel</th>
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<td>1   Voice mails</td>
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<tr>
<td>2   Email</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3   Telephone calls</td>
<td></td>
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<tr>
<td>4   Sms</td>
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<td>5   Intranet</td>
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<td>6   Bulletins</td>
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<td>7   Circulars</td>
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<tr>
<td>8   Memos</td>
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<tr>
<td>9   Faxes</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>10  Reports</td>
<td></td>
<td></td>
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</tbody>
</table>
5. Is there any other channel that you prefer that has been left out from the list above? Specify.
---------------------------------------------------------------------------------------------------------------------

6. Why do you prefer the channels that you have marked no. 3 in the table above?
---------------------------------------------------------------------------------------------------------------------

7. What are some of the drawbacks associated with the current channels of communication?
---------------------------------------------------------------------------------------------------------------------

7. Do you have any suggestion to improve the choice of media TSC uses to communicate with teachers? Please write your suggestions.
---------------------------------------------------------------------------------------------------------------------

SECTION D. CHALLENGES FACING EMPLOYEE COMMUNICATION

Please rate your level of agreement with the following statements:

<table>
<thead>
<tr>
<th>Barriers to effective communication</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. In order to share ideas/information with top-management I must go through my manager</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. TSC often seem hesitant to communicate news about the organization to teachers.</td>
<td></td>
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<td>3. Most of the information I receive on a daily basis is passed down through the ‘grapevine’.</td>
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<td>4. There are too many ‘gatekeepers’ in TSC that hinder the flow of important information.</td>
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<td>5. This organization appears committed to keeping the channels of communication ‘open’.</td>
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</table>

6. Where do you think communication from TSC often breaks down?
   a) TSC
   b) County level
   c) District level
   d) School level
   e) Teacher level
   f) Not sure
   g) Other: specify _____________________________
7. What are some of the challenges you encounter in the communication with TSC?

8. We would appreciate your thoughts on how TSC can most effectively communicate with teachers.

THANK YOU FOR YOUR CO-OPERATION
APPENDIX II: INTERVIEW GUIDE

1. What is your title?
2. For how long have you held this title?
3. For how long have you worked with TSC?
4. What are your roles in relation to communication with TSC?
5. How would you rate communication between TSC and teachers?
6. What form of communication is used between TSC and you? – upward, downward, lateral or mixed?
7. What are the advantages and disadvantages of the form of communication used in 4 above?
8. What methods does TSC use to communicate with you? Electronic, written, verbal
9. How effective do you think they are?
10. What are the advantages and disadvantages of the method in 6 above?
11. What channels of communication do you use to communicate with TSC?
12. What is the load capacity? How long does it take to reach the intended person?
13. How do you send feedback to TSC? And how does TSC treat it?
14. What channels do you prefer to communicate with TSC?
15. What are the advantages and disadvantages of the channels in 12 above?
16. What would you suggest to improve communication with TSC?
17. Do you think the teachers receive the communication from TSC in time?
18. Do you receive feedback from them in time?
19. How do you communicate information from TSC to teachers?
20. Do you think ideas from teachers are appreciated at TSC?
21. What challenges do you encounter when communicating with TSC employees?
22. What would you suggest to overcome the above challenges?

THANK YOU FOR YOUR CO-OPERATION
APPENDIX III: CERTIFICATE OF FIELDWORK

UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF JOURNALISM & MASS COMMUNICATION

P.O. Box 30197-00100
Nairobi, GPO
Kenya

REF: CERTIFICATE OF FIELDWORK

This is to certify that all corrections proposed at the Board of Examiners meeting held on 26th May 2017 in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can be allowed to proceed for fieldwork.

Reg. No: KSO/81704/2015
Name: WINNIE TABITHA MBATI

Title: AN ANALYSIS OF EFFECTIVENESS OF EMPLOYEE COMMUNICATION IN PUBLIC INSTITUTIONS IN KENYA: THE CASE OF TSC.

Dr. S. Onao
SUPervisor

signature

Dr. Samuel Siringi
ASSOCIATE DIRECTOR

signature

27/5/2017

Dr. Ndeti. Ndeti
DIRECTOR

signature/stamp

23 Oct 2017
APPENDIX IV: CERTIFICATE OF CORRECTIONS

UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF JOURNALISM & MASS COMMUNICATION

REF: CERTIFICATE OF CORRECTIONS

This is to certify that all corrections proposed at the Board of Examiners meeting held on 30/11/2017 in respect of M.A/PhD. Project/Thesis defence have been effected to my/our satisfaction and the project/thesis can be allowed to proceed for binding.

Reg. No: K5018170412015
Name: NIBATI WINNIE JABITHA

Title: AN ANALYSIS OF EFFECTIVENESS OF EMPLOYEE COMMUNICATION IN PUBLIC INSTITUTIONS IN NAIROBI: THE CASE OF TEACHERS SERVICE COMMISSION

Dr. S. ORIASO
SUPERVISOR

[Signature]

DATE: 30/11/2017

Dr. Samuel Sirigi
ASSOCIATE DIRECTOR

[Signature]

DATE: 18/12/2017

Dr. Nalati Nalati
DIRECTOR

[Signature/Stamp]

DATE: 18/12/2017

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APPENDIX V: ORIGINALITY REPORT

Turnitin Originality Report

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