THE ROLE OF LEADERSHIP COMMUNICATION ON CRISIS MANAGEMENT IN THE OIL INDUSTRY IN KENYA:
A CASE STUDY OF SINAI FIRE TRAGEDY

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DECLARATION

This research project is my original work and no copies of this work have been submitted in part or whole to any other university for any other award.

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DEDICATION

This research project is dedicated to all my family members and friends for the unconditional support and encouragement throughout this period. God bless them all.
TABLE OF CONTENTS

DECLARATION.......................................................................................................................ii
ACKNOWLEDGEMENTS .................................................................................................... iii
DEDICATION........................................................................................................................ iv
TABLE OF CONTENTS ...........................................................................................................v
LIST OF TABLES ................................................................................................................ viii
LIST OF FIGURES ............................................................................................................... ix
ABSTRACT.................................................................................................................................x
CHAPTER ONE..................................................................................................................... 1
INTRODUCTION ...................................................................................................................... 1
  1.1 Overview ......................................................................................................................... 1
  1.2 Background of the Study................................................................................................. 1
  1.3 Statement of the Problem .............................................................................................. 5
  1.4 Research Objectives ....................................................................................................... 6
    1.4.1 General Objective ..................................................................................................... 6
    1.4.2 Specific Objectives .................................................................................................. 6
  1.5 Research Questions ........................................................................................................ 7
  1.6 Rationale of the study .................................................................................................... 7
  1.7 Significance of Study ..................................................................................................... 8
  1.8 Scope of Study ............................................................................................................... 8
  1.9 Limitations of the Study ............................................................................................... 9
  10.1 Operational Definitions .............................................................................................. 10

CHAPTER TWO.................................................................................................................... 11
LITERATURE REVIEW ........................................................................................................... 11
  2.1 Overview ......................................................................................................................... 11
  2.2 Evaluation of Crisis Communication Plan ................................................................. 11
  2.3 Role of Corporate Leadership on Crisis Management .................................................. 13
  2.4 Theoretical Review ....................................................................................................... 15
2.4.1 Attribution Theory ................................................................. 17
2.4.2 The Situational Crisis Communication Theory ............................ 18
2.5 Empirical Review ......................................................................... 19
2.5.1 Communication Competencies of Corporate Leadership in Crisis Management 19
2.5.2 Leaders Communication with Internal Public during Crisis ................ 22
2.5.3 Leaders Communication with External Public during Crisis ................ 25
2.5.4 Leaders Communication with the Media during Crisis ....................... 27

CHAPTER THREE ................................................................................. 31
RESEARCH METHODOLOGY ................................................................. 31
3.1 Overview .................................................................................... 31
3.2 Research Design ......................................................................... 31
3.3 Research Approach ...................................................................... 31
3.4 Research Method ......................................................................... 32
3.5 Target Population ........................................................................ 33
3.6 Sampling Procedure ..................................................................... 33
3.6.1 Sample Size Determination ......................................................... 34
3.7 Data Analysis Method .................................................................. 35
3.8 Data Presentation ......................................................................... 35
3.9 Research Ethics .......................................................................... 35

CHAPTER FOUR ................................................................................... 37
DATA PRESENTATION, ANALYSIS AND INTERPRETATION .................... 37
4.1 Overview .................................................................................... 37
4.2 Response rate ............................................................................. 37
4.3 Demographic Information ............................................................. 38
4.4 Communication competencies of corporate leadership in crisis management in the oil industry in Kenya ......................................................... 42
4.5 Leaders communication with external public during crisis ............... 47
4.6 Leader’s communication with internal public during crisis……………………………52
4.7 Leaders communicate with the media during crisis ..........................................55
4.8 Analysis of the Interview Guide ........................................................................57
4.9 Discussions of the Findings ..............................................................................59

CHAPTER FIVE ...........................................................................................................61
SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS ......................................................61

5.1 Overview ...........................................................................................................61
5.2 Summary findings ..............................................................................................61
5.2.1 to examine the communication competencies of corporate leadership in crisis management in the oil industry in Kenya .....................................................................................61
5.2.2 To establish how the leaders in the oil industry in Kenya communicate with the external public during crisis ...........................................................................................................63
5.2.3 To establish how the leaders in the oil industry in Kenya communicate with the internal public during crisis ..................................................................................................................64
5.2.4 To establish how the leaders in the oil industry in Kenya communicate with the media during crisis ..............................................................................................................................65
5.3 Conclusion ............................................................................................................67
5.4 Recommendations ...............................................................................................68

REFERENCES .............................................................................................................71

APPENDICES .............................................................................................................76
Appendix I: Questionnaire for Sinai Residents ..........................................................76
Appendix II: Questionnaire for Kenya Pipeline Company .........................................79
Appendix III: interview guide for the Ministry Officials .............................................84
Appendix IV: Names of the Interviewees .................................................................85
Appendix V: Certificate of Field Work ..................................................................86
Appendix VI Certificate of Originality ..................................................................87
Appendix VII Certificate of Corrections ..................................................................88
LIST OF TABLES

Table 3.1: Sampling and Sample Size ................................................................. 35
Table 4.2: Gender Distribution ................................................................. 38
Table 4.3: Gender for KPC Employees ......................................................... 38
Table 4.4: Age Distribution for Residents .................................................... 39
Table 4.5: Age Distribution for KPC Staff ..................................................... 39
Table 4.6: Level of Education .................................................................. 40
Table 4.7: Occupation Status ................................................................. 40
Table 4.8: Level of Education and Years of Employment ......................... 41
Table 4.9: Number of Years Worked ....................................................... 41
Table 4.10: Marital status ....................................................................... 42
Table 4.11: Causes and Risk Factors of Sinai Fire ..................................... 45
Table 4.12: Causes of Fire ..................................................................... 45
Table 4.13: Causes of Sinai Fire ............................................................... 46
Table 4.14: Awareness of Firefighters ..................................................... 47
Table 4.15: Contacting Firefighters ......................................................... 47
Table 4.16: Crises Experienced ................................................................. 50
Table 4.17: Crisis Situations Affect Crisis Response Strategies ............... 51
Table 4.18: Crisis Response Strategies .................................................... 52
Table 4.19: Extent of Communication Response Strategies ....................... 53
Table 4.20: Leader’s Communication Response Strategies ....................... 54
Table 4.21: Barriers to Effective Crisis Communication .......................... 55
Table 4.22: Barriers to Effective Communication ....................................... 56
LIST OF FIGURES

Figure 4.1: Competencies possessed by leaders in the oil industry in Kenya ..................43

Figure 4.2: Extent of the Effect of Fire .................................................................44

Figure 4.3: Department responsible for communicating with External Public ............48

Figure 4.4: Effectiveness of the department ..........................................................49

Figure 4.5: How the organisation communicate with the External Public during Crisis 50
ABSTRACT

The main aim of this study was to investigate the role of leadership communication on crisis management in the oil industry in Kenya with a special focus on Sinai fire tragedy. The study was anchored on two theories; the attribution theory and the situational crisis communication theory. The target population of this study was staff working at Kenya Pipeline Company; Ministry of Mining and Petroleum officials and the Sinai residents. Purposive sampling and convenience sampling were used to select Sinai residents to participate in the study. Primary data was collected using a questionnaire as the main data collection instrument. Both qualitative and quantitative approaches were used to generate data. Quantitative data were analysed using descriptive statistics and presented in form of graphs and tables while qualitative data was presented through thematic narratives. The study established that communication competencies are considerably one of the most important management inputs in most corporate entities and in terms of communicating to the public. A major challenge and dissatisfaction among the Sinai residents was evident. The need to have effective leadership style was found to be 90% in shaping the public’s expectations on the organisation. The findings of the study revealed that the best way to approach the media is for oil industries to embrace honesty as the best policy practice by disclosing all the necessary information since transparency creates trust. The study concludes that the main contributions to the Sinai disaster were mainly linked to poor crisis management strategies that were employed by the Kenya Pipeline Company. For a continuous and perpetual positive coexistence of the company and the residents, there is need to enforce proper Corporate Social Responsibility strategies. The study recommends that the government should institute and install measures to curb disaster occurrences in companies like the Kenya Pipeline Company. Further, strategies to curb disasters should be enacted from within the parliament. The study further recommends that future research should focus on the efficacy of a multi-stakeholder approach in defining policies that guide disaster preparedness to ensure that roles are defined and to promote accountability.
CHAPTER ONE

INTRODUCTION

1.1 Overview

This study sought to establish the role of leadership communication on crisis management in the oil industry in Kenya. This chapter serves to introduce the study and lay the foundation of the entire study. The chapter focuses on the background to the study in which the concept of corporate leadership communication in relation to crisis outcome is put into perspective. The chapter also highlights the problem that the study sought to solve and presents the specific objectives that guided the study. It also presents the significance of the study, justification of the study, scope of the study, limitations as well as the definitions of terms.

1.2 Background of the Study

Literature on strategic crisis management has for the last three decades concentrated on organisation’s corporate leadership communication focusing mostly on how crisis situations have been handled by leaders, in a proactive and reactive way (Johansson, Miller & Hamrin, 2014; Lucero, Kwang & Pang, 2012). Most of the studies being done by scholars today tend to focus mostly on managerialism and corporate governance, organisational performance, ethics and compliance and public complaints crises as the main objectives of this studies. The greatest concern of this study should be how organisations’ leaders affect the running of activities and their key role in ensuring that the goals set are attained. Despite all the studies done, there are still gaps on the role of leaders in cases of crisis in organisations and how communication affects the performance of the organisations.
The communication of an organisation’s leadership plays a significant role in dealing with a crisis through which the organisation’s dynamics are also affected by the leaders. The construction and protection of an organisation is affected greatly by communication as per studies done previously (Liu et al., 2012), communication also helps bring together the stakeholders of the organisation and help them to contribute in the crisis (Maor, Gilad, & Ben-Nun Bloom, 2013). A gap though has been identified as most of the studies have not drawn conclusions on how communication affects crisis in an organisation through the stakeholders.

Most of the studies done have brought out the aspect that crisis is a factor that is very common in organisations’ and thus is a crucial factor to be discussed (James & Wooten, 2010; Pearson & Clair, 2014). It is therefore important to note that the leaders in an organisation are the main characters in the handling of a crisis. Some of the crises that the management is expected to deal with are: bankruptcy in the organisation, natural disasters, organisational incapability to deal with challenges. Managerial leadership main step in handling of crisis is to first identify whether it’s just a normal business problem or a real crisis. This is important because if the management is not able to differentiate the two, then it may have a tendency of experiencing crisis from time to time (McConnell & Drennan, 2016).

Through maintaining an organisational culture that is positive, crisis events are affected by the role played by leadership. This has been identified by Cameron (2014) as leadership that is positive. This positive leadership is termed to be oxymoron. On the other hand, crisis are all negative aspects experienced in an organisation that affects its day today smooth running. The fears experienced in an organisation due to crisis are
solved by the leaders. Leaders are also responsible for people’s anger, grief, resolve or joy and how these emotions can be dealt with. The vulnerability of most crisis is blamed to be caused by enterprises according to James and Woten (2010). Maor, Gilad, & Ben-Nun Bloom, (2013) identified crisis as a problem that affects the public that bring problems to the enterprise and affects stakeholders and it needs an action for it to be resolved. Ambiguity, high stakes and perception of urgency are therefore the main elements that define crisis as per the definition above. The challenges and problems faced in the organisation are differentiated by the leaders through these three elements. But it is also important to note that crises are of diverse types and have different effects to the organisations (James & Wooten, 2010).

Coombs (2015) posits that there is no organisation that can claim of immunity to a crisis and that crisis can spring from within its confines or outside the organisation. Reynolds (2016) posits that once this happens, people’s lives may be endangered, and the standing of a company or institution be exposed. Of essence to managing a crisis is tact as well as efficiency in communication. In the absence of these the wellbeing and protection of its publics and the image of an organisation are at risk.

If crisis communication is not done effectively prior to, during and after a crisis, the destruction of infrastructure and the erosion of livelihoods are direct outcomes (McConnell & Drennan, 2016). On many occasions leaders do not understand the importance of internal and external communication with its stakeholders, whilst using the best-possible communication platforms to reach all targeted audiences, operational response will break down; stakeholders will be in the dark as to what is happening and as a result can quickly become perplexed, annoyed, and negatively reactive; the
leadership of the organisations will at this point be viewed as incompetent, at best, and lax, at worst; protracting the time required to contain the crisis. According to Bernstein (2013) therefore, the slower the response from leaders, the more damage is incurred, hence the crisis outcome is negative.

Crisis management, according to Coombs (2015), is a vital executive role. The result of failure can have grave harm to stakeholders, culminating in an organisation or institution incurring extensive losses that can lead to its extinction. Public Relations practitioners form an essential part of crisis mitigation in any management team. Crisis Communication therefore refers to a section that deals with the repute of an organisation’s stakeholders (Maor, Gilad, & Ben-Nun Bloom, 2013). Crisis communication is a plan which aims at shielding the ranking of an organisation and upholding its public image. Numerous factors such as criminal or terrorist attacks, investigations by government, media enquiry can taint the image of an organisation.

Upstream, midstream and downstream are the main components that define the oil industry. The downstream category includes the midstream operations also. The exploration, production and transportation up to refineries which are crude oils and gas final products are the first part. The processing, distribution and marketing of the crude oil are the downstream activities Raed et al. (2016). Petroleum is a natural resource that is non-renewable. The Kenya’s main commercial energy for the past years is petroleum. Kenya’s demand for petroleum and its products stand at an average of 2.5 million tons which is imported as processed from the Gulf region.
1.3 Statement of the Problem

In September 2011, around 120 people died and more than 100 were injured in Sinai slum settlement in Nairobi, when a pipeline burst into flames as local people were siphoning fuel from it. To date, the victims have not been compensated and the case at court is taking so long to be determined. There have been witnessed demonstrations by the victims pushing the company to pay them and for the speedy conclusion of the court case. There has been a communication breakdown and the victims, and the public have been left in the dark without knowing what was happening.

Even before an organisation faces crisis, it’s important to have an effective crisis communication which helps in handling the crisis and brings the organisation a positive reputation. All crisis management stages require crisis communication as it’s the crisis’s lifeblood (Coombs, 2015). Crisis communication consists of verbal and nonverbal aspects which play a part in the representation of the organisation’s response (McConnell & Drennan, 2016). Communication is involved in solving of most of the organisation’s problem and crisis also involves all stakeholders therefore it is important to come up with strategies for effective crisis communication by the management.

The communication and organisational objectives achievement have been recognised by the management through application of leadership communication skills and styles by communication professionals and organisational leaders at various situations. Studies done on this have recognised aspects such as enactment’s role of management, role of gender (Aldoory & Toth, 2014), leadership communication through innovation (Zerfass & Huck, 2017), leadership characteristics (Lee & Cheng, 2011), effective behavioural factors, individual traits (Meng, Berger, Heyman, 2011; Meng, et al., 2012) and
communication management through public relations (Meng, Berger, 2013) as critical concepts of communication leadership.

Corporate leadership communication has been studied in various studies that have shown its importance but there is need to specifically do a local empirical research on corporate leadership and crisis communication to crisis outcome. Further, it has taken considerable time for the Sinai fire tragedy crisis to be solved and it remains a huge tussle between the government and the residents. This research sought to determine the role of corporate leadership's communication on crisis management in the oil industry in Kenya with a special focus on the Sinai fire tragedy of 2011. Therefore, a study was done on how responsive strategies in crisis management are affected by leadership communication and to what extents these strategies affect crisis outcome.

1.4 Research Objectives

1.4.1 General Objective

The main objective of the study was to establish the role of leadership communication on crisis management in the oil industry in Kenya with a special focus to Sinai fire tragedy.

1.4.2 Specific Objectives

The following specific objectives guided the study:

i. To examine the communication competencies of corporate leadership in crisis management in the oil industry in Kenya.

ii. To investigate how leaders in the oil industry in Kenya communicate with the external public during crises.
iii. To investigate how leaders in the oil industry in Kenya communicate with the internal public during crises.

iv. To investigate how leaders in the oil industry in Kenya communicate with the media during crises.

1.5 Research Questions

i. What competencies do corporate leaders in the oil industry in Kenya possess to manage crises?

ii. How do leaders in the oil industry in Kenya communicate with the external public during crises?

iii. How do leaders in the oil industry in Kenya communicate with the internal public during crises?

iv. How do leaders in the oil industry in Kenya communicate with the media during crises?

1.6 Rationale of the Study

According to Parsons (1996), Murphy’s Law states that if something was meant to go wrong, it will, or whatever is set to go wrong, will most definitely go wrong, when you least expect it in and in the worst of ways. Although the study of socialisation on codes of ethics shows how communication is used, and how information is disseminated and accessed, how decision-making takes place, Brown (2012), posits that investigations of more informal communication processes have not yet explicitly focused on the role of leadership communication on crisis management. Therefore, pertinent questions have been asked concerning how practical issues of crisis resolution within institutions have been handled and the role communication plays in these processes. What communication channels have been explored and the tools used for the same. Coombs (1999), further states...
that we need to interrogate the ways in which guidelines on ethics training are used and
their influence; the leadership character and choice of communication channels. Further, the
study explored the communication competencies of corporate leadership and how they
communicated with external public and internal public and the media during crises.

1.7 Significance of Study

The management of the oil industry would benefit from an independent analysis on the
role of corporate leadership communication on crisis management, which would assist
them in realising the significant role their communication plays in averting crisis in the
company. Additionally, oil marketers and other non-governmental business operators
who may be faced with crisis in the future would also benefit from the study. The
government would also benefit from the study, as the study would provide useful
insights which could be used in policy formulation.

This study would contribute to the body of knowledge regarding leadership
communication roles and challenges during crisis management, which would be useful
to the researchers, change consultants and academicians in evaluation of roles of
leaders’ communication in the process of managing crisis in organisations. It would
form part of the available literature for the researchers who would wish to carry out
similar studies in the future.

1.8 Scope of Study

The study focused on establishing role of leadership communication on crisis
management in the oil industry in Kenya. The study focused on the management staff of
Kenya Pipeline Company, the Sinai residents and officials from the Ministry of Mining
and Petroleum. Primary data was acquired mainly through questionnaires administered to selected respondents.

Various works done by scholars were compared to come up with information that was credible to fit the study and also through interviews. The study also had various challenges. Collection of data was impeded by constraints such as time, finances and challenges in travelling. Conclusions and recommendations were made after two months of collection and compilation of relevant data. The findings of the study were generalised to the population of the study.

1.9 Limitations of the Study

Kenya Pipeline Company has a policy of confidentiality and this therefore restricted most of the respondents from providing answers to some questions as it was against the policy of the company to expose matters that they considered confidential. Most of the studies are associated with this kind of suspicion. The researcher solved this issue by reassuring the respondents of the main purpose of the study and that it was for academic purposes only. The researcher also encountered other challenges such as; incomplete filling of the questionnaires, some issues in the questionnaires not well understood and respondents lack of support. The researcher mitigated this by constantly reminding the respondents on filling the questionnaires.
10.1 Operational Definitions

**Competencies** - This is the combination of effectiveness and appropriateness in communication patterns through knowledge and being able to adapt the knowledge in various contexts such as leadership, efficiency, interpersonal skills and wellness.

**Crisis communication** - This is information provided by an organisation when a crisis occurs, as it happens and even after. It is also involved in the prevention and recovery from the crisis through integration into the public.

**Crisis communication strategies** - This are measures implemented by a company to handle crisis when they occur through the team employed by the company.

**Crisis management** - A course of action designed to reduce the damage a crisis can cause on any institution as well as its stakeholders. This study lays emphasis on the fact that crisis management is the application of the strategies designed to help the institution deal with a sudden and significant negative event.

**Crisis outcome** - This are the results that are received by the company immediately after a crisis. They can be short-term or long-term according to the extent of the crisis. These outcomes can be financial, decrease in sales and stock and the company’s image. The extent of the damage is determined by how effective the crisis communication team is, how they would be able to recover from the crisis and how they would restore the image of the company.
CHAPTER TWO
LITERATURE REVIEW

2.1 Overview
This chapter discusses the literature that has been established about the role of corporate leadership communication on crisis management. The chapter as well looks at the theoretical framework used as a basis for linking the role of corporate leadership communication to crisis outcome. The chapter is thus structured into theoretical and empirical review.

2.2 Evaluation of Crisis Communication Plan
The process of managing crisis is greatly influenced by crisis communication. Management of crisis involves analysis, planning, control, evaluation and improvement. The mitigation, preparing, response and quick recovery of how to handle crisis is greatly affected by stakeholders understanding of the crisis. This should therefore be well explained to the stakeholders that the communication plans, policies and procedures can be successfully implemented by the crisis management team.

Communication was integral when Nairobi’s Jomo Kenyatta which is the largest international airport in the country, fire broke that caused the closure of the airport and some injuries were reported. This emergency was found to be the best managed due to communication. Updates from airport authorities, emergency services, airlines and the interior ministry took to twitter where tweeting was constant. The timely updates from Kenya Airways, the Airport and the Kenya Government took to win. The Minister of Transport addressed the nation from the scene where major updates were spoken to the
public. He also made it clear to the public on the insinuated causes which cleared the speculations that the public had on the causes.

It was found that the airport did not have a crisis management team that was prepared in cases of such disaster which was negatively viewed by many travel Agents and Airlines. This was brought about by one of the passengers who replied to one of the tweets. It was due to one of the passengers asking that led to the Airline being proactive. The airline then communicated with the passengers to keep them at ease that the situation was under control (Liloba, 2013). Rather than wait for things to unfold, the president himself arrived at the scene in the early mid-morning hour. He made sure that he was leading from the front and not taking chances. He was also flanked by other relevant government officials and other key personnel of the Kenya Airports Authority (KAA). It was crucial for the country to see such a figure at the scene of such a crisis since it communicates control. In addition to this it shows that the matter is being handled.

The importance of a crisis communication plan (CCP) can also best be illustrated by the recent handling of strikes by the government. There were about five strikes all over the country between 1st of July 2012 to October 30, 2013. The strikes were from primary and secondary school teachers, doctors, nurses, university lecturers, and city council workers. There were several reasons that caused them to go on strike. The main reasons were demand for better pay and good working conditions (Liloba, 2013). Despite these strikes, the representatives in these bodies usually have given a notice of about 14- or 21-days. They also display indicators that show that they were about to go on strike. There are warning signs preceded before the strikes.
The government and the public at large tend to be caught by surprise of the strikes despite the signs, notices and warnings without any preparedness. The effects are experienced almost immediately where suffering of patients in hospitals, closing of schools, confusion of parents and their children, transportation and livelihood costs rise (Liloba, 2013). Communication preparedness is also another factor that is to be considered in handling the crisis. There are various kinds of people whom the workers, the government, religious institutions among others choose to speak on their behalf. The chosen people give contradicted information against each other.

2.3 Role of Corporate Leadership on Crisis Management

Crises are being experienced by most companies due to the growing business environment with uncontrollable, uncertain, complex and evolving changes. Despite the size of a business, it can be struck by a crisis that can affect it negatively, can affect its future growth, its profitability and its survival. Every organisation’s management must therefore be able to implement effective strategies to handle crisis of any kind through developing of effective skills. A crisis has been identified by many scholars as an event that occurs unplanned and which can negatively affect the organisation’s entire structure, affects the internal and external stakeholders of the organisation, can be experienced by any organisation in any part of the country and can affect the organisation’s (King, 2012) survival. Coombs and Holladay’s (2010) also identified a crisis as an event that happens without being predicted which threatens the stakeholders’ important expectancies resulting to serious effects on the organisation’s performance and brings negative results.
Taneja, et al (2014), argue that the communication of an organisations’ leadership plays a significant role in dealing with a crisis through which the organisation’s dynamics are also affected by the leaders. The construction and protection of an organisation is affected greatly by communication as per studies done previously (Liu et al., 2012), communication also helps bring together the stakeholders of the organisation and help them to contribute in the crisis (Maor, Gilad, & Ben-Nun Bloom, 2013). A gap though has been identified as most of the studies have not drawn conclusions on how communication affects crisis in an organisation.

Risks such as political instability, geo-political conflict, regime changes, corruption, attitude towards foreign investors and governance risk are called geo-political risks. Monetary and fiscal policies, fiscal sustainability, levels of government debt and deficit and interest rate shocks at the macro-economic level, and income distribution at the micro-economic level on the other hand are called economic risks. Legislative changes and discriminatory government regulations are the legal risks, while riots and strikes and cultural differences are the social factors that result to crisis. The climate and geo-political location are factors that lead to crisis. Other factors are intergovernmental relations, terrorism and war, anti-globalisation movement, environmental concerns, poverty, or cyber-attacks which also are major causes of risks but not only at the national level but globally (Schaechter, 2013).
2.4 Theoretical Review

Practitioners in public relations departments are privy to the popular adage that posits that in the absence of information, misinformation becomes news. It is therefore, the responsibility of the public relations practitioners to collect and disseminate information about the crisis to the media putting into consideration the five W’s and H that is, What happened? Who did it happen to? When? Where? Why? And How? These false impressions, emerge from failure of the organisation to readily offer quick and timely information during a crisis episode, culminating in damage to the brand name of any institution and thus causing anxiety among its employees and lead to quitting and colossal losses to the organisation (Marra, 2014).

A crisis communication plan is a guide to information that should be easily available when a crisis occurs. This therefore helps in containing a crisis in the shortest time possible. The crisis management team is at the same time able to disseminate information to its stakeholders within an abbreviated time. Authors Bernstein (2016), Barton (2013), and Fearn-Banks (2015) describe crisis communication techniques at length. They posit that these plans assist institutions in information sharing on time thus by providing proper guidance on what is expected to lessen the damage caused. Marra (2012) further asserts that communication is often considered a secondary less important than managing the crisis. In many organisations, the corporate communication or public relations departments are one and the same with media relations. These departments are charged with the role of creating awareness and or information dissemination.
A crisis management plan (CMP) provides guidance during a crisis. It provides information about the overall spokesperson, provides indicators of what needs to be executed during a crisis, who the contact persons are and basically provides ways and means of documenting the crisis response. Lerbinger (2012), Coombs (2015), and Low, Chung and Pang (2012) have noted how a CMP is a time saver in the event of a crisis; how it outlines roles and responsibilities during a crisis episode. It assumes that the crisis management team has a crisis management plan in existence.

Previously, researchers and practitioners have primarily investigated plans and strategies employed during a crisis. Anthonissen (2008) asserts that crisis communication and information sharing are rudimentary in crisis management in institutions as well as harnessing of good relationships with employees. The essence of a crisis communication plan is to outline guiding principles and processes that the institution will embrace in communicating with its stakeholders. Through implementation of its communication policy, the institution will realise its dream by providing its stakeholders with messages of ownership.

The management of crisis communication in both private and public institutions has thus not been without challenge. This has led to negative publicity in some instances leading to the bad image institutions have had to suffer. It is therefore, evident that, ineffective crisis communication is a critical management challenge that faces many institutions and more so oil industry in Kenya. Another factor that has contributed to increased crisis is the bureaucracy and red-tape that government run institutions have to contend with. It is of essence to note that the crisis communication team in any institution be aware of the communication flow in the event of crisis.
2.4.1 Attribution Theory

This study draws from Heider the founder of the attribution theory, who posits that generally people tend to infer causes in terms of how they perceive a situation and how the factors related to the event they are faced with impact on the individuals being (Littlejohn & Foss, 2011). The attribution theory is relevant to this study in that the experiences that the institution encounters during a crisis determine what cause of action is necessary to take. The plan of action and steps of implementation during crises resolution will be based on individual dispositions experienced during particular situations.

According to the Attribution theory, people search for the cause and effect of an event. They deduce their role in an event they are faced with and feels either of anxious, sad or even joy depending on the outcome of the crisis. Whilst communicating with the public, it is important to read their body language. Whatever the reaction, it will inform the researcher as to how effective they are in communication; as well as form the basis through which the public will react during a crisis to counter the effects. Since this study will explore the role communication plays during crisis it will seek to establish how and why it is important during a crisis. Even if there exists a good crisis communication plan in the institution; it must be rolled out, and the public must be aware about its existence and informed and as a result they need to know what strategies, channels or platforms are in place and how they can be used in the event of a crisis.
2.4.2 The Situational Crisis Communication Theory

This theory’s key role was to guide leaders in finding effective ways of handling crisis by making effective decisions that help in mitigation of threats (Claeys, Cauberghe, & Vyncke, 2010). This theory involved a combination of numerous studies that found out how implementation of strategies in handling of crisis that helped in restoring the organisation’s reputation. SCCT involves findings effective strategies and linking them up to handle crisis and eventually restore reputation. It generally involves protection an organisation’s reputation through effective communication measures (Coombs, 2015). The strategies that managers should come up with should be acceptable and responsible in addressing concerns of the organisation and protecting its reputation.

This theory is mostly concerned with reputation where the managers are expected to implement strategies that are highly acceptable and responsible in addressing concerns of the organisation putting much concern to the stakeholders concerns and putting more emphasis on protecting reputation. The stakeholders’ attitudes and beliefs should be the managers’ main concern while considering the strategies to be applied (Claeys et al., 2010). The competency, confidence, enthusiasm and skills of leaders are applied to SCCT by influencing employees’ perceptions that work together to maintain the organisation’s reputation. It is therefore important to note that an organisation’s reputation can be strengthened by leadership communication.
2.5 Empirical Review

2.5.1 Communication Competencies of Corporate Leadership in Crisis Management

When a crisis happens, responses from an organisation on public expectations are largely influenced by perceived leadership style (Hwang and Cameron, 2012). Conflicts in decision making on how to handle a crisis are significantly impacted by communication leaders’ skills on emotional management despite the presence of transformational leadership Jin (2010). Crisis can also be managed through strategies such as public relations executives’ personal ethics, interpersonal communication skills, and the ability to articulate ethical standards as identified by Lee and Cheng (2011). Organisational structural design is also highly affected by enactment of leadership roles and their decision-making Werder and Holtzhausen (2011). Factors such as preparation of crisis where effective communication leadership skills need to be applied have not been well explored and their effect on handling and managing of crisis, most especially in the global view to show how these factors can be used to manage crisis.

Crisis management according to Coombs and Holladay, (2010) is designed to ease the destruction a crisis can exert on an institution and its publics during a crisis episode. As a process, crisis management has various stages all of which are critical to mitigating a crisis. These are the pre-crisis, the crisis response as well as the post crisis response phases. These three stages are critical in crisis response in that the decisions made from the initial stage through to the final stage will determine how soon the crisis will be contained or how long it will take to bring back normalcy to the institution and its publics. It involves thinking, mobilising of the public, awareness creation, emergency response and managing the crisis.
Ulmer (2011) found that application of leadership communication can effectively help in managing of crisis. He also established that stakeholder relationships with the management are crucial as it also plays a vital role when handling crisis as they offer their support. It was also found that the CEO has a role when an organisational crisis occurs, and his support is fully required Lucero, Kwang and Pang (2012). The speeches given by the CEOs also play a significant role in controlling of the crisis by providing information to the public as analysed by Oliveira and Murphy (2014).

Effective crisis management handles the threats sequentially Coombs (2015). Before a crisis strikes, it is imperative to think through who will comprise the crisis team. Of necessity also, is the inclusion of personal details of all the members who constitute the crisis team. This is vital information, as it would comprise each individual’s name, the title they hold, their home and mobile numbers and other pertinent contact details. During the crisis, the team is charged with the responsibility of making decisions and propelling the communication plan in action and subsequent crisis mitigation. During a crisis the appointed spokesperson should endeavour to engage the media before the crisis is rife (McConnell & Drennan, 2016). This would entail identifying the spokesperson of the institution who is well trained and has a solid knowledge base on ways and means of mitigating a crisis. Different crisis episodes will have different spokespersons. It is also advisable for any institution to strive at training a few spokespeople in crisis mitigation so that the team comprises of experts in crisis mitigation.

Lee, Woeste and Heath (2013) reported that by having an effective crisis plan and a crisis management team in place play a vital role in ensuring that the organisation is
well prepared as they investigated crisis preparations by organisations and the extent of their preparedness. Ulmer (2015) on the other hand showed the gap brought about by how crisis communication is affected by organisational values as a research in crisis leadership. Clear communication is experienced during a crisis when the leaders show honesty, openness and regular communication Ulmer (2015). This thus shows that communication skills can be built through developing of key communication values by the organisational leaders Ulmer (2015).

When leaders in corporate organisations demonstrate interpersonal skills while communicating, they are often perceived as highly effective and those with intelligence and oratorical attributes (Levine, Muenchen, & Brooks, 2010). Leaders portray their interpersonal skills while addressing the public on issues involving the crisis concerned that involve national or political issues Bligh, Kohles, and Meindl (2014). They show their level of involvement by how they display their emotions on the issue at hand. These emotions that appear physically portray interpersonal skills that also reveal the physical attractiveness of the individual. Excellent communication and interpersonal skills can be learned and developed by individual that bring out charisma. A leader’s performance is much improved by his/her level of charisma which can be a trained trait. An individual can also be acquired through sharing of one’s idea that brings out the person’s level of intelligence and his/her personal effect on the issue at hand (Conger, Kanungo, & Menon, 2010). Ideas and processes are thus effectively communicated by people with charisma.

When a leader is competent and authentic in their communication, they exhibit their charismatic leadership and dealing with the current crisis (Schoenborn, 2015).
Charismatic communication is supposed to provide trust and confidence to the stakeholders on how the crisis is being handled and managed. This is vital information, as it would comprise everyone’s name, the title they hold, their home and mobile numbers and other pertinent contact details. During the crisis, the team is charged with the responsibility of making decisions and propelling the communication plan in action and subsequent crisis mitigation. During a crisis situation the appointed spokesperson should endeavour to engage the media before the crisis is rife (McConnell & Drennan, 2016). This would entail identifying the spokesperson of the institution who is well trained and has a solid knowledge base on ways and means of mitigating a crisis (Levine et al., 2010).

The communication skills, their quality and character of leaders is tested through their communication skills in crisis management. These factors have resulted to organisations training their leaders on good traits and qualities that can be displayed in a crisis context through public relations (Meng & Berger 2013; Schoenberg, 2015). Factors such as preparation of crisis where effective communication leadership skills need to be applied have not been well explored and their effect on handling and managing of crisis, most especially in the global view to show how these factors can be used to manage crisis (Meng & Berger, 2013).

2.5.2 Leaders Communication with Internal Public during Crisis

It has been of great interest to find out how communication skills are applied when it comes to handling of crisis by communicating to the employees by the management on crisis. Informing employees on the crisis is important as it reduces the amount of stress that results from the stress as crisis communication is a crucial factor (Frandsen &
Johansen, 2011). Most of the studies have showed that international communication is not applied by most managers on informing the employees on the crisis. It was found that organisations in Danish do not have effective internal communication policies and thus employees were not informed when a crisis occurred Johansen, Aggerholm & Frandsen (2012). Only 40% of organisations though that employees could offer significant assistance in handling of the crisis and that they could be effective internal ambassadors (Johansen et al., 2012). The study thus concluded that organisations were not using the impact of employees in case a crisis occurred. Researchers in Danish therefore wanted to show the role employees played in making sense in situations of crisis through providing communicative initiatives not only as passive receivers; and their impact in management of the situation (Johansen et al., 2012).

A study by Mazzei & Ravazzani, (2014) showed the importance and underuse of crisis communication internally. The study found that employees were not satisfied with the mode of communication involving crisis that was provided by the managers while the managers felt that they provided the effective communication required in cases of crisis through surveys and interviews done by the researchers (Mazzei & Ravazzani, 2011). The research done in Italian companies showed that most of the managers did not see the need to inform employees when a crisis occurred as they felt as though they were not of much help in managing of the crisis. The managers failed to show the employees of their roles and the activities they should undertake during the situation. Employees on the other hand indicated that they needed to be informed immediately the crisis occurred. They indicated that they needed to know how the organisation prepared itself in managing of the crisis immediately it took place so that they could know what part they needed to play and the process to undertake action (Mazzei & Ravazzani, 2014).
Communication during a crisis was revealed when an industrial accident occurred in one of Italian organisations. Employees reacted with very strong positive communication after the accident occurred. There was much contribution in communication from both the managers and the employees. The company’s management had implemented a safety team that dealt with the crisis that occurred. Intranet was used in clarifying the position of the company, remembering of the works and reinforcement of the commitment of the organisation to safety during the crisis (Mazzei, Kim & Dell’Oro, 2012).

Even before an organisation faces crisis, it’s important to have an Effective Crisis Communication which helps in both handling the crisis and brings the organisation a positive reputation. All crisis management stages require crisis communication as it’s the crisis’s lifeblood (Coombs, 2015. Crisis communication consists of verbal and nonverbal aspects which play a part in the representation of the organisation’s response (McConnell & Drennan, 2016). Communication is involved in solving of most of the organisation’s problem and crisis it also involves all stakeholders therefore it is important to come up with strategies for effective crisis communication by the management (Coombs, 2015). The internal forces affecting effective crisis communication are interrelationships. The dedication and the commitment of employees is what keeps the organisation moving. Every organisation should therefore consider the needs of all its employees as stakeholders (Johansson, Miller, Hamrin, 2014). Change is usually needed when interpersonal conflicts are noted and keep on increasing.
The response that an organisation provides during a crisis, and its capability to provide communication during the crisis is established by how strong the leadership is (McConnell & Drennan, 2016). The team should appoint a spokesman and they should also have a team leader from the management. The team provides information to the public and instils confidence that they are acting to be able to resolve the crisis. The team’s confidence is undermined by delays and debates that are unnecessary. The public is able to draw conclusions by how the spokesman is able to deliver response (Aldoory & Toth, 2014). The team therefore should be ready and should prepare solid response and be confident while delivering it. The confidence response that is offered promptly often has more effect than a decision that is perfect offered when it’s late.

Mitroff (2011) added to the laundry list of do’s and don’ts in crisis communication by stating. Mitroff also suggested that doing so is a sure recipe for losing in the court of public opinion and becoming and remaining a villain in the eyes of stakeholders and observers.

Coombs (2015) posits that there is no organisation that can boost immunity to a crisis and that crisis can spring from within its confines or outside the organisation. Reynolds (2016) posits that once this happens, people’s lives may be endangered, and the standing of a company or institution be exposed. Of essence to managing a crisis is tact as well as efficiency in communication. In the absence of these the wellbeing and protection of its publics and the image of an organisation are at risk.

2.5.3 Leaders Communication with External Public during Crisis

Coombs (2015) believed response to an organisation’s publics during and following a crisis to be an underdeveloped area of crisis leadership. Coombs focused on the
selection of appropriate crisis-response strategies and the importance of symbolic aspects of crisis leadership. Working from attribution theory, Coombs posits that people make judgments about the cause of a crisis and the subsequent handling of the event based upon the dimensions of locus, stability, and controllability. Locus of control may be internal or external. Stability refers to whether the cause of the crisis was always there or if it varied over time. Controllability refers to whether the organisation could affect the cause of the crisis or if the cause was out of the organisation’s control.

Coombs contended that the crisis situation and the public’s perception of its impact is based on these three dimensions. Attributions of internal locus, controllability, and stability create the perception that the organisation was responsible for the crisis. The reverse is true when there is external, lack of control and instability in the attributions. The organisation is greatly affected by lack of responsibility which is caused by negative aspects (p. 449). Coombs offered leaders five categories of crisis-response communication strategies: (a) strategies that are nonexistence, (b) strategies that are distant, (c) strategies of ingratiations, (d) mortification and (e) suffering. The final piece of Coomb’s research is a framework through which leaders can match strategy selection of the crisis situation. Coombs identified four central factors of the crisis situation: crisis type, veracity of evidence, damage, and performance history. He also addressed unintentional and intentional crises. External unintentional crises are considered to be faux pas. An intentional external crisis is terrorism. An unintentional internal crisis is an accident. An intentional internal crisis is a transgression (p. 455).

Fitzpatrick and Ruben (2015) reinforced the notion that crisis type affects the communication options available to organisations. For example, denial as a post-crisis
communication strategy is not a viable option for an organisation that has a good deal of responsibility for the crisis. In fact, use of denial can exacerbate the damage by reducing organisational credibility and creating the impression that something is being hidden. Accepting blame and taking corrective action are more effective when the organisation has culpability.

Good stakeholder relationships are the cornerstone. It is therefore important for organisations to have good reputation for its brand. Organisations tend to have a great appearance when there no problems or facing any kinds of challenges but are completely the opposite when faced with problems (Meng, Berger & Heyman, 2011). For a business to maintain a good physical appearance when things are great and when they are not being not easy but through Business Continuity Management (BCM), this activity is normally effective (McConnell & Drennan, 2016). Relationships in the organisation are strengthened through respect from the stakeholders, to the managers up to the employees through basic effective communication skills that ensure that all parties understand their roles improving the organisations performance.

2.5.4 Leaders Communication with the Media during Crisis

Wendling, Radisch and Jacobzone, (2013) explored how crisis communication was impacted by the use of social media. Most organisations used social media form such as Facebook, Twitter etc. to share information from them to the public and stakeholders. In the past, information was shared through radio, television, newspapers and other traditional media sources but nowadays the social media forms are used highly used as they are fast and more effective and more people tend to receive the information compared to the and receiving the public’s responses. It is therefore important to note
that most of the organisations have applied the social media forms to share information globally. Use of social media should be recognised and adopted by most of the organisations as it is growing fast each day (Anderson & Rainie, 2010).

When an organisation is faced by crisis, it uses Twitter, blogs, mobile phones and other social network tools to inform the public on the crisis (Pang, Hassan & Chong, 2014) as these are the new forms that are being commonly used due to the growing change in technology. Schultz, Utz and Goritz (2011) also emphasised on the use of blogs by organisations to spread news on the crisis and to inform the public on the measures they have undertaken so as to save its reputation. Jin and Liu (2010) have therefore showed the advantages and disadvantages that have been associated with the use of blogs as a communication form to spread news and response to the public. The main disadvantage was the spreading of inaccurate information by the bloggers to the public or even poor delivery of unwelcome news to the public. Liu (2010) indicated that people tend to search for information deeply therefore using the blogs but in contrary Stephens & Malone (2009) indicated that social media has taken over the spreading of news eater than logging in into a website or blogs. They both had an argument where it was found that most of the people logged into websites only when they needed to search for specific information about a fact rather than finding out on emergencies that occur as they find the information in social media forms in an easier way (Boulos et al, as cited by Valentini & Rometi, 2011). This then concluded that social media has been greatly adopted and also being used in both receiving, contributing and sharing of information during a crisis (Valentini & Rometi, 2011).
Communicators are able to deliver messages and also receive feedback though Facebook in an effective way during a crisis Hysenlika (2012). An organisation in Australia known as Energex effectively used social media tool to send messages and also receive feedback. They came up with a Facebook page where they shared information about power interruptions, safety and storm information, energy saving tips, sponsorship opportunities and community initiatives, invitations to provide feedback on specific issues as well as informing the public of new content on the digital channels (Energex,n.d.). This shows that the use of social media is an effective way of sending information to the public and receiving feedback (Yates & Paquette, 2011). During the crisis, the team is charged with the responsibility of making decisions and propelling the communication plan in action and subsequent crisis mitigation. During a crisis situation the appointed spokesperson should endeavour to engage the media before the crisis is rife (McConnell & Drennan, 2016). This would entail identifying the spokesperson of the institution who is well trained and has a solid knowledge base on ways and means of mitigating a crisis

Social media platforms have proved to be effective and fast in sharing of information and receiving of feedback as social media includes new ways of communicating such as digital, computerised and communication technology that has enabled networking amongst individuals globally (White, 2012).These media platforms have impacted how people think, behave and respond to the information they receive on the crisis that has occurred (Paul, as cited by Schroeder & Pennington-Gray, 2014). Social media is important and unavoidable as a platform of communication during a crisis (Schroeder et al., 2013). During the crisis, social media is charged with the responsibility of making decisions and propelling the communication plan in action and subsequent crisis
mitigation. During a crisis situation the appointed spokesperson should endeavour to engage the media before the crisis is rife (McConnell & Drennan, 2016). This would entail identifying the spokesperson of the institution who is well trained and has a solid knowledge base on ways and means of mitigating a crisis (Lecenciuc & Nagy, 2008).

Most of the organisations had the habit of deleting negative messages sent in their page by the public on Facebook Dekay (2012). Most of the people are not usually happy with this behaviour when they realise it. Other organisations have used the platforms as a means to market their products and sometimes miss out on the main issue of sharing information during a crisis. The organisations then do not respond to the issues that are raised by the public but respond as marketing messages where they miss out on the real issue that they should be responding about (Dekay, 2012).
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Overview
This chapter expounds on the various stages and phases that was followed in completing the study. It is a preview of the research method, the target population and the sample that will be used, the data collection method and how the data gathered was analysed. This helped in achieving the objectives of the study and also reported the findings in an organised manner.

3.2 Research Design
The study adopted a case study design to understand the occurrences. The reason for this choice was based on the knowledge that case studies are the most appropriate method for exploring causal relationships and provides a holistic understanding of the occurrences Kombo and Tromp (2013). In a case study, a few easily researchable examples are investigated which narrows the view of a very broad field of research. It allows for testing whether a specific theory is relevant today in a specific setting and is applicable to real life experiences. It is useful when not much is known about an occurrence since it allows the researcher to use one or more of the several research methods to test the theory (Ogula, 2012).

3.3 Research Approach
The study used a mixed method approach. The data collected was assessed to obtain for the data’s validity and reliability through a pilot test done before the actual data collection. The ease and clarity of the instrument are assessed during pre-test of the instrument by the researcher (Mugenda & Mugenda, 2009). A preliminary analysis was
undertaken using the information collected during the pilot study to enable answering of the research questions. Reliability of the data collected was increased through pretesting using internal consistency technique to minimise the errors in possible instrumentation.

This was determined by using scores obtained from individual managers from corporations which do were not respondents of the study. Pre-tests are done using persons with the same characteristics with the respondents so there is no need of compromising the actual respondents (Babbie, 2011). After testing the questionnaire, the necessary corrections were made.

3.4 Research Method

Primary data was used in this study and it was collected by use of questionnaires and interview guide. The questionnaires were structured and will contain several questions which will be typed and printed in a definite order on a form. The questionnaires were hand delivered to the respondents who were expected to read and understand the question and write down the responses. Orodho (2004) noted that questionnaires are mainly used because: they are less costly even with large and widely spread population. The respondents had adequate time to give well thought out answers, respondents who were not easily approachable were reached conveniently.

Open ended questions were used in the interview guide. This was to enable the researcher to acquire qualitative data effectively. This also enabled easier and better interpretation of the results collected from the respondents.
3.5 Target Population

The target population of this study were the residents from Sinai Slum in Nairobi who were affected by the Sinai tragedy, staff working in management levels at Kenya Pipeline Company who are charged with the role of providing strategic and operational direction to the company and the study also interviewed officials from the Ministry of Mining and Petroleum. The generalization of the results obtained from the study should be obtained from persons with observable characteristics known as the target population as per Mugenda and Mugenda (2009).

3.6 Sampling Procedure

Babbie 1990 defined sampling as the process of examining a representative set of items. She further adds that sampling is done to gain an understanding of some features or attributes of the entire population based on characteristics of the sample. According to the 2009 census, Sinai slums village had a population of 12,000 people that comprised of five clusters of villages that form Sinai slum: namely Sinai Original, Sinai Railway, and Paradise A, Paradise centre, and Paradise B. According to Kenya Red Cross Society (2011), the Sinai Original was the one affected by the inferno and it comprised 320 households. Therefore, purposive sampling was employed to select the study area. Purposive sampling allows a researcher to select a sample on the basis of his/her knowledge of the target population. It allows the researcher to use cases that have the required information with respect to the objectives of the study (Mugenda, 1999). The researcher was well informed on the distribution of Sinai fire in the slum, thus he would easily identify the area which was greatly affected by inferno. Based on this knowledge, the researcher selected a sample of the village using 500 m radius on the area inferno
spread. In addition, the researcher carried out sampling on those residents who were both directly and indirectly affected by the inferno within the radius of the inferno.

### 3.6.1 Sample Size Determination

Within the village, simple random sampling was used to select a sample of 20% of total households for the researcher to get the sample size. For the purpose of the study 64 respondents inclusive of male and women was randomly selected. Those to be selected are those who fall within 500 m radius.

Sample size: \( \frac{20}{100} \times 320 = 64 \)

With reference to the management of Kenya Pipeline Company, the study interviewed executives charged with the role of strategic direction of the company. In the Ministry of Mining and Petroleum, interviews targeted those officers in the senior management level, who included the Senior Superintending Geologist (Petroleum), Deputy Director for Renewable Energy, Chief Human Resource Management Officer, Principal Public Communications Officer, Senior Economist and Chief Accountant.

A sample size of 45 respondents was selected from the total number of staff targeted which is 149 making a 30% using random sampling technique employed by the researcher. A good sample according to Mugenda and Mugenda (2009), is supposed to be between 10 and 30 % of the total targeted group. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then selecting within the individual subset to ensure representativeness. In stratified random sampling subjects are selected in such a way that the existing subgroups in the population are more or less represented in the sample (Mugenda &
Mugenda (2009). Simple random sampling will be used to select respondents from each stratum.

Table 3.1 Sampling and Sample Size

<table>
<thead>
<tr>
<th>Levels</th>
<th>Population</th>
<th>Sample ratio</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower level management</td>
<td>78</td>
<td>30</td>
<td>23</td>
</tr>
<tr>
<td>Middle level management</td>
<td>56</td>
<td>30</td>
<td>17</td>
</tr>
<tr>
<td>Top level of management</td>
<td>15</td>
<td>30</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>149</strong></td>
<td><strong>30</strong></td>
<td><strong>45</strong></td>
</tr>
</tbody>
</table>

3.7 Data Analysis Method

This is computation of certain measures along with searching for patterns and relationships that exist among data-groups. For this study, quantitative data collected was analysed using descriptive statistics and presented in form of tables and graphs while qualitative data was analysed and presented in form on thematic narratives. The analysis grouped common concepts from each question present in the questionnaire with the aim of identifying the role of leadership communication on crisis management in the oil industry in Kenya: a case study of Sinai fire tragedy.

3.8 Data Presentation

The analysed information was presented in the form of figures and tables for quantitative data while qualitative data was presented in form of thematic narratives.

3.9 Research Ethics

In any social research, considerations such as confidentiality and avoidance of deception are important. Best practice demands to always avoid breach of confidentiality. In the
case of this study, the researcher did not intend to do anything that was not expected to be misconstrued as a breach of confidentiality.

The researcher undertook to write a concept note which was followed by writing of a project proposal. The proposal was successfully defended at the School of Journalism and Mass Communication before a panel of examiners and permission granted to proceed to the field to collect data after the researcher was issued with Certificate of Fieldwork. (Appendix v) The researcher then embarked on preparation of data collection tools, which comprised a questionnaire and an interview guide to guide the study.

The researcher sought permission from the relevant authorities including the School of Journalism and Mass Communication from University of Nairobi. While collecting data from the respondents, confidentiality was assured to the respondents as this was crucial. After project defence, the researcher was issued with a Certificate of Originality and Certificate of Corrections. (Appendix VI & VI respectively)
CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Overview
In this chapter, the study sets out to present the findings of the study. This includes examination of the response rates followed by general information/demographic information about the respondents. After the demographic variables have been examined, some in-depth results of the various aspects of the study were elaborated.

4.2 Response rate
Before the study was undertaken, there was need to determine the sample size that would be used as a representative of the population. The methodology employed in sample size determination is discussed under Chapter 3 of this paper. The sample calculation estimated about 64 respondents as the sample size. Notwithstanding the time constraints involved in the collection of the duly filled questionnaires, the response rate was not optimal but considerably sufficient having a response rate of about 93.75% (60 questionnaires collected). Another response set for the study was based on the employees of KPC. The total sample size obtained was 45. As such 45 questionnaires were issued to them and the response rate was outstanding at 100%.

The response rates obtained in both population samples represented a high response rate which in turn minimises non-response error. According to Wiseman 2003, the high non-response errors lead to biased results since the proportion estimated as a representative of the population is narrowed down. This Wiseman asserted that whenever the response rate was below 85%, there is need to account for the non-response error despite the fact that 85% is typically a good response rate in relatively larger samples.
4.3 Demographic Information

This section seeks to show the demographic information of the respondents that participated in the study. Among some of the information that was highlighted to befit this section includes gender representation, the levels of education, occupation, marital status, and the age categories. The information under this section was however analysed based on two sample groupings; the first sample being the residents of Sinai and the second one is by the officials of KPC.

In terms of gender representation, the representation was almost fair though male did have a larger proportion compared to the women among the Sinai residents. The number of male was obtained as observed in the table below to be 52% while the number of female respondents was 48%.

Table 4:2: Gender Distribution

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>31</td>
<td>52%</td>
</tr>
<tr>
<td>Female</td>
<td>29</td>
<td>48%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

As for the KPC employees the number male respondents were comparably lower at 49% than that of female respondents at 51%.

Table 4.3: Gender for KPC Employees

<table>
<thead>
<tr>
<th>Gender for KPC Employees</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>22</td>
<td>49%</td>
</tr>
<tr>
<td>Female</td>
<td>23</td>
<td>51%</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: (Author, 2018)
In terms of age distribution, the table below showed that 37% of respondents were aged between 31-41 years. Notably, residents aged between 41-50 years were represented by 27%. The number of residents above 50 years was marginally represented at 17%. The proportion however showed that 57% of the respondents were below the ages of 40.

Table 4.4: Age Distribution for Residents

<table>
<thead>
<tr>
<th>Age category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 years and below</td>
<td>12</td>
<td>20%</td>
</tr>
<tr>
<td>31-40 years</td>
<td>22</td>
<td>37%</td>
</tr>
<tr>
<td>41-50 years</td>
<td>16</td>
<td>27%</td>
</tr>
<tr>
<td>More than 50 years</td>
<td>10</td>
<td>17%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: (Author, 2018)

Additionally, majority the KPC employees were found to be between 31 and 40 years. However, the youthful employee group in the company was found to be about 20% with this proportion being below 30 years of age. However, the second largest age group among the employees was those aged between 41 and 50 years at 24%.

Table 4.5: Age Distribution for KPC Staff

<table>
<thead>
<tr>
<th>Age category (KPC)</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 years and below</td>
<td>9</td>
<td>20%</td>
</tr>
<tr>
<td>31-40 years</td>
<td>18</td>
<td>40%</td>
</tr>
<tr>
<td>41-50 years</td>
<td>11</td>
<td>24%</td>
</tr>
<tr>
<td>More than 50 years</td>
<td>7</td>
<td>16%</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: (Author, 2018)
Given the fact that most of the population in the Sinai region was found to be youthful, the level of education was found to be a cause to worry. The study established 47% of respondents indicated that their highest levels of education were secondary schools. Closely following, are respondents who had had middle level education in colleges with a proportion of 42%. Only 16% of the respondents reported to have obtained university education with none having surpassed this level. Access to basic education seems to be excellent given that all the respondents at least attained secondary education.

Table 4.6: Level of Education

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>28</td>
<td>47%</td>
</tr>
<tr>
<td>College</td>
<td>25</td>
<td>42%</td>
</tr>
<tr>
<td>University</td>
<td>7</td>
<td>12%</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The study established that people residing in Sinai area had very low access to employment in the public domain with only 17% of the sample reporting to have public employment. Majority reported to be self-employed at 47% while 32% reported to have been employed in private entities. It is apparent therefore that in terms of employment, the private sector employed more compared to public sector.

Table 4.7: Occupation Status

<table>
<thead>
<tr>
<th>Occupation Status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Employment</td>
<td>10</td>
<td>17%</td>
</tr>
<tr>
<td>Private employment</td>
<td>19</td>
<td>32%</td>
</tr>
<tr>
<td>Self-employment</td>
<td>28</td>
<td>47%</td>
</tr>
<tr>
<td>House Wife</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: (Author, 2018)
While still at the level of education, KPC employees were found to be highly educated. This of course comes with no surprise given that there is need for competence and skill in order to gain employment is such a company. The respondents recorded their minimum levels of education to be college at 11%. However, majority had the minimum qualifications being university education at 69%.

**Table 4.8: Level of Education and Years of Employment**

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>College</td>
<td>5</td>
<td>11%</td>
</tr>
<tr>
<td>University</td>
<td>31</td>
<td>69%</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>9</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

In terms of the number of years worked in the institution, 40% of the employees had worked from 6 to 10 years while 33% of them had worked for between 11 and 15 years. However, the number of new entrants was low given that only 13% of the respondents had worked in the institution for 5 years and less.

**Table 4.9: Number of Years Worked**

<table>
<thead>
<tr>
<th>Years worked</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 5</td>
<td>6</td>
<td>13%</td>
</tr>
<tr>
<td>6 to 10</td>
<td>18</td>
<td>40%</td>
</tr>
<tr>
<td>11 to 15</td>
<td>15</td>
<td>33%</td>
</tr>
<tr>
<td>Above 16</td>
<td>6</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Source: (Author, 2018)*
In terms of marital status, the study established that most individuals from Sinai were not married at 38%. This agrees with our earlier assertion that most of the people residing in the region were below the age of 40 and therefore youthful. It was however found that about 30% of the respondents were married, 7% had divorced, 3% were separated, and 20% of them were widowed. The marital status for KPC employees in this study was not considered.

Table 4.10: Marital status

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>18</td>
<td>30%</td>
</tr>
<tr>
<td>Single</td>
<td>23</td>
<td>38%</td>
</tr>
<tr>
<td>Divorced</td>
<td>4</td>
<td>7%</td>
</tr>
<tr>
<td>Separated</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Widow</td>
<td>12</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: (Author, 2018)

4.4 communication competencies of corporate leadership in crisis management in the oil industry in Kenya

Communication competencies are considerably one of the most important management inputs in most corporate entities. However, the context of this construct was done with respect to the crisis management and a case analysis handpicked was the Kenya pipeline company.
Competencies possessed by leaders in the oil industry in Kenya

The study sought to establish the competencies possessed by leaders in the oil industry in Kenya that helped them in crisis management. This was a multi-response questions and the findings are presented in the figure below.

Figure 4.1: Competencies possessed by leaders in the oil industry in Kenya

Source: (Author, 2018)

From the study findings, 90% of the respondents indicated that the leaders had leadership competencies which included visioning, achievement, empowerment, team management and change management. The study further established 87% of the respondents indicated that leaders had interpersonal competencies which included assertiveness, networking, empathy, communication and openness and 79% of the respondents indicated that leaders had efficiency competencies which included perception, analytical thinking, and decision making, and drive strength, time management while 60% the respondents indicated that leaders had wellness
competencies which included physical, mental, social, spiritual conditions, humbleness and stress management competencies. The study achieved this by examining how communication competencies of corporate leadership affected crisis management on the incident which impacted on the lives of Sinai residents affected by the fire incident. As shown in the figure 4.2, the lives of the people were affected. The study establishes 86% of respondents believed that their ways of life was totally affected by the tragedy. To affirm this, only one individual indicated to have been affected to a moderate extent while none reported to have been affected to a small extent.

![Figure 4.2: Extent of the Effect of Fire](image)

**Source:** (Author, 2018)

When the respondents were asked about the factors that predisposed the area to fire risks, the respondents indicated that the leading predisposing factor was illegal electrical connections in the area at 43% as shown in the table 4.11. Other major exposure factors that were identified close to the illegal electric connectivity were housing and high
population density at 20% and 18% respectively. Further, the least among them was solid waste accumulation which was attested to by only 3% of the respondents.

**Table 4.11: Causes and Risk Factors of Sinai Fire**

<table>
<thead>
<tr>
<th>Factors that Increase Exposure</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poverty</td>
<td>6</td>
<td>10%</td>
</tr>
<tr>
<td>Housing</td>
<td>12</td>
<td>20%</td>
</tr>
<tr>
<td>High population density</td>
<td>11</td>
<td>18%</td>
</tr>
<tr>
<td>Illegal electricity connections</td>
<td>26</td>
<td>43%</td>
</tr>
<tr>
<td>Lack of access roads</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Solid waste accumulation</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

While the predisposing factors were clearly defined, 48% of the respondents believed that one of the main causes of fire was electric faults while cooking fuel came in second with 30% of the respondents. Arson was considered a potential cause of fires by 18% of the respondents. Only 3% believed that domestic violence would cause a fire.

**Table 4.12: Causes of Fire**

<table>
<thead>
<tr>
<th>Main causes of fire</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Violence</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>Electric faults</td>
<td>29</td>
<td>48%</td>
</tr>
<tr>
<td>Cooking fuel</td>
<td>18</td>
<td>30%</td>
</tr>
<tr>
<td>Arson</td>
<td>11</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

After having expounded on the perceptions held by the respondents on the predisposing factors to fire and the presumed main causes of fire hazards, the respondents were needed to respond to what they thought were causes of the Sinai fire tragedy. Again, drawing reference to the table below, 60% of the respondents believed that cigarette
smoking was potentially the main cause of the Sinai fire followed by an assertion that fire from the neighbourhood was the cause at 27%.

**Table 4.13: Causes of Sinai Fire**

<table>
<thead>
<tr>
<th>What caused Sinai fire</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cigarette smoking</td>
<td>36</td>
<td>60%</td>
</tr>
<tr>
<td>From within the house</td>
<td>6</td>
<td>10%</td>
</tr>
<tr>
<td>From the neighbourhood</td>
<td>16</td>
<td>27%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Some of the key responsibilities of the Kenya Pipeline Company (KPC) after the fire incident would be to equip those living close to their infrastructure, and especially pipelines, on ways to deal with fire risks and those factors that predispose people to such risks. In order to explore if this, the study asked the respondents whether they thought that KPC was doing enough to help the people cope with fire incidences in case they ever recurred. Amusingly, the number of people who thought that the company was doing right in educating the residents on fire preparedness was only 20%. The rest believed that there were minimal efforts by the company to equip the people with such knowledge. Notwithstanding, most of the respondents thought that they were aware of measures to take to stop any fire outbreak. By extension, a majority reported that there was need for people to desist from cigarette smoking around such infrastructure.

While most of the respondents reported to be conscious of fire safety measures, 75% reported not to know any fire-fighter within the environs. This means that in case of any fire outbreak, 75% of the residents would not have immediate access to a fire fighter (see the table 4.14).
Table 4.14: Awareness of Firefighters

<table>
<thead>
<tr>
<th>Are you aware of any firefighters</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>15</td>
<td>25%</td>
</tr>
<tr>
<td>No</td>
<td>45</td>
<td>75%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

However, 47% of the respondents believed that in case of an outbreak, they would be required to contact police officers who would then help them reach the firefighters on their behalf. Even though a majority would rather call the police, 10% noted that firefighters could be reached through direct calls and 47% of the respondents noted that direct calls to the firefighters could be done using landline.

Table 4.15: Contacting Firefighters

<table>
<thead>
<tr>
<th>Contact Fire-fighters</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call directly via phone</td>
<td>10</td>
<td>17%</td>
</tr>
<tr>
<td>Call directly via landline</td>
<td>22</td>
<td>37%</td>
</tr>
<tr>
<td>Call the police and inform them</td>
<td>28</td>
<td>47%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

4.5 Leaders communication with external public during crisis

Department that is responsible for communicating with external public during crisis

The study sought to establish whether the company had someone/department that was responsible for communicating with External Public during Crisis. The findings are presented in the figure 4.3.
From the study findings presented in the figure above, majority 89% of the employees indicated that the company had someone/department that was responsible for communicating with External Public during Crisis while 11% were of a contrary opinion.

4.5.1 Effectiveness of the department

The study further sought to establish the effectiveness of the department in communicating with external public during Crisis. The findings are presented in the figure below.
Figure 4.4: Effectiveness of the department

On the effectiveness of the department on communicating with external public during crisis, the study established that the department responsible for disseminating information with the external public during crisis was not effective as shown by 63% of the respondents while 22% and 15% of the respondents felt that the department was effective and very effective respectively.

How the organisation communicates with the external public during crisis

The study also sought to find out how the organisation communicated with the external public during crisis. The findings are presented in the figure 4.5.
Figure 4.5: How the organisation communicates with the external public during crisis

From the findings, 51% of the respondents indicated that the company communicated with the external public during crisis through print media, 36% through social media and 10% through TVs and radios while 3% indicated that the company communicated with the external public during crisis through memos.

In terms of communicating to the public, a major challenge and dissatisfaction among the Sinai residents was evident. While 93% of respondents (see table 4.16) reported to have experienced crisis before, most of them related negatively with the way in which crisis would impact on the organisation’s response strategies.

Table 4.16: Crises Experienced

<table>
<thead>
<tr>
<th>Faced a crisis in your org before?</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>42</td>
<td>93%</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100%</td>
</tr>
</tbody>
</table>
By having a substantial number having experienced such at 93%, most of them believed that the challenges affected the organisation to a great extent at 53%. Majority of the respondents at 84% believed that the crisis management was affected moderately.

Table 4.17: Crisis Situations Affect Crisis Response Strategies

<table>
<thead>
<tr>
<th>To what extent would you say crisis situations affect crisis response strategies in your company?</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very low extent</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>To a low extent</td>
<td>5</td>
<td>11%</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>14</td>
<td>31%</td>
</tr>
<tr>
<td>To a great extent</td>
<td>24</td>
<td>53%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The study further sought to assess the level of agreement among respondents on statements regarding crisis situations that affect crisis response strategies. The response was rated on a scale of 1-5 on which: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5=strongly agree. The responses are as shown in the table below:
Table 4.18: Crisis Response Strategies

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company has been hit by employee’s strikes in the recent past.</td>
<td>1.2122</td>
</tr>
<tr>
<td>There has been tampering of company products that could lead to</td>
<td>1.1562</td>
</tr>
<tr>
<td>discrediting in the market</td>
<td></td>
</tr>
<tr>
<td>We have experienced rumours and gossip which could hurt the</td>
<td>1.1284</td>
</tr>
<tr>
<td>reputation of the organisation</td>
<td></td>
</tr>
<tr>
<td>The company has suffered market crashes.</td>
<td>1.4589</td>
</tr>
<tr>
<td>We have lost key executive members of the team to competitors</td>
<td>1.8951</td>
</tr>
<tr>
<td>The company has suffered loss of important information and</td>
<td>4.3457</td>
</tr>
<tr>
<td>organisational records</td>
<td></td>
</tr>
<tr>
<td>There have been fire outbreaks in our key operating plants</td>
<td>4.1528</td>
</tr>
<tr>
<td>There has been shortage of labour opportunities in the company</td>
<td>4.0815</td>
</tr>
</tbody>
</table>

The study reveals that the company has suffered loss of valuable information and organisational records as shown by a mean score of 4.3 and that there have been fire outbreaks in our key operating plants as shown by a mean score of 4.2 A considerable majority also agreed that there has been shortage of labour opportunities in the company as shown by a mean score of 4.1.

4.6 Leader’s communication with internal public during crisis

Internal communication to the public from the organisation was considerably effective considering that most of the respondents believed that there was smooth flow of information within the organisation. Leadership communication with internal public during crisis was believed to affect the institution’s ability to develop communication response strategies to a large extent. This was affirmed by 58% of the respondents indicating that the variable influenced effective response to strategies to a large extent.
However, a considerable majority of the respondents indicated that the construct moderately influenced effective response strategies. This implies that from within the organisation, the leader’s communication response strategies were very important.

**Table 4.19: Extent of Communication Response Strategies**

<table>
<thead>
<tr>
<th>Extent of Communication Response Strategies</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very low extent</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>To a low extent</td>
<td>6</td>
<td>13%</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>13</td>
<td>29%</td>
</tr>
<tr>
<td>To a great extent</td>
<td>26</td>
<td>58%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The study further sought to assess the level of agreement among respondents on statements regarding leader’s communication response strategies during crisis. The response was rated on a scale of 1-5 on which: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5=strongly agree. The responses are as shown in the table below:
Table 4.20: Leader’s Communication Response Strategies

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership style largely influences public’s expectations on organisations’ responses</td>
<td>4.2346</td>
</tr>
<tr>
<td>Leaders’ skills on emotional management play an essential role in solving decision-making conflicts</td>
<td>4.1363</td>
</tr>
<tr>
<td>Leadership role enactment and leaders’ decision-making behaviour are significant predictors for organisational structural design</td>
<td>4.5467</td>
</tr>
<tr>
<td>Applying effective communication leadership skills in crisis preparedness is essential</td>
<td>4.2167</td>
</tr>
<tr>
<td>Leadership communication prior to a crisis can impact on post-crisis communication</td>
<td>4.2346</td>
</tr>
<tr>
<td>Established stakeholder relationships are critical to effective crisis management</td>
<td>4.1363</td>
</tr>
<tr>
<td>Effective crisis management handles the threats sequentially</td>
<td>4.3464</td>
</tr>
<tr>
<td>The emphasis on organisational values have a profound impact on crisis communication</td>
<td>4.2167</td>
</tr>
</tbody>
</table>

The findings reveal that most of the respondents strongly agreed with the statements that leadership role enactment and leaders’ decision-making behaviour are significant predictors for organisational structural design as shown by a mean score of 4.5 and that effective crisis management handles the threats sequentially as shown by a mean score of 4.3. Most of the respondents also agreed that leadership style largely influences
public’s expectations on organisations’ responses as shown by a mean score of 4.2, that leadership communication prior to a crisis can impact on post-crisis communication as shown by a mean score of 4.2 and that applying effective communication leadership skills in crisis preparedness is essential as shown by a mean score of 4.2. Additionally, a considerable majority of the participants also agreed with the statements that the emphasis on organisational values have a profound impact on crisis communication as shown by a mean score of 4.2, that leaders’ skills on emotional management play an essential role in solving decision-making conflicts as shown by a mean score of 4.1 and that there is need to established stakeholder relationships is critical for effective crisis management as shown by a mean score of 4.1.

4.7 Leaders communicate with the media during crisis

The study revealed the best way to approach the media is for oil industries to embrace honesty as the best policy practice since transparency creates trust. The research sought to determine to what extent forces within the organisation affect effective crisis communication. The results are shown in the table 4.21.

Table 4.21: Barriers to Effective Crisis Communication

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very low extent</td>
<td>15</td>
<td>33%</td>
</tr>
<tr>
<td>To a low extent</td>
<td>20</td>
<td>44%</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>7</td>
<td>16%</td>
</tr>
<tr>
<td>To a great extent</td>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100%</td>
</tr>
</tbody>
</table>

On the degree of agreement to which extent forces within the organisation affect effective crisis communication, most of the respondents at 44% indicated that it was to a
low extent. Further, 33% of the respondents indicated that forces within the organisation affect effective crisis communication to a very low extent. Only 7% of the respondents indicated that forces within the organisation affect effective crisis communication to a great extent.

Table 4.22: Barriers to Effective Communication

<table>
<thead>
<tr>
<th>Statements</th>
<th>Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisation cannot progress without the commitment and dedication of its employees</td>
<td>4.5264</td>
</tr>
<tr>
<td>Dissatisfaction among employees may lead to conflict between management and employees</td>
<td>3.3584</td>
</tr>
<tr>
<td>Delays and unnecessary debate quickly undermine the confidence in the team and its approach</td>
<td>2.5968</td>
</tr>
<tr>
<td>Failure to recognise the implied duty behaving morally translates to significant negative media and personal reaction</td>
<td>4.6652</td>
</tr>
<tr>
<td>Failure by the organisation to put peoples interests far ahead of cost considerations affects communication</td>
<td>3.4253</td>
</tr>
<tr>
<td>If the company has taken a shoddy or lax approach to serious events in the past dampens stakeholders’ beliefs</td>
<td>2.1361</td>
</tr>
<tr>
<td>The absence of a coherent plan affects effective crisis communication</td>
<td>4.3571</td>
</tr>
<tr>
<td>Lack of proper information affects effective crisis communication</td>
<td>4.7324</td>
</tr>
</tbody>
</table>

Several factors were found to be essential forces that determined how internal communication progressed included the employee commitment, failure to implore morality in duty designation, coherence of communication plans, and lack of information. All the aforementioned were agreed strongly by the respondents. However, the indicators that were disagreed on were the dissatisfaction among the employees which implied that there very few people working in the company were dissatisfied as
shown by a mean score of 3.45. Other factors which had their score below 4.0 as referenced in the table above included unnecessary debates, putting the profitability of the institution over the lives of the people, and shoddiness in dealing with past crisis occurrences. For these factors, a majority of the respondents strongly agreed with the statements supposition.

4.8 Analysis of the Interview Guide

In this section the study examined the views of officials on the Sinai fire incident. All the six interviewed respondents in this section did confirm that there was an inferno. Most of them believed that the tragedy was so severe because a lot of lives were lost. They affirmed that many were driven to poverty and an increased rate of dependency that lowered the chances of economic recovery. In their expressed disappointment, four of them were not satisfied with the manner in which the crisis was handled. Respondent A explained that, “wananchi hawakubaliwi kugaribia kampuni kupeleka malalamiko yao”. “Tunaomba serikali iingilie kati”. The suggestion given therefore was for society to be treated as custodians and stakeholders of the company.

In terms of disaster management in the company, respondent B noted that “the company an excellent platform for operations but its constrained by economic resources”. However, respondent C indicated that;

“There is a need to have a bigger body coordinating crisis management because most of the bodies lacked the capacity to deal with such instances like Sinai fire tragedy”.

This would further improve on the communication capability of the institutions that could potentially partner up in such situations. Respondent D said;
“There is lack of proper communication channels”, “lack of capacity” and “lack of finances to start a disaster management department in the respective jurisdiction”.

When the officials were asked about the channels for communication, they believed that the organisations needed to have an internal communications team whenever there was a crisis situation in the country. As such, all the six affirmed individual organisations should be responsible to communicate to the public through media. As such, they endorsed the idea of the oil companies providing information to the general public. In terms of timeliness of the message, they all confirmed that it was necessary for the company to provide timely information in times of crisis. Respondent E sighted that “there was a greater chance that the people could be assisted within the best timings rather than when information is delayed”.

In terms of crisis preparedness, all of them acknowledged that there was need to have a mitigation plan in place. Respondent F indicated that “it would help minimise the damages that could potentially happen in case of such occurrences”. Further respondent G said, “there was need for the stakeholders to deploy their best resources to assist in affected regions”. Further, they highlighted stakeholder roles such as marshalling resources to help in disaster management and increasing co-ordination of activities that that take place. Respondent H noted that stakeholder roles in mitigation of crises include “regular maintenance, installation of quality products, and hiring of qualified persons”. Finally, three declined to defined best practices in disaster management. However, some best practices brought up included good corporate social responsibility enforced by different companies and existence of disaster management state departments with good policy orientations.
4.9 Discussions of the Findings

The findings reveal that communication competencies are considerably one of the most important management inputs in most corporate entities. The study established that poor communication during crises was facilitated by the lack of disaster management units which are equipped to handle such processes. In addition, it was the finding of the study that leadership communication response strategies used in crisis situations were believed to affect the institution’s ability to develop communication response strategies to a considerable extent. Accordingly, applying effective communication leadership skills in crisis preparedness is essential since influences public’s expectations on organisations’ responses during a crisis. The findings are in concurrence with those of Johansson, Miller and Hamrin, (2014) who argued that organisational leaders can affect the dynamics of organisation reputation in a crisis through their leadership communication since communication plays a major role in constructing and protecting organisation’s reputation by helping to form the perceptions of multiple stakeholders of their organisations’ reputation especially in a crisis situation.

The study established that a significantly low number of respondents thought that the company was not doing enough to prepare them to cope with fire strategies or any other challenge that may occur. As such the study established that there is a need to have role enactment and concise decision-making strategies are monumental to organisation. According to the findings, employee commitment, failure to implore morality in duty designation and the lack of channels of disseminating information were found to be essential forces that determined the effectiveness of an organisation’s response to a crisis. These coupled with constrained by economic resources hindered the company’s ability to minimise the damages during such crisis. The results agree with the findings
of James and Woten (2010), who argued that organisations have always been and will be vulnerable, to some form of crisis. They further argue that these rare, significant and public situations create highly undesirable consequences for the organisation and it should commit sufficient economic resources to implement curative measures when the crisis occurs and preventive measures in anticipation of the crises.

The findings of the study revealed the best way to approach the media is for oil industries to embrace honesty as the best policy practice since transparency creates trust. Internal communication to the public from the organisation was found to be considerably effective considering that most of the respondents believed that there an almost smooth flow of information within the organisation. In addition, the study found that it is paramount for oil industries to establish notification systems that will afford them an opportunity to rapidly reach their stakeholders and keep them informed about the crisis. The findings are in line with those of Schroeder (2013) which found that the media can be useful to improve preparedness and responses, reduce the cost of disasters, improve transparency of decisions and also increase the potential acceptance of outcomes during a crisis.
CHAPTER FIVE
SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview
This chapter seeks to discuss the findings and results of the collected information. Essential to the discussions, would be elaborating the main findings that relatively or concisely speak into the research objectives that were initially developed at the inception phases of this study. A stepwise discussion was undertaken to ensure complete coverage of the research objectives.

5.2 Summary findings
5.2.1 to examine the communication competencies of corporate leadership in crisis management in the oil industry in Kenya
Communication competencies are considerably one of the most important management inputs in most corporate entities. However, the context of this construct was done with respect to the crisis management and a case analysis handpicked was the Kenya Pipeline Company. The general notion gathered from the KPC employees affirmed that the communication strategies were effective by a great extent while dealing with a crisis situation. The findings are in concurrence with those of Johansson, Miller and Hamrin, (2014) who argued that organisational leaders can affect the dynamics of organisation reputation in a crisis through their leadership communication since communication plays a major role in constructing and protecting organisation’s reputation by helping to form the perceptions of multiple stakeholders of their organisations’ reputation especially in a crisis situation.
There are some of the most essential strategies that were found to be important to apply in any crisis situation. Among some challenges resulting in crisis situations included employee strikes and rumours that could hurt the reputation of the organisations. The results sections identify these three constructs as the key issues that require strategic actions in their handling. Seemingly, however, some of the situations that may not be considered to amount to crisis in the company included; key fire outbreaks in the company’s key infrastructure, and finally shortages of labour opportunities. The results agree with the findings of James and Woten (2010), who argued that organisations have always been and will be vulnerable, to some form of crisis. They further argue that these rare, significant and public situations create highly undesirable consequences for the organisation and it should commit sufficient economic resources to implement curative measures when the crisis occurs and preventive measures in anticipation of the crises.

It may be in the view of the employees true that fire outbreaks did not amount to much of the crisis situations in the company. This could have been deduced from one Sinai incident, yet this was confirmed by a majority of the Sinai residents to have altered their livelihoods by a great extent. Lee and Cheng (2011) also identified that public relations executives’ personal ethics, interpersonal communication skills, and the ability to articulate ethical standards are salient characteristics in transferring ethical leadership into effective strategies in managing crises.

Technically speaking, the company could not use one incident based on one of its infrastructure to invalidate the assertion that it would be harmful and considered as a crisis situation. In other words, there was need to understand that by virtue of dealing with oil, the vulnerability to fire is a stand-alone crisis. Werder and Holtzhausen (2011)
also confirmed that the leadership role enactment and leaders’ decision-making behaviour are significant predictors for organisational structural design.

5.2.2 To establish how the leaders in the oil industry in Kenya communicate with external public during crisis

In terms of communicating to the public, a major challenge and dissatisfaction among the Sinai residents was eminent. This agrees with Coombs (2015) who believed response to an organisation’s publics during and following a crisis to be an underdeveloped area of crisis leadership.

Taking this into context, we established before that only 20% of the respondents thought that the company was not doing enough to prepare them to cope with fire strategies or any other challenge that may occur. In essence, this traces back to the fact that there was a general laxity in terms of disaster management before the crisis happened, in this case the Sinai incident. Taking into consideration the literature pieces echoed by Combs (2016), it can be clearly understood why there a general perception by the company employees to believe that the company was being bad mouthed. This is a direct effect of the failure of the institution to communicate freely to the people. People living within certain endangered environments should be continuously educated about the constant dangers they are facing. This was not the case by KPC who would not even educate its people on fire safety measures.

The need to have effective leadership style was found to be very important in shaping the public’s expectations on the organisation. A leadership that bears some sense of social corporate responsibility tends to have a more positive touch to the people compared to when it does not. Fitzpatrick and Ruben (2015) reinforced the notion that
crisis type affects the communication options available to organisations. Much as the company employed thought this factor as important; the people thought that they were not doing enough. This essentially complements the question of people taking negatively about the company. Cases of people having delved into their emotional side while solving a problem may lead to negative results and loss of objectivity. Instead of ending conflicts, they are escalated. As such the need to have role enactment and concise decision-making strategies are monumental to organisation.

In addition to this, was found to be reluctant in engagement of the stakeholders. This is explicated by their failure to engage the community and the firefighting departments over potential challenges. Finally, it is clear that despite the strong agreements scales recorded on the agreement scales in the table, the correspondence as recorded by Sinai residence was generally wanting. Meng, Berger & Heyman, (2011) observed that Good stakeholder relationships are the cornerstone. It is therefore important to have a good brand reputation. It is often said that it is easy to look good when things are going well, but when pushed against the wall, that’s when to find out just how good the organisation is.

5.2.3 To establish how the leaders in the oil industry in Kenya communicate with internal public during crisis

Internal communication to the public from the organisation was considerably effective considering that most of the respondents believed that there an almost smooth flow of information within the organisation. One key and admirable quality that was identified was that the conflict resolution mechanisms seem to have taken shape well in the organisation. This agrees with Frandsen & Johansen, (2011) who indicated that internal crisis communication is important because it helps to mitigate the stress crises produce
for employees and to illuminate how employees can become ambassadors (an asset) during a crisis.

To support this claim, the study recognised indeed that the number disagreements between employees and petty talk were not primal to defining the forces which determined the dissemination of critical information. Similarly, the UoNCP (2014) affirms that there is no doubt that the handling of corporate communication the world over has transitioned, hence if an institution/organisation has to stay alive, it must therefore employ effective communication strategies when dealing with all its stakeholders.

On the other hand, the employees seemed oblivious of the code of conduct from within the organisation. Perhaps in recognising this, the respondents from KPC found this to be a key determinant. Not that this was an insinuated occurrence, but recognition of ethos in the organisation is by far a complement. A study by Mazzei & Ravazzani, (2014) in Italy illustrated the underuse and the value of internal crisis communication. Surveys and interviews with managers and employees found that managers felt they have been effective at crisis communication with employees while employees felt the crisis information was of poorly quality and were negative toward the internal crisis communication they experienced.

5.2.4 To establish how the leaders in the oil industry in Kenya communicate with the media during crisis

The findings of the study revealed the best way to approach the media is for oil industries to embrace honesty as the best policy practice since transparency creates
trust. Utz and Goritz (2011) identify that blogs are effective tools for repairing an organisation’s image and reputation while preventing a boycott in crisis situations.

Majority of the respondents indicated that acting defensively will not adhere the company to the public and only cause suspicions on their part. Further, it was established that crisis situations are often framed by media coverage, which means reporters are typically the first audience considered. Stephens & Malone (2009), who claim that people usually tend to rely on word of mouth by using social media instead of searching for information directly from a corporate website or blogs.

Hence, the companies need to get a head of them by strategising effectively in order to relay information that wouldn’t compromise its corporate image. Dekay (2012) found in his study that almost half of the organisation that were studied had the habit of deleting negative comments they received in Facebook.

Notably, the employees at KPC indicated that effective crisis communications are not difficult, but they require advance work in order to minimise damage. Gray (2003) affirms that crisis communication is vital to successful crisis management and is therefore more about managing the cause, effect, and stakeholder opinion of a crisis. As such, crisis communications team are expected to be led by staff who have been pre-screened, and trained, to be the lead and/or backup spokespersons for different channels of communications. On the same breath, Holmes (2011) asserts that poor communication practices can hinder an institution’s mode of crisis communication through spread of untruths at rapid speed for example, via unethical media practices as well as social media malpractices.
In addition, the study found that it is paramount for oil industries to establish notification systems that will allow them to rapidly reach your stakeholders and keep them informed about the crisis. A study by Axel (2014) shows how the different types of social media are important in ensuring effective crisis communication in their capacity to provide the right information at the right time to the right people.

5.3 Conclusion

The study concludes that before the fire people of Sinai slum lived a normal life and was stable. The residents were greatly affected by the fire outbreak and many lost their loved ones, marriages broken (separation, divorce, and being widowed), orphans which led to people being subjected to untold suffering. Given these findings, it is apparent that the residents of Sinai slum were gravely hurt both socially and economically.

The study also concludes that the main contributions to the disaster were mainly linked to the crisis management strategies that were employed by the KPC. Prior and even continuous communications should have been facilitated by the company. This entails continuous education to the residents on how well they should respond in case of any crisis. However, because of lack of communication before and after the incident, the people have developed negative attitude against the company. This is a potential cause for people portraying the company in a negative light. If the company had a good sense of corporate responsibility, then it would probably avert such challenges. Further, the study established that the blame did not only lie with the company but also with the general public for their failure to create linkage to the site.

For a continuous and perpetual positive coexistence of the company and the people, there is need to enforce the Corporate Social Responsibility (CSR). CRS simply refers
to strategies corporations or firms conduct their business in a way that is ethical and society friendly. It can involve a range of activities such as working in partnership with local communities, building a socially sensitive investment, developing relationships with employees, customers and their families, and involving in activities for environmental conservation and sustainability. Besides building a good CRS there also need to have a working internal system that would harbour all the positive practices.

5.4 Recommendations

The government should institute and install compatible measures to curb disaster occurrences in companies like KPC. This could be done by incorporating these measures in the constitution and other policies guiding disaster management so that the relevant agencies will always be prepared in case of a disaster occurrence. Additionally, having a functional agency would increase co-ordination with oil selling companies in terms of disaster management and even preparedness.

Policy orientations should be enacted from within the parliament. This includes laws enforcing such policies. Some suggestion on this case scenario would be to declare the lands that has infrastructure for distribution of oil unfit for settlement. It should also be noted that parliament should pass Bills which recommend the recruitment of qualified staff in the sector of disaster management. This will facilitate appropriate handling of disaster as the right personnel will be recommended for the right job.

During a crisis situation it is important to involve the media because the media is a powerful medium of communication. It is important to stay in touch and update the media of the situation at hand so that they can communicate the same to the stakeholders internal and external alike. Failure to do so opens avenues of media
speculation, leading to misreporting and in the process fuelling the crisis further. Other respondents felt that enough was not being done in terms of engaging the media because occasionally the institution will release a press release. It also emerged that on many occasions the media try and force stories out of the stakeholders on issues that affect the institution thus not representing the true position of the institution.

The study further recommends that both the National and County government should lend victims of Sinai fire some soft loans to start small business enterprises to uplift their living standard and also to have a source of living. There is also need for the government to come up with slum relocation programmes in this area. They should construct permanent modern houses somewhere else so that the slum dwellers could relocate or compensate them to vacate the area to avert further calamities.

The relative authorities (the government) should find a much better way tackling people’s attitudes and perceptions towards communications that are of benefit to them. Organizing awareness drives on fuel siphoning regularly and not only when a tragedy occurs will help empower citizens to make sound judgments in matters related to fuel siphoning. Further, heavy penalties to relevant companies on ignorance and carelessness leading to fuel fire should be imposed to make them more careful and more concerned to protecting the ordinary citizens, this should also apply to those found siphoning fuel.

5.5 Recommendations for Further Research

The study recommends that future research should focus on the efficacy of a multi-stakeholder approach in defining policies that guide disaster preparedness to ensure that roles are defined and to promote accountability. Such a study should involve representatives from government, non-governmental organisations, donors, academia,
beneficiaries, media and other development practitioners in the disaster preparedness sector.

Study should also be done to assess the adequacy of the policy, legal and institutional frameworks that guide the response to disasters in Kenya. Evidence from the study shows that disaster response activities have been poorly coordinated, due to lack of standard operational procedures and disaster emergency operation plans. These situations have remained a challenge that has led to duplication of efforts and wasteful use of resources. It also has also exposed disaster victims to greater risks and slow recovery. A study on these factors can cure and offer more helpful avenues to effectively respond to a crisis.
REFERENCES


Appendix I: Questionnaire for Sinai Residents

Kindly answer all the questions to the best of your ability. The information provided will be treated with utmost confidence and strictly used for academic purposes only.

Section A: Background Information

Number of years you have been a resident ________________________________

Please indicate your Gender

Male [ ] Female [ ]

Please indicate your Age:

Less than 30 Years [ ] 31-40 Years [ ]
41-50 years [ ] More than 50 Years [ ]

What is your highest level of education?

Secondary level [ ] College level [ ]
University level [ ] Post graduate level [ ]

What is your main occupation?

Public Employment [ ] Private Employment [ ]
Self-Employment [ ] House Wife [ ]

Marital Status

Married [ ] Single [ ]
Divorced [ ] Separated [ ]
Widowed [ ]

Section B: Risk Perceptions and Risk Reduction Strategies of the People Following the Sinai Fire Accident

To what extent was the Sinai community way of life affected from the 2011 Sinai fire disaster?

Very great extent [ ] Great Extent [ ]
What are the factors that increase exposure and vulnerability to fire risk in this area?

(Multiple responses allowed)

Poverty [ ] Housing [ ]
High population density [ ] Illegal electricity connections [ ]
Lack of access roads [ ] Solid waste accumulation [ ]
Others (specify) -------------------------------------------------------------

What do you think are the cause’s fires in this area?

Domestic violence [ ] Electric faults [ ]
Cooking fuels [ ] Arson [ ]
Others (Specify)-------------------------------------------------------------

If affected by a fire, where would you stay?

In the streets [ ] With friends [ ]
With relatives [ ] Go to the rural area [ ]
With unaffected neighbours [ ]
Others (specify)-------------------------------------------------------------

Where did the Sinai fire originate from?

Cigarette smoking [ ] From within the house [ ]
From the neighbourhood [ ] Do not know [ ]
Other (specify)-------------------------------------------------------------

Do you feel that the ministry and the Kenya pipeline company is doing enough to help you in coping with fire outbreaks?

Yes [ ] No [ ]

Are you aware of any measures that you can put in place to stop a fire?
Yes [ ] No [ ]

If yes, what measures are you aware of?

Do you know of any trained fire-fighters within the community?
Yes [ ] No [ ]

How do you communicate with the fire brigade in the event of a fire outbreak?
Call them directly via cell phone [ ]
Call them directly via landline [ ]
Call the police to inform them [ ]

THANK YOU FOR YOUR TIME
Appendix II: Questionnaire for Kenya Pipeline Company

Kindly answer all the questions to the best of your ability. The information provided will be treated with utmost confidence and strictly used for academic purposes only.

Section A: Background Information

1. Gender
   Male [ ]
   Female [ ]

2. Age:
   Less than 30 Years [ ]
   31-40 Years [ ]
   41-50 years [ ]
   More than 50 Years [ ]

3. Highest level of education
   Secondary level [ ]
   College level [ ]
   University level [ ]
   Post graduate level [ ]

4. How long have you worked in this organisation?
   1 - 5 years [ ]
   11 - 15 [ ]
   6 - 10years [ ]
   Above 16 years [ ]

5. Have your organisation been faced with any crisis situation in the past?
   Yes [ ]
   No [ ]

Section B: Communication Competencies of corporate leadership in crisis management in the oil industry in Kenya

6. What Competencies do corporate leaders in the oil industry in Kenya poses to manage crisis?

   ........................................................................................................................................
   ........................................................................................................................................
7. To what extent do the above competencies affect crisis management in your company?

   To a very low extent  [ ]   To a low extent  [ ]
   To a moderate extent  [ ]   To a great extent  [ ]
   To a very great extent  [ ]

8. Kindly indicate your level of agreement to the statements below relating to the crisis situations affecting crisis response strategies in your company. Use a scale of 1-5, where 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly agree.

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<td>The company has been hit by employees strikes in the recent past</td>
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<td>The company has suffered market crashes on the securities exchange</td>
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<td>There has been shortage of labour opportunities in the company</td>
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<td>The company has suffered loss of important information and organisational records</td>
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<td>There has been tampering of company products that could lead to discrediting in the market</td>
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<td>We have experienced rumours and gossip which could hurt the reputation of the organisation</td>
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<td>We have lost key executive members of the team to competitors</td>
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<td>There has been fire outbreaks in our key operating plants</td>
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9. In your own view, what are the other crisis situations affecting crisis response strategies?

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   ………………………………………………………………………………………
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   ………………………………………………………………………………………
Section C: Leaders Communication with External Public during Crisis

10. Does your organisation have someone/department that is responsible for communicating with External Public during Crisis?

   Yes [ ]    No [ ]

11. If yes, how effective have these person/department being in disseminating information with the External Public during Crisis

   Effective [ ]    Very effective [ ]

   Not effective [ ]

12. How does your organisation communicate with the External Public during Crisis?

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

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

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

13. To what extent are leader’s communication response strategies used in averting crisis situations in the company?

   To a very low extent [ ]    To a low extent [ ]

   To a moderate extent [ ]    To a great extent [ ]

   To a very great extent [ ]

14. Kindly indicate your level of agreement to the statements below relating to the leader’s communication response strategies used in crisis situations in the company. Use a scale of 1-5, where 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly agree.

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<td>Leadership style largely influences public’s expectations</td>
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81
Leaders’ skills on emotional management play an essential role in solving decision-making conflicts

Leadership role enactment and leaders’ decision-making behaviour are significant predictors for organisational structural design

Applying effective communication leadership skills in crisis preparedness is essential

Leadership communication prior to a crisis can impact on post-crisis communication

Established stakeholder relationships are critical to effective crisis management

Effective crisis management handles the threats sequentially

The emphasis on organisational values have a profound impact on crisis communication

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<th>15. In your own view, what are the other leader’s communication response strategies used in crisis situations in the company?</th>
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Section D: Forces within the Organisation affecting Effective Crisis Communication

16. To what extent do forces within the organisation affect effective crisis communication?
   To a very low extent [ ] To a low extent [ ]
17. Kindly indicate your level of agreement to the statements below relating to the forces within the organisation that affect crisis response strategies. Use a scale of 1-5, where 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly agree.

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<td>The organisation cannot progress without the commitment and dedication of its employees</td>
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<td>Dissatisfaction among employees may lead to conflict between management and employees</td>
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<td>Delays and unnecessary debate quickly undermines the confidence in the team and its approach</td>
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<td>Failure to recognise the implied duty behaving morally translates to significant negative media and personal reaction</td>
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<td>Failure by the organisation to put peoples interests far ahead of cost considerations affects communication</td>
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<td>If the company has taken a shoddy or lax approach to serious events in the past dampens stakeholders’ beliefs</td>
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<td>The absence of a coherent plan affects effective crisis communication</td>
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<td>Lack of proper information affects effective crisis communication</td>
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18. In your own view, what are the other forces within the organisation affecting crisis response strategies?

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........................................................................................................................................
Appendix III: interview guide for the Ministry Officials

i. Are you familiar with the 2011 Sinai fire inferno? Kindly explain briefly.

ii. Are you satisfied with the way the crisis was handled? If NO, what could have been done better?

iii. Do you have a Crisis Management Team in place? If yes/no Explain

iv. What Competencies do corporate leaders in the oil industry in Kenya poses to manage crisis?

v. How do the leaders in the oil industry in Kenya communicate with external public during crisis?

vi. What are the channels and or platforms of communication that are used to avert crisis situations in the organisation?

vii. What are the challenges or limitations faced when handling crisis episodes in the oil industry in Kenya?

viii. What channels or platforms of communication are ideal in crisis mitigation in the oil industry in Kenya?

ix. How in your opinion should a crisis episode (Like Sinai fire incidence) be handled in the oil industry in Kenya?

x. Do you think the timing of the message during a crisis is critical? If yes, explain

xi. Do you think crisis preparedness is necessary in crisis mitigation? Explain

xii. What do you expect should happen during a crisis as a stakeholder?

xiii. As a stakeholder, do you know what your role is in crisis mitigation?

xiv. What in your opinion as a stakeholder are best practices for crisis preparedness?
Appendix IV: Names of the Interviewees

i. Antony Rugendo Mugo

ii. Josphat Kuria Gachunga

iii. Margaret Wangu Njeru

iv. Milka Akinyi

v. Tetfine Onyango

vi. Winfried Mwende Mutuku

vii. Bonface Kilozi Kisilu

viii. Stanly Mbogo Muthee
Appendix V: Certificate of Field Work

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 2017/2018 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: K50/88197/2016
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