AN ANALYSIS OF INTERNAL COMMUNICATION PRACTICES IN THE HOSPITALITY INDUSTRY. A CASE OF FIVE STAR HOTELS IN NAIROBI COUNTY

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DECLARATION

This project is my original work and has not been presented for a degree in any other university.

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This project has been submitted for the examination with my approval as the University supervisor.

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DEDICATION

I dedicate this research project to my family, specifically my parents, Anne Chelagat and John Sum, for their moral and financial support, encouragement, and sacrifices. My siblings, Joy Chelimo Sum and Jeff Kiprop Sum, for your unwavering support, encouragement, and love throughout my studies and research writing process.

I truly appreciate all you have done for me and May the Almighty God bless you all.

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ABSTRACT

Effective internal communication is important in the hospitality industry. Hotel establishments should practice effective internal communication, which increases employee satisfaction, productivity, performance, and motivation, customer satisfaction, and business profitability. This study sought to investigate internal communication practices in the hospitality industry, specifically in five-star hotels within Nairobi County. The study objectives were to analyze communication channels and tools used in hotels, investigate information and communication flows, and investigate the role of internal communication on employee job satisfaction in the hospitality industry. The study was grounded in systems theory. Descriptive research design was employed in this study. A mixed methods approach was used to address the research objectives using both qualitative and quantitative research approaches. The employees and managers of the front office and food and beverage service departments were the target population of this study. Purposive sampling was used to select the participants and respondents for this study. Interview schedules were used to collect qualitative data from managers through key informant interviews, while questionnaires were used to collect quantitative data from employees. Descriptive analysis was used to analyze quantitative data and present it in the form of descriptive statistics using frequencies, percentages, and means. Quantitative data was presented in the form of tables, bar charts, and pie charts. During the analyzing process, Thematic analysis was used to determine qualitative data. A narrative form was used to present the results. The findings revealed that communication channels were effective and that written communication was the most preferred form of communication. Additionally, the findings revealed that emails, WhatsApp, newsletters, and notice boards were the most commonly used communication channels. Downward, upward, and horizontal information and communication flows were effective and ensured there was effective one-way and two-way communication in the hotel establishments. The study also established the role of internal communication on employee satisfaction as follows: it boosts coordination of work amongst employees and keeps them informed about what is taking place in the hotel; it makes it easy for hotel employees to gather feedback from hotel guests and managers; it facilitates effective productivity of employees and the hotel at large; it enables employees to share their opinions and challenges; and it empowers employees with information about the hotel's organizational policies, strategies, core values, mission, and vision. Finally, the study found a direct relationship between internal communication and employee job satisfaction and that internal communication affects employee job satisfaction. The study found that if internal communication is effective, employees are satisfied with their jobs, perform better, customers receive quality services, and therefore there is an increase in business profitability. Consequently, the study recommends that five-star hotel establishments should give appraisals to employees based on their job performance because, through appraisals, employees get motivation, and it is also important for the growth of employees and the hotel as a whole. The study recommends that hotel management should ensure that there are effective internal communication practices in the hotel establishments, as this will ensure that hotel operations and functions are well run and that both employees and customers will be satisfied with the hotel. The study also recommends five-star hotels carry out employee surveys, as employee surveys assist the management of hotels in gauging employee satisfaction towards their work and their attitudes and opinions towards their work. Further studies should be undertaken on the analysis of external communication practices in the hospitality industry.

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LIST OF ABBREVIATIONS

CBK   Central Bank of Kenya

GDP   Gross Domestic Product

IC   Internal Communication

OC   Organizational Communication

RMS   Royal Media Services

TRA   Tourism Regulatory Authority

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter presents a general view of internal communication and the hospitality industry. It also presents the statement problem, goals of the study, research questions, importance of the study, justification of the study, scope and limitation of the study, as well as operational terms.

1.2 Overview

1.2.1 Internal Communication.

In today's business environment, effective communication is crucial to an organization's survival. Communication is a process, and it is involved in the building of relationships between a company and its associates, both internal and external, and this is done through the exchange of information. The process includes a sender, message, channel, recipient, and feedback. It allows information about products and services offered by an organization to be disseminated to its stakeholders. Internal stakeholders are the employees of hotel establishments in this study. Effective communication enables employees to understand the goals and objectives that need to be achieved.

According to Goldhaber (1993), communication is the organization's lifeblood; the glue that holds it together; the oil that smooths out its functions; the thread that knits the system together; and the binding agent that cements all relationships. It is through this that we can see the importance of communication in organizations and establishments, including those in the hospitality industry. Hearn & Ninan (2003) emphasize the importance of communication in management roles such as leading and delegating responsibilities. They demonstrate how mismanagement can result from lack of effective communication, which can wreak havoc on an organization's ability to run smoothly. Internal communication allows management and staff to better understand one another, collaborate, and address problems as they arise.

Internal communication is one of the most crucial components of how an organization runs. According to Cornelissen (2014), internal communication is also known as employee communication. According to Riel & Fombrun (2010), management communication, marketing communication, and organizational communication all form part of corporate communication. Organizational communication encompasses internal communication and is

aimed at employees or the internal public of an organization. Therefore, internal communication is a branch of organizational communication that takes place when the internal public or the employees of an organization exchange information amongst themselves. Internal communication is the exchange of information among employees of an organization (Cornelissen 2014). Internal communication refers to communication between employees or members of an organization to better understand the company's operations, as well as communication between individuals, individuals and groups or departments. Tkalac Verčič and Pološki Vokić (2017) also mentions that internal communication refers to all forms of communication between employees or members of an organization.

In Goldhaber's (1993) words, "Organizational communication occurs within an open system which is influenced by its internal and external environments. Messages and their flows are all included, as well as their purpose, direction, and medium (channels). It also involves people's thoughts, feelings, relationships, and skills". Similarly, Shockley-Zalabak (2015) states that organizational communication is the process through which organizations are created and, in turn, create and shape events. In organizations, communication is vital. People, messages, meaning, realities, and purpose all interact in the communication process. Organizational communication (OC) ensures there is an adequate flow of information within an organization. Effective communication within an organization ensures goals and objectives are met, employees are able to communicate with each other as well as external stakeholders, and relationships are maintained.

Every organization has a vision, mission, policies, strategies, objectives, and activities that take place. Employees need to be informed of them, and in turn, the organization can perform better in terms of profitability, work relationships, and have a positive reputation. This can be done through internal communication. Ruck (2015) shows that in organizations, effective communication leads to higher organizational performance, employee satisfaction, and better employee relationships. In hotels, if internal communication is not carried out well, there will be a negative impact on hotel operations and activities. This is because hotel departments depend on each other for teamwork and coordination in order to execute smooth hotel operations. One department cannot carry out activities without informing the rest of the hotel departments as it may cause some form of havoc or disruptions to the hotel operations and activities. Poor internal communication leads to poor performance, lack of competitiveness, hindered internal information flow, and low employee commitment, Nakamura et al. (2017).

Luturlean & Anggadwita (2016) observe that every hotel aims to provide a positive customer experience in order to create customer loyalty that has an impact on the level of customer revisit intention. The hospitality industry significantly relies on employees to achieve consumer-related objectives. This can be achieved through effective communication. Internal communication that is both effective and efficient, enriches the lives of employees and, as a result, improves customer happiness and satisfaction, profit growth, and overall company success. Internal communication provides a competitive advantage, not only because of increased employee satisfaction and productivity, but also because of the positive contributions that well-informed employees can make to a company's external public relations efforts and the achievement of the organization's goals.

1.2.2 The Hospitality Industry

The hospitality sector encompasses everything from hotels, event planning, theme parks, transportation, and cruise lines to other tourism-related sectors. The hospitality industry is a several-billion-dollar industry that mostly depends on the availability of leisure time and disposable income Koskei (2014).

In the global context, the hospitality industry within the travel and tourism sector is among the rapid growing economic activities globally. The industry has grown globally due to a strong economy, digital innovation, and rising consumer purchasing power. Technological applications such as Airbnb and Booking.com have made it easier for travelers to reserve accommodation compared to a decade ago. The World Tourism and Travel Council highlights that travel and tourism contributed to one out of every four new jobs created globally prior to the COVID-19 pandemic, 334 million of all jobs and a global GDP equivalent to 9.2 trillion US dollars. The contribution of tourism and travel towards the GDP of the global economy declined due to the COVID-19 pandemic and travel restrictions. According to the World Leading Hospitality and Tourism Network, the pandemic's economic recession caused businesses and individuals to reduce their travel expenditures. This has led to lower industrial revenue, layoffs, and a tighter job market.

The industry comprises the world's largest hotel chains, such as Sofitel, Novotel, Sheraton, Hilton, Marriott, and many others. These hotels are characterized by high profits, many employees, and massive capacity in terms of rooms for their clientele. For the hotels to remain profitable, customer service and customer satisfaction remain key in maintaining their

clientele due to their competition. Effective communication is essential in retaining clientele, and this starts with the employees within the hotel establishment. Today, the sector directly employs millions of people and indirectly employs countless more. The employees who get to interact one-on-one with customers need to have good communication skills, customer service skills, good client relations, and strong attention to detail. Clients are willing to pay for top-notch services and products, and they need to be satisfied and fulfilled.

Similarly, Africa's hospitality industry is growing, with a surge in both international and domestic travelers. Rosenthal (2018) noted that in the face of economic and political instability, drought damage, and other regulatory changes, tourism in Africa has proven to be resilient. Dieke (2020) enlists South Africa, Kenya, Mauritius, and Zimbabwe as some of the large tourism destinations in Africa. These are leading tourism destinations in Africa due to their facilities such as sandy beachfronts and wildlife parks, popularly known for safaris. Benzitouni (2019) observes that hotel competition in Africa has continued to grow with an increasing capacity of 76,322 rooms in 2018 across 100 hotel brands. Some of these hotel brands are the Hilton hotels and resorts as well as the Radisson Hotel groups. Bhatnagar (2019) observes that personalized guest services within the hospitality industry are instrumental in growing the customer base. He further explains that personalizing these services from the initial stages of customer engagement is non-negotiable. This enhances customer loyalty to the hotel, hence facilitating its profitability and, consequently, its growth.

In step with this, Kenya's hospitality industry is rapidly growing in Africa. The hospitality sector is regulated by the Tourism Regulatory Authority, which is a corporate body mandated to regulate the tourism sector under the Tourism Act No.28 of 2011 (Tourism Regulatory Authority). Rosenthal (2018) confirms that the hospitality industry generates the second highest foreign exchange earnings, accounting for around 10% of the country's GDP. Some of Kenya's tourist attractions include wildlife national parks, wildebeest migrations, and beaches along the Indian Ocean. Nairobi city is a popular tourist destination and has a thriving hotel industry. It is also home to one of Africa's busiest international airports, Jomo Kenyatta International Airport. The city also houses the headquarters of the United Nations Environmental Program as well as numerous consular offices, giving it an advantage for the hotel industry.

Prior to the COVID-19 pandemic, the accommodation and food services sectors were a key contributor to the performance of services in the economy, according to the Central Bank of Kenya (2021). The hospitality industry was impacted heavily due to the ban on travel and social gatherings caused by the COVID-19 pandemic. According to a Central Bank of Kenya (2022) report, the levels of operations and employment in the hotel sector have greatly improved by 85% as of December 2021. This shows that the sector is recovering and improving in terms of operations.

1.2.2.1 Classification of Hotels in Kenya

Worldwide, hotels are classified according to different standards. There is no standardized system for rating hotels, although the most popular system uses stars, which range from one to five stars. Star ratings are a means of categorizing hotels based on the standards they uphold and the services they provide. To assure quality of service and uphold high standards, TRA classifies all tourist and hospitality establishments in the country. The number of bars, lounges, and restaurants, as well as the elaborateness of the decorations and furnishings, all contribute to the star rating. Nzioka & Njuguna (2017) highlight that hotels in Kenya are classified into a star-rating system that includes five-star hotels—the highest luxury, four-star hotels, three-star hotels, two-star hotels, and one-star hotels.

Five-star hotels in Kenya are classified under town hotels. The highest rating of hotels indicates premium luxury. These show that major clients are receiving luxury and high-quality services, resulting in high customer expectations and shifting preferences. According to TRA, there are 11 five-star hotels in Kenya, namely; Hemmingway's Nairobi, Intercontinental Hotel, The Sarova Stanley, Radisson Blu Hotel Nairobi, Villa Rosa Kempinski, Fairmont The Norfolk, Sankara Nairobi, The Boma Nairobi, The Tribe Hotel, Dusit D2 and The Crown Plaza Nairobi Airport. Some of these hotels have completely shut down operations while others were temporarily closed due to the COVID-19 pandemic and other factors.

The hotel industry, under the tourism sector in Kenya, plays an important role in the economy as it contributes to the Gross Domestic Product (GDP). In this industry, internal communication plays a vital role. It enables employees to understand the vision, goals, objectives, and activities within the hotel establishments and also gather feedback that would improve the hotel operations. The hotel industry, which is a service sector, relies on effective

internal communication among employees to assure the delivery of high-quality services (King & Lee, 2016). It also enables hotel employees to establish and understand the needs, wants, and expectations of customers in order to cater to them. This in turn ensures customers receive quality service as well as timely, personalized responses when seeking information. Customers pay for a good experience, which is largely determined by the quality of service offered. Communication aids in building and retaining a customer base for hospitality establishments.

1.3   Problem Statement

High competition characterizes today's business environment. As a result, businesses are looking for ways to sustain client relationships in order to grow their businesses, Al-Rabayah et al. (2017). Effective communication ought to take center stage in the business development strategies, given that customer satisfaction in the hospitality industry relies to a large extent on the customer experience derived from interaction with the staff. Customers pay for a good experience, which is largely determined by the quality of service and products. Communication is a major factor in ensuring quality service, as customers need a timely response and a personalized response when seeking information.

Despite communication being at the core of businesses, organizations, and customer service, most establishments in the hospitality industry lack a well-established communications department. The marketing department tends to handle communication roles and functions. Ha & Ferguson (2015) point out that in an organization, marketing and communication are strongly intertwined. According to Moye & Langfred (2004), the conceptual uncertainty of communications and marketing functions often leads to overlapping work and disagreement within the departments, having a negative impact on organizational management. Even though some of the functions complement one another, they both execute different functions. The personnel who handle communication functions within the marketing department tend to be marketing professionals rather than communication professionals. Marketing professionals tend to prioritize sales and promoting the products and services of the hotel as opposed to communication with employees. This undervalues internal public communication.

Within the academic world, communication studies in the hospitality and hotel industry are somewhat underdeveloped, as few studies have been undertaken to examine internal communication practices in the hospitality industry. This is significant, given the abundance

of academic research on communication in telecommunications, government, banking, and other industries, as well as the critical role communication plays in these fields (Chepkemboi, 2021; Muasya, 2020; Muriungi, 2021; Ndulili, 2018).

This study therefore analyzed internal communication practices in the hospitality sector, with a focus on five-star hotels in Nairobi County. Findings from this study were used to make recommendations that players in this industry can apply to improve their business operations.

1.4 Research Objectives

1.4.1 General Objective

The general objective of this research was to analyze internal communication practices in the hotel industry in five-star hotels within Nairobi County, Kenya.

1.4.2 Specific Objectives

1. To analyze the communication channels and tools used within hotels.

2. To investigate information and communication flows practiced among staff within hotels.

3. To examine the role of internal communications on employee job satisfaction in the hospitality industry.

1.5 Research Questions

1. Which communication channels and tools are used in hotels?

2. Which information and communication flows are used in the hotel?

3. What is the role of internal communication on employee job satisfaction?

1.6 Significance of the Study

The study sought to examine internal communication practices in the hospitality industry, specifically five-star hotels in Nairobi County. The study's findings will be valuable in theory and practice. The study is important from a theoretical point of view in that it will present a new view of internal communication practices in the hospitality industry, particularly in five-star hotels. The findings of this study will contribute to the academic extension of existing knowledge of internal communication. The study will also provide a useful basis upon which further research on internal communication in the hospitality industry can be undertaken.

For practice, the study will contribute to internal communication and specifically demonstrate the ability of the hospitality industry to use internal communication to enhance employee relations, which affects customer retention, service delivery, and business profitability. The study will help hotel managers and employees to understand the importance of effective communication within their hotel establishments.

1.7   Justification of the Study

The objective of this research was to investigate the internal communications practices in five-star hotels within Nairobi County. To achieve this, the study looked at different aspects of internal communication, such as the communication channels and tools, communication and information flows, and the role internal communication on employee job satisfaction. While research has been done on internal communication practices in other industries and establishments, little has been done on the hotel industry. The findings of this study will therefore serve as a baseline for further research on internal communication practices in the hotel industry, as well as provide information on how hotel establishments can fully utilize internal communication in their day-to-day business in order to enhance customer retention and increase profitability.

1.8   Scope and Limitations of the Study

The study analyzed internal communication practices in the hospitality industry, specifically, five-star hotels within Nairobi County. The study limited its focus to internal communication variables such as communication tools and channels, information and communication flows and its role on employee job satisfaction. The study was conducted from September 8th, 2022, to October 19th, 2022. The study targeted managers and employees of different hotel departments, such as the front office and food and beverage service department.

A major limitation of this study was the unavailability of employees of the hotel establishments due to their busy work schedules as well as different work shifts. This in turn led to a longer time frame for data collection than anticipated since employees were held up with their official work duties. It took numerous visits and follow-ups to obtain the needed data.

1.9   Operational Definition Terms

The following are the operational definition of terms as used in this study:

i.   Communication: The process through which hotels reach out to potential and existing customers with the purpose of informing them on the establishment's new products and services as well as gathering feedback.

ii.   Communication channels: In this study, communication channels are mediums, such as websites, social media platforms, radios, and telephone calls, that hotels use to disseminate information to customers.

iii.   Communication flow: in this study, communication flows refer to the way in which information is shared from hotel managers to employees and vice versa, and also between employees of the hotel.

iv.   Internal communication: In this study, internal communication refers to the forms of communication within hotels as well as the exchange of information among employees.

v.   Employee job satisfaction: Job satisfaction is the level of satisfaction that a person feels towards their job and the optimistic attitude that employees have about their work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter includes a review of the literature in relation to the study's objectives: internal communication and its role in employee job satisfaction, communication tools and channels, as well as communication flows. The chapter will try to identify the knowledge gap by critiquing the literature of different academic scholars who have studied related topics. Finally, the chapter explains the theoretical framework as well as the conceptual framework.

2.2 Internal Communication

Communication is the backbone and lifeblood of organizations. Chmielecki (2015) states that the lifeblood of the company is frequently referred to as internal communications. It is a fundamental component of any organization. It is through communication that relationships are formed, information is shared, and objectives and goals are achieved. Vaishnav (2016) underscores this by defining communication as a process by which meaning is assigned and conveyed in an attempt to create shared understanding.

Various scholars have expounded on internal communication. For instance, Cornelissen (2014)defines internal communication as the dissemination of information to internal staff through various communication methods. These methods include the communication flow of information (downward, upward, and horizontal communication) or the use of available communication tools and channels. Shockley-Zalabak (2015) describes internal communication as planned and formalized information disseminated to members of an organization. From a strategic point of view, Verghese (2015) asserts that internal communication is viewed as the management of strategic relationships and interactions, impacting organizational effectiveness, and as a systematic process and distribution of information at all levels. This definition is close to that of Welch (2018), who defines internal corporate communication as a strategic communication discipline since it involves dialogue between senior managers and internal stakeholders of an organization. It is through the definition of this academic scholar that employees are regarded as the most important stakeholders in organizations. Every employee should be able to relate to and understand internal communication. For an organization to survive, its employees ought to have access to information about it and understand it.

For an organization to be effective, internal communication should be prioritized. Effective internal communication ensures employees are well informed about what is happening within the organization through communication channels, which, in turn, leads to organizational growth and success. This view is supported by Riel and Fombrun (2010), who argue that internal communication provides efficiency, shared meaning, connectivity, and satisfaction in organizations. According to Sadia et al. (2016), all organizations depend on effective internal communication to succeed and ensure that employees comprehend their contributing role towards how their goals are achieved, thereby adding an input in achieving the company goals. This means that in order to accomplish a common goal or objective, there is a need for information sharing using a variety of communication methods and channels. Musheke & Phiri (2021) reiterate this by asserting that the achievement of organizational goals depends on effective communication. Effective communication improves the business value of an organization, it increases employee job satisfaction, motivation, and organizational commitment, increases work efficiency, generates profitable growth, earns trust, fosters a sense of belonging among employees, raises awareness among them, and engages them. It is through effective internal communication that employees are equipped with the right attitudes, information, and skills to interact with customers in a way that meets their needs and wants.

Anderson et al. (2015) notes that effective internal communication fosters teamwork and productivity by providing information on concerns that employees may have. Pirjol and Radomir (2017) also point out that it is important for managers to engage employees about their roles and duties. Poor internal communication can harm organizational effectiveness and internal relationships if employees don't receive information in ways that are beneficial or acceptable to them (Welch and Jackson, 2007). Ineffective communication can result in misunderstandings, lack of knowledge, poor work performance, and increased staff turnover. Due to this, if employees lack information about their roles and duties, then daily activities and operations cannot be carried out seamlessly. Poor performance results from a manager's inability to effectively communicate with their staff. One of the main causes of uncertainty and poor planning in many businesses is a lack of good communication. This is due to the fact that managers use communication as a source of information when making decisions that have an impact on the performance of the organization. As a result, hotel managers must successfully interact with staff to avoid having a negative impact on the hotel. This

demonstrates the value of effective communication in an organization.

Internal communication serves as a link between departments, managers, employees, colleagues, and everyone else in a functioning organization. According to Muriungi (2021), effective internal communication fosters relationships between management and employees, allowing organizations to achieve strategic objectives. Employees in organizations are kept informed about what is happening in their surroundings by management through effective internal communication. Similarly, Tyohee (2014) asserts that employees of an organization are informed and engaged through internal communication processes. This is because internal communication provides two-way symmetrical communication where information and ideas are exchanged and have an impact on an organization's performance. Yildiz (2015) stresses that effective internal communication is imperative in hotel establishments since interdepartmental cooperation and collaboration are highly valued. Departments within establishments such as hotels need to work together to ensure operations and activities are successful and guests receive good customer care and services. If departments do not work together and communicate with each other, hotel operations cannot run smoothly, and guests will end up dissatisfied.

Organizations require their employees to understand their goals, objectives, mission, vision, and core values for them to be able to function and grow in one direction. Dermol and Širca (2018)point out that employees of an organization need to be informed about the company's vision, mission, values, goals, and objectives and implement them in their everyday practices. This can be done through internal communication. When this is communicated to employees and they put it into their daily practices, it leads to work commitment. Likewise, Talal (2013) holds the view that internal communications play a far bigger role than merely employer branding; they also make sure that staff members are aware of the organization's mission, values, goals, and performance. Talal further explains that, naturally, it serves an informational purpose, but truly effective internal communication also creates an opportunity for workers to have a say in what the company accomplishes and be involved in decision-making. It is therefore important for employees to know and understand the goals, objectives, vision, mission, and core values of their organization, as this allows them to work in the same direction and also decide whether or not they will continue working in that organization. This is because the same employee may feel like the values of the organization do not resonate with their own.

Organizational productivity is highly dependent on internal communication. Yildirim (2014) studied internal communication and hotel productivity and highlighted that it's crucial for organizational coordination and preserving competitiveness that information about the organization is accessible and shared. Yildirim observed that the effectiveness of the internal communication function affects organizational productivity both directly and indirectly since quick processing of information leads to better decision-making. Internal communication aids in adjusting to organizational culture and boosting employee morale, which improves customer satisfaction and service quality. Hotel productivity is highly dependent on internal communication due to the fact that interdependent coordination amongst employees and departments is required for hotel activities to run smoothly and provide quality service and products to customers.

Internal communication plays an imperative role in ensuring employees are fully informed about their roles, duties, and responsibilities in an organization. Dominick (2013) states that one of the roles of internal communication in an organization is to ensure employees understand their duties and responsibilities. Likewise, Holá (2012) points out that internal communication is used to manage their job responsibilities, and they first want fundamental information. In contrast, while studying internal communication in a religious institution, Muasya (2020) found some employees are not sure of their specific duties and responsibilities, as well as new ones that come with changing times. This could be a result of ineffective communication channels and employee ignorance. Internal communication connects employees to their given duties and responsibilities and improves employees' job satisfaction as it gives them an avenue to converse with their managers and give feedback about their duties, responsibilities, and working conditions.

Change management requires effective internal communication in organizations. IC is required for communication of changes in organizational structures, roles, and duties, as well as activities. Saáry (2014) discusses internal communication and change and emphasizes the importance of appropriate communication in a successful organization. Similarly, Jakubiec (2019) posits that it is through internal communication that employees are informed of any changes to procedures and policies related to their work. Jakubiec stresses that this helps employees prepare for change and supports them through it. Chepkemboi (2021) presents a similar argument that internal corporate communication is used to communicate change, and when it is done prior to implementation, it allows employees to adjust to the change. For an

establishment like a hotel, changes in work schedules, duties, activities, guest arrivals, etc. take place regularly, and it is important to communicate this to employees beforehand. It gives them ample time to organize and arrange themselves without affecting the hotel's operations and activities.

Internal communication is a fundamental aspect of every organization, in light of all that has been mentioned above. IC is efficient as it disseminates information to employees and ensures they have understood it. It is a pillar in organizations, and it benefits both the organization and its employees. As Pipaş & Bakri (2019) state, effective communication is the key to the success of a modern organization. They state that, as part of their organization, internal communication enhances employees' trust in the organization's vision and mission, connects employees to the business's reality, achieves goals, strengthens the organization's development process, facilitates necessary changes to progress, and contributes to changing employee behaviors. Chmielecki (2015) observes that the effectiveness of the entire organization can be increased through effective internal communications. People perform better work, and the organization's work is completed more effectively, when they have appropriate information, rapid access to, and strong relationships with other members of the team. Additionally, it makes people feel better about their jobs and the company as a whole.

Organizations' success and failure are determined by internal communication. Without it, employees wouldn't be able to understand the policies, mission, objectives, and goals of the hotels. It is essential to be clear when communicating change. If it is ineffective, it would lead to confusion among employees, who wouldn't know their duties and responsibilities, and the operations and activities of the hotel wouldn't be seamless. It is also used to build shared meaning among employees of a hotel towards hotel objectives and goals and help them work towards attaining them.

2.3   Formal and Informal Communication

Internal communication includes formal and informal communication. Formal communication is planned communication within organizations that takes place within the organizational structure. Saleem & Parveen (2017) describe formal communication as a prescribed, formal means of sharing information in organizations. Moreover, Meng et al. (2016) observe that the majority of communication inside an organization is formal, which occurs through official designated channels and is linked to work-related issues. Meng et al.

(2016) posit that formal communication is safe, reliable, accurate, and fosters accountability as one can refer back to it. Some of these communication channels and tools include emails, notice boards, social media applications such as letters, memos, newsletters, and meetings that management uses to pass information to employees as well as receive feedback from them.

Formal communication can be oral, electronic (new media), or written. Any type of communication that is expressed in writing and recorded between a sender and a receiver is referred to as written communication. Prabavathi and Nagasubramani (2018) state that the receiver can read the written content several times until he or she fully comprehends it. With a large group of people, written communication is the most effective method of communication. It is less important to interact with the audience. Additionally, it is used for permanent storage and reference. They claim that verbal and visual aids are used to convey information from sender to receiver during oral communication. When oral communication is required, it is effective because it allows people to communicate with each other immediately. Examples of oral communication include presentations, speeches, meetings, and discussions. Oral communication is instant communication, which ensures there is a detailed explanation of policies. It develops direct relationships and facilitates instant responses.

Electronic communication, or new media, has been brought about due to technological advancements. Electronic communications make it possible to instantly and internationally send messages. Electronic media has enabled communication to take place no matter the distance. Can (2019) emphasizes how digital communication channels shield organizations from losing information, time, and storage space. Such channels include such as intranet websites, the internet, blogs, podcasts, and instant messaging services like Telegram and WhatsApp.

Pirjol & Radomir (2017) assert that formal communication methods vary depending on how information is transmitted. In the same way, Wińska (2010) states that formal communication channels flow in a particular direction: downward, upward, or lateral. Formal communication includes a structured flow of information within the organization's structure: downward, upward, horizontal, and diagonal communication. Downward communication is the flow of information from managers at the top of the organizational hierarchy to employees at the

bottom of the hierarchy. Upward communication is the flow of information from the lower levels of an organization to the top. It is most often used by employees to give feedback and raise concerns with their superiors. Horizontal communication is the information flow among departments of an organization that is at the same level of the organizational structure. Finally, diagonal communication refers to the flow of information between employees at different levels of the organizational structure.

Information shared through formal communication needs to be clear and understandable for employees. Muriungi (2021) confirms that formal communication is used to disseminate important information to staff, which is clear and can be effectively used. It is also communicated on time, which enhances job efficiency. Kamanda (2014) presents a similar view that formal communication enables managers and employees to exchange information and have a clear understanding of it. Managers ought to communicate with employees to make them feel like they are part of the organization (Meng et al., 2016).

In organizations, it is important to gather feedback about employees' attitudes towards their work, and this can be done through formal communication. According to To et al. (2015), formal internal communication should include staff evaluations on a regular basis to talk about what employee's desire, in addition to annual surveys of employees to gauge employment quality and attitude toward work. Employee satisfaction with both their work and internal communication will be determined by the survey, which will gather feedback about their opinions, thoughts, and attitudes towards the organization's management and internal communication.

In contrast, informal communication is the opposite. It is also known as the grapevine. Informal communication is neither structured nor official and is unplanned. Kapur (2020) states that informal communication is the unofficial form of communication where information is conveyed between two or more individuals without following any established official norms, protocols, systems, formalities, or organizational structure. Similarly, Xu and Li (2013) assert that the opinions, attitudes, and motivations of employees inside a company can be reflected through informal communication. It is through informal communication that employees in hotels can share with each other their opinions, views, and grievances about what is taking place in the establishment. It can take place through phone calls, text messages, and face-to face conversations.

According to Cornelissen (2014), in organizations, when formal communication ends, informal communication takes over. Informal communication provides an avenue for employees to share their ideas and opinions about information that was disseminated through formal communication channels. Muriungi's (2021) research found that informal communication has encouraged the sharing of ideas within bank departments and also created an open communication climate. These findings are supported by Darukhanawalla (2020), who avers that managers use informal communication channels such as WhatsApp groups for instant communication sharing with their employees.

Since informal communication is spontaneous, direct, and verbal, it doesn't adhere to the rules of formal communication, Sosa et al. (2015). Welch & Jackson (2007) observe that employees on the same level feel at ease sharing information in a less formal setting like face-to-face communication, which helps them to be creative and avoid the back and forth they experience using formal communication channels such as emails. Kamanda (2014) reinforces this view by explaining that allowing room for informal communication encourages employees to make small talk, which fosters a sense of calmness and openness amongst them. This is in spite of the weaknesses of informal communication, such as the high probability of spreading unreliable and unverified information, which causes chaos and breeds conflict amongst employees.

Despite these weaknesses, informal communication serves a unique role in filling gaps left by formal communication. According to To et al. (2015), hotel managers should use informal communication channels to demonstrate care because employees feel it through these channels. Informal communication can cultivate relationships between managers and employees as it provides an avenue for them to exchange ideas and experiences and also ways to improve their work, which in turn leads to employee job satisfaction.

2.4   Internal Communication Channels

According to the Laswell basic communication model, a communication channel is the medium through which information is transmitted from the sender to the receiver and vice versa. Different internal communication channels are used depending on the audience, the purpose of the information being shared or the situation. Dévényi (2016) states that the selection of communication channels by an organization is influenced by a number of variables, including its size, profile, culture, and environment. It may also be influenced by

the credentials of its employees or the stage of technological progress.

Communication channels vary from newsletters, emails, face-to-face conversations, phone calls, and social networking applications such as WhatsApp. Academic scholars such as Berger (2008) and Crescenzo (2011) classify internal communication channels into two main groups: written channels and oral channels, which take place through face-to-face communication. These channels include letters, brochures, reports, manuals, posters, bulletin boards, and e-mail. Face-to-face communication occurs during meetings, focus groups, social events, phone calls, video conferences, and other spoken communication channels when employees interact physically. Pirjol and Radomir (2017) opine that team building and special events such as meetings are effective channels of communication.

Different organizations prefer using certain communication channels over others. In Darukhanawalla's (2020) study, which involved New Zealand hotels, communication was mostly carried out through meetings, emails, and notice boards. Correspondingly, Agarwal (2012) notes that in Uttarakhand hotels, memos and face-to-face conversations are the preferred channels of communication. These findings differ with those of Chepkemboi (2021), who concluded that company memos were poorly ranked as active communication channels and that other communication channels, such as emails, were preferred over them. These divergent conclusions on the preferred methods of communication from studies done in various organizations depict the complementary roles played by formal and informal communication channels within organizations.

Tkalac Verčič and Špoljarić (2020) point out that employees' needs and preferences should be considered when organizations are selecting appropriate communication channels and tools to pass on information. (To et al., 2015), assert that hotel managers should utilize informal communication channels because, through these channels, employees feel the care given by the organization and management. This could be done through face-to-face interactions.

According to Sanina et al. (2017), a communication channel is a means of communication that an organization can either select to use or decide not to use. In some situations, a specific channel might be the preferable choice, while in others it might be completely disregarded. Ndulili (2018) found that at Royal Media Services, emails were the preferred communication tool as they ensured smooth dissemination of information through different departments.

However, Ndulili noticed that letters and notice boards were not frequently used at Royal Media Services due to technological advancements, even though managers felt that notice boards were an efficient communication channel for communicating official messages.

Sanina et al. (2017) allude to the fact that communication channels should have three key principles: reliability, speed, and effectiveness. Communication channels should be reliable in the sense that they function and deliver the communication context. Employees prefer certain communication tools as they have the advantage of being reliable for reference and follow-up. Chepkemboi (2021) found that at the Greenlight plant in Kenya, emails were the most active communication channel as they would act as a reference tool. Likewise, Ndulili (2018) asserted that landline phone calls were informal communication channels and were used by employees as they were effective as a follow-up tool for information that had been disseminated through memos and emails. Similarly, Kamanda (2014) found that telephone-mediated calls were used often as they allowed open-ended questions and were also used to share and disseminate urgent information and handle urgent matters. Effectiveness involves selecting the best channel, or channels in combination, to solve a particular issue and advance organizational development. Agarwal (2012) proposes that to increase internal communication effectiveness, more attention should be given to emails, newspapers, and bulletin boards to disseminate information. The channel should ensure the goal of communication is attained.

Technological advancements have led to the use of new or electronic media in internal communication, (Can 2019). Can highlights that digital communication channels protect organizations from loss of time and content as well as storage space. Different digital communication channels have emerged as a result of technological advancements, including intranet websites, the internet, blogs, podcasts, instant messaging services like Telegram and WhatsApp, as well as networking websites that allow information sharing amongst employees. Chepkemboi (2021) stated that emails, Google Meets, and Google Hangout applications were active communication channels in the organization. Darukhanawalla (2020) highlights that WhatsApp groups were used by managers to share information instantly with their staff. Digital communication channels and applications allow two-way symmetrical communication as they allow individuals and organizations to interact with one another and receive feedback.

Hotel managers and employees can therefore select the communication channels and tools according to the objectives they would like to achieve through sending out information. If urgent information needs to be sent out to employees, managers need to select communication channels that will be reliable, effective, and fast for the information to get to the required personnel. Employees know the communication channels they can use when they want to give feedback to their superiors. This study sought to examine the communication channels and tools used in hotels.

2.5   Information and Communication Flows

Organization structure provides an avenue for information to flow in different directions, which is part of formal communication. This could be downward, upward, or horizontal. Felipe Gómez and Dailey (2017) state that formal communication channels are should have the flow of communication for it to maintain effective and efficient communication within every organization. According to Robbins and Coulter (2018), there are three types of organizational communication flow patterns: vertical, horizontal, and diagonal communication. Each of these communication flows carries out different functions in a hotel establishment.

Downward communication consists of information being disseminated from managers at the top of the organizational hierarchy to employees at the bottom of the hierarchy. Mapetere and Manhiwa (2021) state that downward communication consists of decision instructions that are disseminated through authoritative structures to the lower-level supervisors and employees for execution without feedback. This communication flow doesn't allow employees to give feedback to their superiors as it only provides one-way communication. It only provides communication channels that managers can use to share information about strategies, policies, the objectives of the organization, performance feedback, and job instructions, as well as influence them.

Narat (2019) highlights that downward communication involves top management communicating strategies, policies, rules, and other commands to their middle managers and employees to instruct employees on how to operate. Sumeya (2016) confirms that downward communication is ineffective and has a negative impact on employee performance when managers and supervisors do not share information and new developments in the organization with employees. This in turn affects the success of an organization or business as the

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performance of employees would deteriorate due to a lack of relevant information to carry out their duties and responsibilities. This type of communication ensures employees are aware of their responsibilities and are present and informed about future activities and projects.

Upward flow of communication, also known as bottom-up communication, is used to rely on information from employees to managers or supervisors. Kapur (2020) highlights that upward communication is a means for employees to share information and feedback with their managers or supervisors. Kapur goes on to explain that upward communication is used by employees to communicate their personal problems, working conditions, problems and hitches, feedback, suggestions for improvement, and complaints. This type of communication flow enables employees to give feedback to their managers. Muhamedi & Ariffin (2017) assert that upward communication is necessary to address employees' specific needs and determine whether they have understood information delivered to them through downward communication.

Employees can openly share information with their supervisors and managers if they have a good working relationship. Riel & Fombrun (2010) stress that employees are more likely to send information upward if they feel that they have a trusting relationship with their manager. McCleary et al. (2017) argued that employees have a lot of perspectives to share, but unless they are given a platform, management may not be aware of them. Muriungi (2021) confirms that if employees do not feel comfortable discussing ideas with their managers and supervisors, management has not created a conducive environment that encourages employees to take part in upward communication.

Upward communication is important for a company, but "it rarely produces the desired significance because most managers and superiors are disengaged and don't want to receive any unpleasant information from the workers. Organizational silence is a concept that has been birthed as a result of this challenge.", Kato et al. (2013). This takes place when employees hide ideas and thoughts that can have an impact on an organization's success. This happens when managers don't respond to communications from staff members below them, and as a result, staff members stop sharing information or ideas. If employees feel like conflict may arise due to giving feedback to their managers, they tend to hold back on it. Despite this, upward communication gives employees an opportunity to take part in the

decision-making process by sharing their opinions and ideas.

Horizontal or lateral communication is a type of communication between employees at the same level in an organizations' hierarchy. For example, managers of different departments of the hotel can communicate with one another but not with their employees. Horizontal communication also takes place among employees in the same department. "This channel is used by staff to coordinate tasks amongst several departments. By bridging the chain of command, lateral communication reduces the amount of time needed to deliver information. It is possible to quickly perform departmental cooperation. " (Narat, 2019). Horizontal communication ensures there is coordination in the organization. Employees at the same level can connect with one another directly through horizontal communication.

Chepkemboi (2021) states that horizontal communication helps create a pleasant environment that will improve employees' cooperation and even encourage idea sharing and problem solving between departments, resulting in a seamless workflow from one department to the next. It helps facilitate activities among departments in the organization. Horizontal communication strengthens an organization's social support system, increasing employees' sense of belonging Muriungi (2021). Employees can regularly share information through horizontal communication, saving time compared to other communication flows that are time-consuming since they involve other organizational levels. Horizontal communication boosts motivation and job satisfaction as it enables the creation of environments that are conducive to work and can foster good relationships amongst employees, Sumeya (2016). Likewise, horizontal communication makes it possible for staff members and departments to share knowledge, which makes it possible for anyone to help, even brand-new employees, because the knowledge becomes universal (Welch, 2011).

2.6 Internal Communication and Employee Job Satisfaction.

In organizations, internal communication is a key element in ensuring employees are satisfied and well informed in order to achieve the organization's goals and success. Employees in organizations have different attitudes, opinions, personalities, and expectations. However, the more content one is with their job, the more satisfied they are. Employees are the service and product deliverers of an organization, and how they serve customers reflects how things are carried out in the organization. According to Pongton and Suntrayuth (2019), job satisfaction is the degree of satisfaction that a person feels with their job and the positive outlook that

employees have on their work. Job satisfaction is affected by an individual capability to work on their assigned duties. The degree of communication within a company and how the upper-level leadership team treats employees have an effect on job satisfaction. Job satisfaction and employee satisfaction have been used interchangeably in this study.

Employee performance, engagement, and their level of motivation to make more effort at work and in decision-making are just a few of the characteristics in which job satisfaction is conveyed. The importance of job satisfaction in achieving an organization's corporate goals has been highlighted in numerous studies (Čuić Tanković et al., 2022; Kulachai et al., 2018; Loth & Mushi, 2019; Men, 2014; Mitsutoshi, 2013; Pongton & Suntrayuth, 2019; Quirke, 2015; Welch, 2012).

Internal communication plays a crucial role in organizations that enable employees to participate and perform their work duties and responsibilities. Internal communication is a key element in increasing employee participation and job satisfaction in an organization. Kulachai et al. (2018) state that employees will feel like vital members of the organization when given the chance to participate in decision-making. This is because their opinions and inputs seem to be valued by management, and it also indicates some level of trust. On the other hand, low levels of work satisfaction, organizational commitment, and employee engagement will result from insufficient or limited employee participation in decision-making.

Job satisfaction is the most important factor affecting employees' performance. It is enhanced by effective internal communication and employee participation. Internal communication carried out by managers has an impact on employee job satisfaction. To gain better organizational and employee performance, managers should improve internal communication to meet the needs of the organization. (Kulachai et al., 2018). In Čuić Tanković et al.'s (2022) research on internal communication and employee satisfaction in the hospitality industry, findings indicated that communication between employees and managers had a positive impact on job satisfaction as employees received feedback about their work responsibilities and were made aware of their work responsibilities and duties. Employees in an organization tend to feel satisfied when they can communicate face-to-face with their managers and receive immediate feedback, and it also shows the willingness of managers to give them a listening ear (Men, 2014). Effective internal communication has a positive impact on job

satisfaction. Employees are satisfied with their job when they are able to communicate with their manager and get feedback about their work duties and achievements. Managers should also give employees appraisals when they carry out their work duties well. This gives them motivation to continue with the work they are doing.

When it comes to internal communication, organizations should need to carry out an evaluation to gauge employee satisfaction. "Evaluation of internal communications should be put in place in order to regularly be monitored and evaluated for its success. Feedback on internal communication methods should be solicited on a regular basis from key stakeholders such as managers, staff, and members. Internal communication methods should be monitored and evaluated regularly through employee surveys and satisfaction ratings. Feedback should always be acted upon, as this improves employees' confidence, motivation, commitment, and ability to produce better results.", (Chitrao, 2014).

Employees are satisfied with their jobs when they are aware of their organization's strategies and policies. This makes them feel like they are part of the organization and helps them achieve success. Quirke (2015) highlights that communication within an organization is important for its success and, when done properly, can provide strategic advantages by combining employee efforts and sharing knowledge, both of which must be in line with the organization's strategy. Kulachai et al. (2018) highlight that employees are satisfied with their jobs when they receive information about the hotel's strategies. Loth and Mushi (2019) carried out an assessment of the impact of internal communication on employee job satisfaction and found that employees are satisfied when they are informed about the organization's strategies and policies, as it helps them understand the organization's vision and how they can be part of achieving objectives. This helps them with productivity and gives them a sense of value and belonging in the organization. In the same way, Welch (2012) observes that when an organization shares its strategies and policies with its employees, they are both able to work towards the same mission, vision, and objectives.

Internal communication has an impact on employee job satisfaction and, in turn, employee performance. Čuić Tanković et al. (2022) carried out a study on internal communication and employee satisfaction in the hospitality industry. They found that effective communication within an organization is a force that benefits employee's lives and, in turn, improves customer satisfaction, profitability, and overall company performance. Mitsutoshi (2013)

presents a similar argument that internal communication has a direct positive relationship with job satisfaction and job satisfaction has an indirect positive relationship with corporate performance, mediated by organizational commitment.

Organizations with open communication systems have employees who are satisfied with their jobs. Men (2014) asserts that an organization with a communication system that is open, responsive, and two-way, addresses employee ideas and concerns, and fosters cooperation and communication, will have employees who are satisfied with their jobs. "Open communication between employees and management produces a better working environment. The better the supervisor communicates, the more informed and satisfied employees are, and the greater their productivity, while failure in communication seems to create negative side effects." Pongton & Suntrayuth (2019). Organizations should therefore enhance two-way symmetrical communication as it ensures employees are well informed and can communicate with management. This will lead to better employee performance, satisfaction, and productivity.

2.7   Empirical Framework

This section provides an overview of the research that has been performed on internal communication in the hospitality industry and other industries and organizations, including those conducted globally, regionally, and locally.

In Rijeka, Croatia, Čuić Tanković et al. (2022) conducted a survey to analyze the influence of internal communication on employee satisfaction in the hospitality industry. The study looked at internal communication between supervisors and employees in hotels using survey methods. The purpose of the research was to determine whether communication with employees affects job satisfaction and whether communication with colleagues affects job satisfaction. The data was collected through self-administered questionnaires. The study's findings indicated that communication with supervisors and colleagues influences employee satisfaction. The research concluded that internal communication has a positive impact on job satisfaction in the hospitality industry, with supervisors and colleagues influencing employee satisfaction.

In the human resource perspective, Darukhanawalla (2020) conducted research on the role of internal communication in hotel human resource management, examining the effects of effective and inefficient communication strategies on hotel staff. The main objective of the

study was to investigate hotel employee's perceptions of effective communication from human resources managers and supervisors. Qualitative research method was used in the study. To gather data from hotel management, online employee questionnaires and semi-structured interviews were used. The study's findings revealed that the majority of respondents were satisfied with the hotel's communication process, as well as an overview of the various communication forms and the unique issues that each encountered.

The impact of internal corporate communication on organizational management was studied by Pipaş and Bakri (2019). In their research, they emphasized the significance of enforcing and integrating communication into strategic goals. They also noted that internal communication was an important managerial tool. They also highlighted that all activities in the organization are linked with communication, and therefore, communication is a key element in organizational processes. This is supported by Muriungi (2021), whose study recommended that all systems within the institution should run smoothly to ensure effective internal communication.

In investigating the function of internal communications in an organization, Pirjol and Radomir (2017) looked at the role of internal communication in the efficiency of activity. In this research, a qualitative study was carried out, and secondary data was collected through a literature research method. It was conducted through reading and researching literature on the impact of internal communication in organizations. The study employed funnel effect methodology and emphasized different aspects of communication, such as its relevance in organizations as well as channels and forms of internal communication.

A study done in Malaysia by Lahap et al. (2016) on the importance of communication in improving service delivery and service quality in the Malaysian hotel industry. It showed that managers and supervisors in Malaysian hotels pay little to no attention to their employees, and this affects service delivery and quality. The study focused on four- and five-star hotels because they have a system management structure. The research was conducted on front-office and food and beverage employees who have direct contact with hotel guests. The findings indicated that hotel managers and supervisors do not meet with employees to discuss issues. It also indicated that hotel employees didn't understand their purpose of being employed apart from providing business assistance to the hotel to attain profitability. The study concluded that an effective communication system is important in any organization.

This assists communication approaches within the hotel to help balance out the supply and demand of hotel services, which leads to improved services and quality.

In India, Verghese (2015) investigated internal communication practices and their implications from practitioners' perspectives. The objective of this paper was to determine the function, importance, and impact of internal communication from the perspective of practitioners. A qualitative survey using online interviews conducted by email, hosted on Verghese's blog, and posted on particular forums on professional networking websites such as LinkedIn was deemed the most appropriate methodology for this study. Convenience sampling was used, and the data was analyzed according to themes and patterns. The findings of this study suggest that internal communication is seen as a crucial element to organizational success, despite the fact that there are currently obstacles preventing these functions from flourishing.

An exploration of internal communication practices in hotels was carried out by Sibanyoni & Tabit (2018) in Gauteng Province, South Africa. It was carried out to explore communication practices in hotels. Findings indicated that most of the communication was one-way, from management to employees. Communication tools were also found to be a means by which hotel management used to control employees. Employees' suggestions were not considered by management because they had no idea on how to address them. The researchers recommended hotel management to apply more liberal ways of communicating with employees as one-way top-down communication was affecting employee performance, which led to poor employee customer relations.

In Ethiopia, Sumeya (2016) carried out research on the influence of internal communication channels on employee performance in non-profit organizations in Somalia. The study examined the extent to which downward, upward, and peer-to-peer communication affect employee performance at Help Lead to Hope. A descriptive study was carried out, in which 136 respondents filled out structured questionnaires. The findings of the study indicated that downward communication has a negative impact on employee performance as there was no sharing of information with employees. Employee performance was harmed as a result of poor upward communication. This is due to the fact that employees were unable to communicate with their superiors and share their opinions and thoughts. Peer-to-peer communication, on the other hand, was found to have a positive impact on employee

performance because it allowed employees to relate to one another and foster good working relationships.

Bamporiki (2010) conducted a study on the impact of internal communication on guest satisfaction in hospitality establishments in four and five-star hotels in Cape Town, South Africa. In this study, both qualitative and quantitative research methods were used. Structured questionnaires were used to collect data from junior and senior managers, as well as primary data from the internet. The findings indicated that internal communication is important in hotels and that it contributes to guest satisfaction. It also enables staff and employees to engage in an effective and efficient manner, which improves service delivery.

In Kenya, Muriungi (2021) investigated the effects of internal communication on job efficiencies at the Kenya Poster Office Savings Bank in Kenya. The aim of the research was to examine the manner in which employees and supervisors communicate, and to identify the relationships between efficiency and job communication. The study used a quantitative design and questionnaire forms that included both open-ended and closed-ended questions. The study found that formal communication was widely used to share official information at the bank. Most of the content of the information was not clear, and employees needed clarification. The study also found that horizontal and vertical communication were mainly used in the bank to speed up the information sharing process. The study recommended that all systems within the institution should run smoothly to ensure effective internal communication.

Chepkemboi (2021), conducted a study on the influence of internal corporate communication on customer satisfaction at Greenlight Planet Kenya. The objectives were to identify the current forms and channels for internal corporate communication at Greenlight Planet Kenya, evaluate the efficiency of these practices, determine how internal corporate communication affects customer satisfaction levels, and assess the intervening influence of customer centricity on this relationship. The results of the study demonstrated a favorable and significant correlation between internal company communication and customer satisfaction. Therefore, the study came to the conclusion that customer satisfaction levels are greatly impacted by internal corporate communication. The study suggests that businesses spend money and make sure their internal corporate communication is efficient and successful to influence customer levels of satisfaction.

In Makueni Diocese Anglican Church, Muasya (2020) studied how to improve employee performance by using internal communication approaches. The aim of the investigation was to assess the efficiency of internal communication channels and to find out if employees are informed of their duties. In addition, they wanted to find out whether there is a connection between internal communication and worker performance. A descriptive case study was used through a quantitative approach. Questionnaires were the data collection tools in this study. The study found that the internal communication structure at the church was ineffective and that it therefore affected employee performance. Muasya concluded that a communication department should be set up to enhance internal communication in the organization.

Ndulili (2018) investigated the role of internal communication in media organizations. A case study of royal media services was examined, as well as the impact of internal communication processes, and how royal media could effectively communicate with its internal publics. The findings showed that internal communication gave RMS (royal media services) a clear feedback mechanism, boosted organizational efficiency, and ultimately helped the firm reach its targets, objectives, and goals. The results also demonstrated that internal communication at RMS boosted teamwork, strengthened relationships, and increased production. Based on the study findings, it was evident that RMS used message design strategies to communicate most frequently, which included ensuring proper information flow within the media organization to enhance internal communication.

In order to examine whether internal communication channels such as face-to-face, telephone, written, and computer-mediated communication improved effective management at Aga Khan University Nairobi, Kamanda (2014) studied whether the management of university academic programs was more effective when internal communication channels were used. In this study, qualitative and quantitative research methods were used. The data was collected through the use of a questionnaire. The study found that AKU-N handled employee communications by using formal channels that allowed information to be shared between departments and from top management with lower-level employees, which is essential for any company to function. In summary, the study demonstrated that AKU-N did not employ a single channel as a comprehensive approach to attaining effective management and that management provided ongoing feedback to ensure the company coordinated and changed actions to preserve balance and support successful management.

Although much has already been written about the study of internal communication practices, more work is needed in this area. Researchers in the hospitality industry are taking steps to fill the gaps in the research. However, hotel-related research on internal communication practices in the Kenyan context is very limited. The hospitality industry is highly dependent on communication. In this setting, internal communication is key to ensuring day-to-day operations run smoothly. Therefore, this study will focus on internal communication practices in the hospitality industry.

2.8   Theoretical Framework

This study is built on systems theory. This section discusses the tenets of this theory and how the study relates to it.

2.8.1   Systems theory

The systems theory was published in 1968 by a biologist Ludwig Von Bertalanffy, whose research, in the 1940s, attempted to explain the relationship between parts and whole of a living organism (Weckowicz, 2000). Systems theory tries to explain the interconnection and dynamic relationships between system components (subsystems) as well as the interactions between organizations and their environments. According to Mele et al. (2010), the focus of the theory is on the interactions and relationships between parts in order to understand an entity's organization, functioning, and outcomes. Systems theory is now a multi-disciplinary theory that has crossed over from biology into other academic fields such as history, cybernetics, communication, natural and ecological sciences, and sociology.

(Almaney, 1974; Jansen & Steinberg, 1991) opined that systems theory explains a system as a whole or any set of interrelated components or subsystems that form a whole. The system is the organization, and the subsystems are the departments within the organization. In this study, the system is the hotel, and the subsystems are the departments within the hotel, such as the front office, food and beverage production and service, and housekeeping department. The employees of the hotels also happen to be subsystems to the departments they work under. Swenson (2018) alludes to the fact that the system's subsystems are a set of interconnected parts that work together to play a certain role. In hotels, each department is interconnected with another and needs to work together for teamwork and coordination, as well as to ensure smooth activities and operations throughout the establishment.

A modification in one of the subsystems could have a significant impact on the others and,

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ultimately, the overall system (Almaney, 1974). This theory acknowledges the role that communication plays in facilitating effective operations and activities amongst the different departments of organizations. An organization may enter a state of chaos if employees are not properly informed about the organization's operations through the appropriate communication channels and at the appropriate time. A valuable employee, revenue, and the operations of the hotel may all be lost as a result of this state of instability, conflict, and misunderstanding. Ineffective communication in an organization makes employees dissatisfied with their jobs and affects their performance. If any hotel activities or operations are not communicated to all the departments, chaos will occur. This is because the departments are very dependent on each other. If the front office department happens not to communicate the number of guests who are present at the hotel to the food and beverage department, there might be a shortage of the products prepared, leading to low customer satisfaction as guests will be disappointed.

Communication is an important part of systems theory. Almaney (1974) alludes that communication plays a vital role in the systems theory. He continues to state that communication acts as a system binder and it serves to integrate all the subsystems in such a way that the internal stability of the whole system is maintained. The system depends on communication for its activities, functions, and operation with the internal public. Communication ensures the system is complete by associating with its subsystems. This can be done by ensuring there is an adequate flow of information by providing information through various subsystems, and this would also include some form of feedback mechanism. An employee's knowledge of the company's operations, obligations, and activities will greatly affect how successfully they are able to carry out their responsibilities as well as their level of job satisfaction, hence, their level of knowledge will also play a significant role in the success of the company (Maier et al., 2014). It is through communication that employees can know their duties and roles and be satisfied with their jobs.

Additionally, because communication combines all the subsystems, the internal stability of the entire system is maintained. Communication facilitates the system's connection to its environment, enabling it to adapt to and control environmental changes. Communication performs the important function of connecting subsystems, leading to the possibility of considering the entire system to be a communication network. This network acts as a channel for transmitting information about the activities of one subsystem's operations to other

subsystems (Almaney, 1974). The patterns of interaction that are produced by the exchange of messages among communicators across time and space are referred to as communication networks (Monge and Contractor, 2003). The interdependence of the subsystems is facilitated by internal communication in the system by applying the upward, downward, and horizontal flows of information.

Within the systems theory, there are two types of systems: open and closed systems. (Lai & Lin, 2017; Mele et al., 2010) state that open systems, there is an understanding of the relationship between the organization and the environment, as well as the exchange of information, people, and energy. This enables organizations to respond to their interactions with the environment. Almaney (1974) agrees and states that an open system allows maximum interactions with its environment involving the input, throughput, and output processes back into the environment. The system receives input from the environment, such as raw materials and employees. The inputs are processed internally – throughput and produce outputs such as services and products. The system then seeks feedback from the environment to see if equilibrium has been restored. Closed systems, on the other hand, have minimal interactions with the environment. Mele et al. (2010) explain that in closed systems do not have exchange of information or matter. This type of system does not seek feedback from the external environment.

Almaney (1974) as stated above, opines that communication is the element that binds the system together. It is through communication that organizations or establishments, in this case, hotels, are able to interact with their internal public, allocate roles, and ensure information about activities and operations is disseminated on time using the right channels and communication networks, such as formal and informal communication. The systems theory could also be applied by using the upward, downward, and horizontal flow of information.

The systems theory is appropriate for this research because it gives a framework for examining the interrelationships within the hotel that were brought about by internal communication. The study guides the research in identifying different communication roles and activities that take place within five-star hotels as well as its role on employee job satisfaction. It also guides the research in identifying different communication flows within the hotel establishments and determining if they allow two-way symmetrical communication

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that enables feedback. Finally, it will also be used to investigate the communication channels within hotels.

2.9 Conceptual Framework

A conceptual framework is a map used in research to explain how the research problem will be explored. Grant et al. (2014) describes a conceptual framework as a framework that summarizes the entire study and guides the relationship between the variables that led to the study.

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┌──────────────────────────┐                    ┌──────────────────────────┐
│   Independent Variable   │                    │    Dependent Variable    │
└──────────────────────────┘                    └──────────────────────────┘

┌──────────────────────────┐
│  Internal Communication  │
│    The role of internal  │──────────┐
│     communication        │          │         ┌──────────────────────────┐
└──────────────────────────┘          │         │   Hospitality Industry   │
                                      │         │  • Business profitability │
┌──────────────────────────┐         │         │  • Employee job           │
│ Communication channels   │         │         │    satisfaction           │
│         and tools        │         │         │  • Customer satisfaction  │
│  • Emails                │         │         └──────────────────────────┘
│  • Notice boards         │         │
│  • Meetings              │─────────┤
│  • Phone calls           │         │
│  • Face to face          │         │
│    conversations         │    ┌──────────────────────────┐
│  • Instant messaging     │    │ Organizational structure.│
│    application (WhatsApp  │    └──────────────────────────┘
│    and telegram)         │
└──────────────────────────┘    ┌──────────────────────────┐
                                │   Intervening Variable   │
┌──────────────────────────┐    └──────────────────────────┘
│  Communication flow of   │
│      information          │
│  • Upward communication  │
│  • Downward              │
│    communication         │
│  • Horizontal            │
│    communication         │
└──────────────────────────┘
```
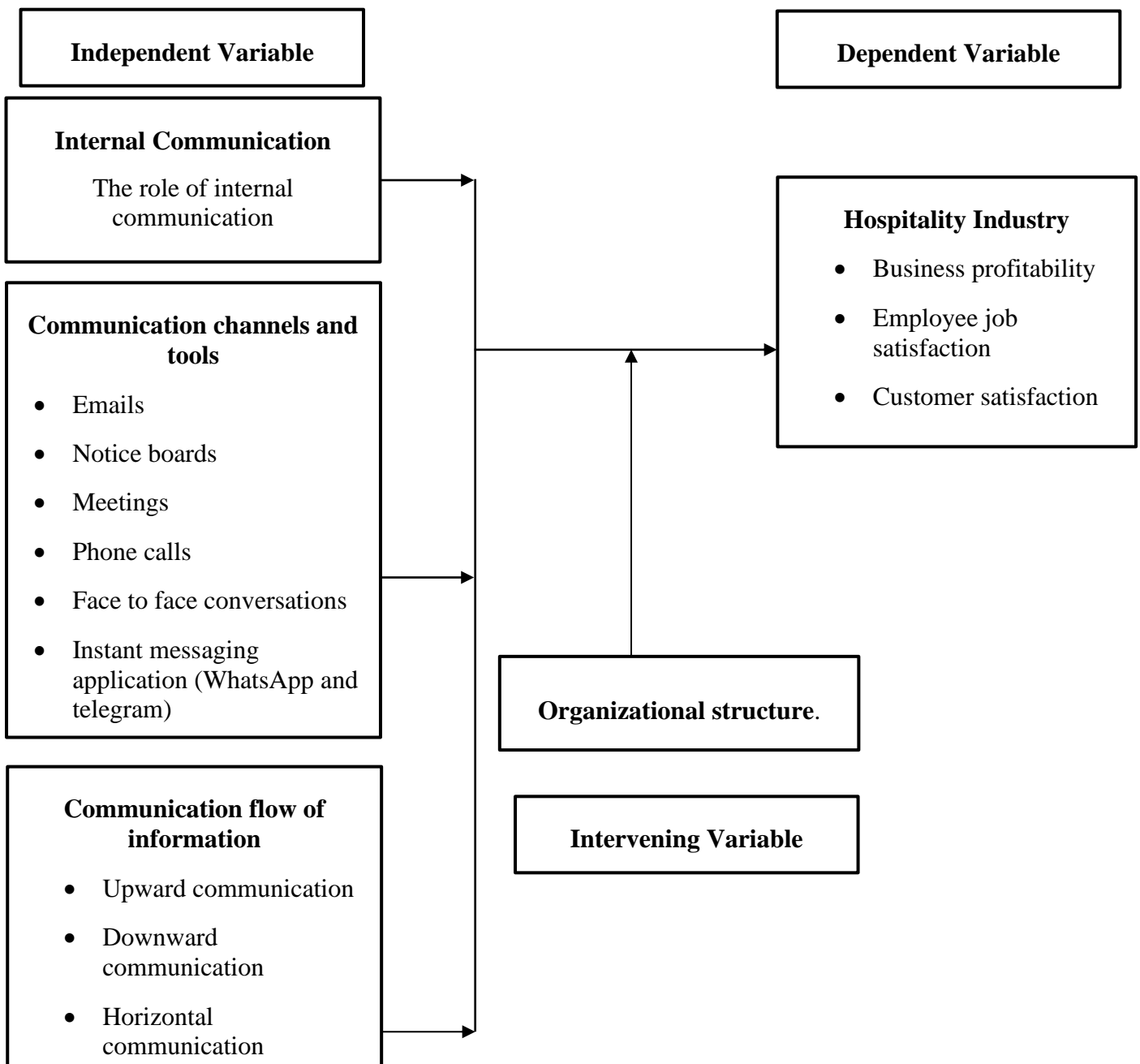
Figure 2.1 Conceptual Framework.

The conceptual framework in Figure 2.1 illustrates that the independent variable is internal communication, the hospitality industry is the dependent variable, and the organizational structure is the intervening variable in this study.

According to the framework, internal communication; communication tools and channels, as well as communication flows, have a direct impact on the hospitality industry. This impact depends on the organizational structure, which is the intervening variable. This study conceptualized that internal communication attributes determine the day-to-day operation and functions of hotels, which leads to business profitability, employee job satisfaction, and customer satisfaction.

The systems theory was incorporated into this research to show the importance of internal communication in hotels. The theory explains that the subsystems (departments) within the system (hotels) need to seamlessly work together in order to achieve objectives and goals, as well as carry out hotel operations and activities. Internal communication plays an important role in ensuring information about the daily operations and activities within the hotels is disseminated to the various departments, allowing them to work together and achieve the overall goals. According to Almaney (1974), communication acts as a binder in the system and ensures its stability within it. The study sought to examine the role of internal communication in five-star hotels.

Systems theory explains that communication tools and channels are used to share information between various departments and the employees of the hotels. By using the right communication channels in a timely manner, the hotel's operations and activities will run smoothly. The system also depends on internal communication for the internal public to have an understanding of their duties and roles. If information is not circulated at the right time and using the right communication channels to the departments and employees, chaos may occur within the system, and employees will be dissatisfied with their jobs. This may in turn lead to a loss of revenue, low employee job satisfaction and motivation, and disappointed customers. Therefore, the study seeks to investigate the role of internal communication on employee's job satisfaction and the communication tools and channels used within hotels.

According to systems theory, a hotel is an open system. It should ensure there is adequate information flow through the organizational structures and some form of feedback mechanism. This is important for hotels, especially for employees, because it enables them to

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air out issues they are facing that could affect the operations of the hotel. It is also important as it becomes an avenue for employees to share feedback they have gathered from hotel customers with their managers and supervisors. This feedback can help the decision-makers of the system adapt to change as well as to the environment. This could be the needs and wants of the customers. Therefore, the study sought to investigate if there is an effective flow of information in hotels.

<div align="center">

CHAPTER THREE

RESEARCH METHODOLOGY

</div>

3.1 Overview

This chapter articulates the methodology adapted by this study. It discusses the research design, research approach, data types and sources, target population, sampling, data collection methods, data analysis and presentation, validity and reliability, as well as ethical considerations.

3.2 Research Design

According to Creswell (2009), research designs are the plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. Research design refers to a strategy or plan that outlines the requirements and steps for data collection and analysis (McMillan & Schumacher, 2010). A research design is a blueprint for choosing participants or respondents, organizing data collection, analyzing the results, and ensuring the research questions have been answered.

Descriptive research design was used in this study as it assisted the researcher to understand and interpret the social issues under study. Descriptive design is a research design that is concerned with describing the characteristics of a particular individual or group, defining clearly the research methodology to be used to collect data from the target population, process and analyze the data, and report the findings on the social issues that exist or existed in a manner that is well understood (Kothari, 2004). In this research, the researcher doesn't manipulate the variables of the study. Both qualitative and quantitative data were collected and analyzed using this research design.

3.3 Research Approach

A mixed methods approach was used in this study to analyze internal communication practices in five-star hotels in Nairobi County, Kenya. Asenahabi (2019) states that a mixed-method research design is a combination of qualitative and quantitative research techniques in a research study. A mixed methods approach is a blend of both qualitative and quantitative research approaches in collecting and analyzing data. Johnson et al. (2007) state that in a mixed method approach, a researcher blends aspects of qualitative and quantitative research approaches for the specific aims of gaining a broad, deep understanding and validation. A mixed-method approach allows data triangulation using different sources where the

researcher collects and combines quantitative and qualitative data to produce a thorough study of the research problem. This approach looks at several elements of the research questions to gather detailed information.

A qualitative research approach is used to comprehend people's attitudes, interactions, behaviors, and beliefs. It produces data that is not numerical but rather wordy (Kalra et al., 2013). Hennink et al. (2019) highlights that qualitative research allows researchers to study people's experiences in detail by using a specific set of research methods such as interviews, observation, and focus groups. Qualitative research approach is grounded in a social constructivist paradigm and interpretivist, whereby individuals seek to understand the world they live and work in. A qualitative research approach was used in order to obtain in-depth information for answering the research question.

Quantitative research is an approach for testing objective theories by examining the relationships among variables that can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures (Creswell & Creswell, 2018). Quantitative research approach is grounded on a positive paradigm which allows variables to be expressed in terms of numerical data.

Applying a mixed method approach to this study allowed a comprehensive analysis of internal communication practices as both qualitative and quantitative data were collected and analyzed.

3.4 Data Types and Source

3.4.1 Data type

The main type of data for this research was primary data, which was gathered from a sample of the target population through key informant interviews and surveys. "Primary data is data that the researcher has collected using different data collection methods from the data sources, has not been published or changed, and is therefore more reliable, authentic, and objective. Its validity is therefore greater than secondary data." (Kabir, 2016). Primary data was gathered from the respondents and participants of this research.

In order to support the primary data that was collected, secondary data was created by reading and reviewing literature and current works by different communication scholars that have already been published as books, journals, or research articles. Kabir (2016) explains that

secondary data is data that has been published and provides a baseline for which collected primary data can be compared to.

3.4.2 Data sources

This study relied on primary data sources of five-star hotels in Nairobi from a sample of the target population. Employees from the front office department and food and beverage service department, as well as their managers, were the primary data sources for this study. Despite the fact that services are intangible, hotel front-line employees "create tangible services" by working directly with clients (Yeh, 2013). Frontline workers are essential components of service quality. Therefore, hotel must comprehend the attitudes and opinions that front-line employees have towards internal communication in order to provide superior customer service, in this study, the employees of the front office and food and beverage service department.

3.5 Population

A population is a complete group of people, cases, or objects that share particular observable characteristics (Mugenda & Mugenda, 2003). The study's relevant population or individuals make up the target population (G. A. Mugenda, 2008). The research target population was composed of the total number of staff working at the five, five-star hotels in Nairobi County. This study targeted employees and managers of the front office and food and beverage service departments of five-star hotels in Nairobi County. The respondents were the employees of the front office and food and beverage service departments, while the managers were the participants. The target population for this study was not comprised of interns because of their limited experience working in these hotels.

				Target population			

Hotels	Front Office Employees	Food and Beverage Service Employees	Front Office Managers	Food and Beverage Managers
A	15	24	1	1
B	20	35	1	1
C	10	34	1	1
D	23	37	1	1
E	12	30	1	1
Total		250		

Table 3.1 Target Population.

Source – Author, 2022.

3.6 Sampling

An estimate or prediction of the proportion of individuals in a population that have an unknown piece of information, situation, or outcome, can be made by selecting a portion of the population and estimating or predicting the proportion that would be sampled if the entire population were surveyed (Kumar, 2011). To gather data about a phenomenon, a portion of the population is selected and is said to represent the complete population. A sample is a subset of the population from whom data will be gathered. A sample frame can be viewed as a list of the target population from whom a sample will be drawn. The sample frame of the employees and managers for this study was drawn from the human resource staff database of the five-star hotels under study.

Purposive sampling was the sampling technique which was employed in this study. Purpose sampling is a technique used by a researcher to deliberately choose participants due to the qualities they possess. The researcher decides what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience (Etikan, 2016). Purposive sampling was used to select the managers as well as employees of the front office and food and beverage departments, who were the participants and respondents in this study. The employees of the front office and food and beverage

departments were selected for this research because of their organizational roles, knowledge, and experience of interacting with and serving customers directly. The employees of these departments are crucial in providing customers with great customer service as well as building long-term relationships with them.

3.7 Data Collection Methods and Tools

This study adopted a mixed methods approach, thus both quantitative and qualitative data were collected. Quantitative data was collected from employees through a survey using questionnaires. Interview schedules were used to gather qualitative data from managers of hotel departments selected for this study. Mixed methods approach was used as a way to triangulate data for better quality results.

3.7.1 Questionnaires

A questionnaire (See Appendix II) was used to collect quantitative data from employees of the front office and food and beverage service departments. It entailed different questions concerning the internal communication practices of the hospitality industry. Mathers et al. (2009) state that questionnaires are cheap and time-saving and are used to collect data from a large sample quickly. Some sections of the questionnaire used the Likert scale of five (strongly agree, agree, neutral, disagree, and strongly agree).

3.7.2 Interview schedule

An interview guide (See Appendix III) was used to collect data from managers of the front office and food and beverage departments of five-star hotels in Nairobi County, as they allow follow-up and probing. Interviews allow the research to get the opinions, attitudes, and beliefs of the participants. The interviews were conducted in the form of an informal discussion, which allowed the research to follow up and validate the data that was gathered through the questionnaires. Interviews also gave the researcher a chance to observe non-verbal cues and gather in-depth information that cannot be captured in the questionnaire. The interview schedule was concise and exhaustive to ensure the data collected was able meet the objectives of the study.

3.8 Data Analysis and Presentation

The data collected from the data collection tools was analyzed systematically. In order to ensure the data collected was obtained as intended, it was checked for accuracy, consistency, and completeness.

Quantitative data was uploaded on a Microsoft excel sheet, cleared of errors, and analyzed. Microsoft Excel data analysis toolkit was used because it is commonly used to analyze survey data and is easy to use. It is also used to evaluate multiple responses. Descriptive analysis was used to analyze the quantitative data and present it in the form of descriptive statistics using frequencies, percentages and means. The data was presented in the form of tables, bar charts, and pie charts.

Thematic analysis was used to analyze qualitative data based on the research objectives. Thematic analysis enables qualitative data to be divided and categorized to establish meaning, particularly regarding participant experiences, attitudes, and opinions (Braun & Clarke, 2006). In order to be familiar with the data, the researcher listened to the audio recording and read and re-read the data from the interview guides. The data was then transcribed into a word document, and the transcripts were organized. The data was coded and grouped into similar themes. A final thorough analysis was done to identify the similar themes and patterns according to the research objectives and presented in narrative form.

Analyzed quantitative data was presented according to the objectives of this research using frequencies, percentages and means. Narratives were used to present analyzed quantitative data.

3.9 Validity and Reliability

The degree to which a test measures what we actually want it to measure is referred to as validity (Kothari, 2004). Validity is the degree to which a data collection tool measures what it intends to measure. In order to determine a measure's content validity, it is necessary to consult professionals or experts in the relevant field, who assist in identifying the questions' content, problems with the language, and solutions before the actual data collection is carried out (Mugenda & Mugenda, 2003). The questions in the data collection tools were obtained through the exhaustive literature review that was carried out as well as the objectives of the research.

The validity of the data collection tools was improved by consulting the supervising lecturer and communication consultant who are experts in the subject of this study.

Reliability has to do with the accuracy, precision, and consistency of a measurement procedure (Kothari, 2004). Research reliability is the measurement of the research concepts using data collection techniques and data analysis techniques that yield consistent results even if the study is conducted at a different period or by a different researcher. Data triangulation was applied in this study, whereby both qualitative and quantitative data were collected, to enhance the accuracy of the findings and make certain that the findings of this study could be replicated in any related future research.

Prior to starting the real data collection, a pilot study was conducted to evaluate the tools' reliability and validity. A pilot study was undertaken to evaluate any errors or problems with the data collection instruments as well as their accuracy. The pilot study aimed to evaluate the clarity of the questions and the respondent's comprehension of the research questions. The researcher can adjust and delete ambiguous items from instruments during pre-testing, allowing for the establishment of the questionnaire's content validity and reliability as well as the interview schedule's reliability (Kothari, 2004). An initial test is conducted as part of a pilot study, and depending on the sample size, the protest sample ranges from 1% to 10% (Mugenda & Mugenda, 2003). A pilot study was undertaken with 10% of the sample size of the research.

A pilot study was conducted at a five-star hotel. Self-administered questionnaires were handed to the respondents, and each item was then explained as the respondents selected the response that best fit the questions. Depending on their availability, the respondents received the questionnaire at various times. Following the distribution of the questionnaire, one-on-one interviews with the front office and food and beverage service managers were held. To improve the data collection tools validity and reliability, alterations and adjustments were made after the pilot study.

3.10 Ethics Considerations

Ethics refers to the moral principles that direct research from its commencement through to its completion and dissemination of results (Mwaura, 2010). Ethical considerations were upheld during the research process. The researcher got a permit for data collection from The University of Nairobi-department of journalism and mass communication. The research

permit was presented to relevant authorities to show the credibility of the research.

The researcher sought permission from the relevant authorities in the hotel establishment to interview the participants as well as distribute questionnaires to the relevant respondents for data collection. The participants and respondents of this research were informed of the purpose of the study. They were also informed that they would remain anonymous and that the information obtained would be confidential and purely for research purposes. The ability to opt out of the interviews was made known to the participants. Participants were asked for their permission to record the interview on audio and in writing. They were assured that after the research is complete, the audio recording will be deleted.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1   Introduction

This chapter presents the analysis, presentation, interpretation, and discussion of the data collected on the analysis of internal communication practices in the hospitality industry. Quantitative data was collected using a questionnaire, and the data was analyzed and presented in the form of descriptive statistics such as percentages, frequencies, and means. The data was presented in the form of tables, pie charts, and bar charts. Qualitative data was collected using an interview schedule, analyzed through themes, and presented in narrative form. The data presentation and analysis were guided by the research objectives.

The study's specific objectives were:

1. To analyze the communication channels and tools used in hotels.

2. To investigate information and communication flows practiced among staff in hotels. 3. To investigate the role of internal communications on employee job satisfaction in the hospitality industry.

4.2   Response Rate

The study targeted 250 employees in the hospitality industry. 240 questionnaires were handed out to respondents, but only 185 were returned. Consequently, the study targeted 10 managers for key informant interviews, and in turn, 6 managers were interviewed. This amounted to a 76% response rate. Bryman et al. (2019) contend that a response rate of 50% or above upon completion of data collection is considered an acceptable response rate for data analysis. The response rate should be able to address the research questions and objectives. The response rate is presented in Table 4.1 below:

Target Population	Frequency	Percentages
Responses	191	76%
No response	59	24%
Total	**250**	**100%**

Table 4.1 Response rate.

4.3   Demographic Data of the Respondents

As part of the study, demographic information of respondents was sought, including their gender, age, highest academic qualifications, and years of work experience in hotels, as well as the proportion of employees in service departments.

4.3.1   Gender of Respondents

The investigation sought to identify the gender of the respondents in order to provide equal consideration to men and women when examining internal communication behaviors in five-star hotels in Nairobi County, Kenya. Table 4.2 below presents the findings.

Gender	Frequency	Percentage
Female	91	49%
Male	94	51%
Total	185	100

Table 4.2 Gender of Respondents

The findings presented in Table 4.2 showed that the majority of 94 (51%) of the employees of five-star hotels were male, whereas 91 (49%) were female. Therefore, each gender was represented, and the study was not biased by gender.

4.3.2   Age of the Respondents

The study sought to establish the age of the respondents. The results are shown in table 4.3 below:

Age of Respondents	Frequency	Percentage
18 - 25 years	54	29%
26 - 30 years	81	44%
31 - 35 years	41	22%
36 - 40 years	9	5%
Total	185	100%

Table 4.3 Age of Respondents

From Table 4.3, it was noted that 81 (44%) were between the age brackets of 26 and 30 years, which was the majority of the respondents. Also, 54 (29%) were in the 18–25 age bracket. 41 (22%) of the respondents were in the age bracket of 31–35 years. Finally, 9 (5%) were respondents in the age brackets of 36–40 years. The study was not biased by age because all age brackets were represented. The findings of the study indicate that a majority of hotel employees who participated in the study were between the ages of 18 and 30.

4.3.3   Working Experience with the Hotel Establishments

The study also sought to determine the duration of the respondents' work experience within the hotel establishments. Table 4.4 below presents the results.

Working Experience	Frequency	Percentage
3 - 5 years	69	37%
Less than 2 years	85	46%
More than 5 years	31	17%
Total	**185**	**100%**

Table 4.4 Work Experience.

According to the results shown in Table 4.4, it was noted that the majority of the respondents, 85 (46%) have worked for less than 2 years in hotel establishments. Also, 69 (37%) of the respondents have worked for a period of 3–5 years in hotel establishments. Finally, only 31 (17%) of the respondents have worked for more than 5 years in hotel establishments. The findings therefore indicate that hotel employees in this research had 0–5 years of work experience; therefore, they were suitable for research as they provided deeper insights about the internal communication practices in the hospitality industry.

4.3.4   Level of Education of the Respondents

The study set out to determine the respondents' highest educational levels as it wanted to give each respondent an equal opportunity to participate in the study despite their different educational levels. The results are presented in Table 4.5.

Level of Education	Frequency	Percentage
Bachelor degree	68	37%
Certificate	15	8%
Diploma	102	55%
Total	**185**	**100%**

Table 4.5 Level of Education

According to Table 4.5, it was noted that 102 (55%) of the respondents had a diploma. Also, 68 (37%) had a bachelor's degree. Finally, 15 (8%) of the respondents from the five-star hotel establishments had a certificate. The findings indicate that employees of the five-star hotels had received formal education and training to work in the hospitality industry.

4.3.5 Departments of Service

The study sought to determine the departments in which the respondents work. The results are presented in Table 4.6 below.

Departments of Service	Frequency	Percentage
Food and beverage department	85	46%
Front office department	100	54%
Total	**185**	**100%**

Table 4.6 Departments of Service

The findings show that 100 (54%) of the respondents worked in the front office department, while 85 (46%) of the respondents worked in the food and beverage department. The findings indicate that the research was not biased, as employees from both the front office departments and the food and beverage service department participated.

4.4 Communication Channels and Tools Used in Hotels.

The first objective of this research was to examine the communication channels and tools used in five-star hotels in Nairobi County, Kenya. The subthemes examined here include: the

most preferred form of communication, communication channels used as a source of information from managers, communication channels used for sharing information with colleagues, communication channels used to disseminate information in the hotel's establishment on various matters, and communication channels used for sharing information with managers.

4.4.1 Most Preferred Form of Communication

The study sought to find out the most preferred form of communication among respondents in five-star hotels. The respondents were asked to choose between oral, written, and electronic forms of communication. The findings were presented in Figure 4.1 below.
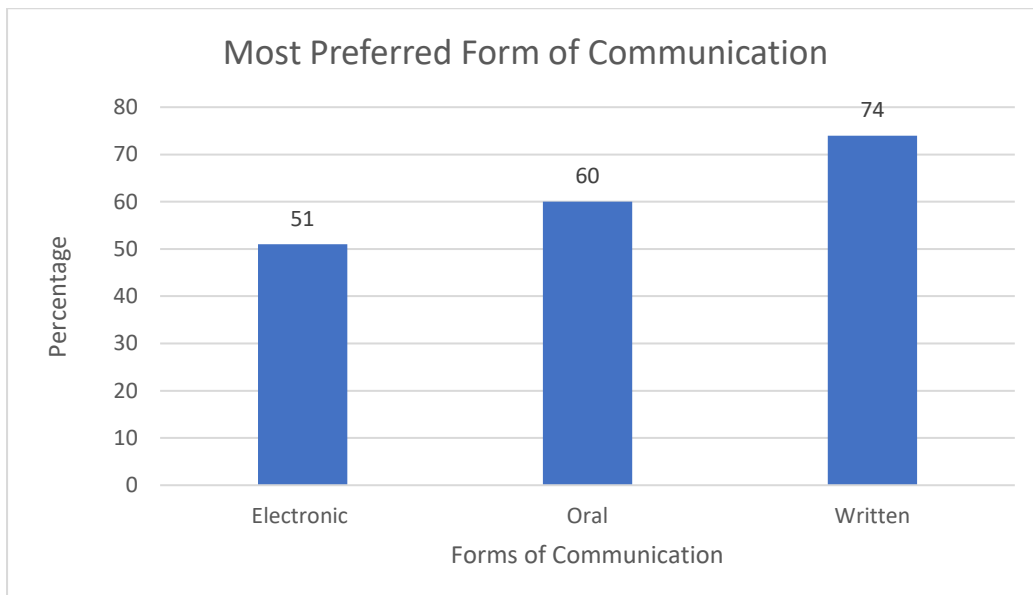

Figure 4.1 Most Preferred Form of Communication

According to Figure 4.1 above, 74 (40%) of the respondents preferred written communication, while 60 (32%) of the respondents preferred oral communication over other forms of communication. Further, 51 (28%) of the respondents preferred electronic communication. From the interviews, all the 6 managers agreed that they preferred written communication over other forms of communication because it can be used for reference and employees have access to written communication. This finding agrees with Prabavathi & Nagasubramani (2018), who state that written communication is the most effective method of communication as it is used for permanent records and reference. These findings indicate that written communication is the most preferred form of communication over other forms of

communication. Written communication allows employees to refer back to it for reference, it can be used for future reference, it is used to communicate complex information that may not be grasped through oral communication, and it is used to communicate with a large audience.

4.4.2   Communication Channels Used as a Source of Information From Managers

The study sought to find out the communication channels used by respondents as a source of information from managers. The findings are presented in figure 4.2 below.
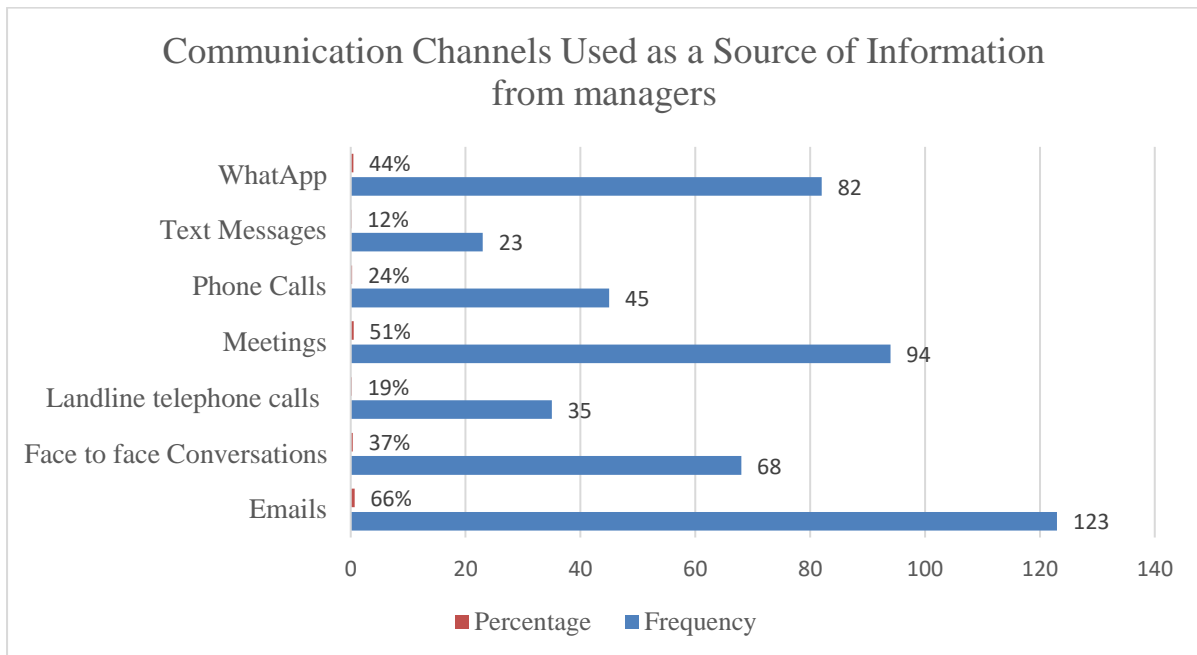

Figure 4.2 Communication Channels Used as a Source of Information from Managers.

From figure 4.2 above, 123 (66%) of respondents indicated they used emails as a source of information from hotel managers. Meetings were also used as a source of information, represented by 94 (51%) of the respondents. 82 (44%) and 68 (37%) of respondents indicated that they used WhatsApp and face-to-face conversations as sources of communication, respectively. Phone calls and landline telephone calls were used as sources of information by 45 (24%) and 35 (19%) of respondents, respectively. Lastly, 23 (12%) of the respondents indicated that they used text messages as a source of information from managers.

In the interviews, managers 1, 4, and 5 stated that emails, meetings, WhatsApp groups, and memos were used to share information with employees. In addition, managers 2 and 6 also used notice boards together with emails, meetings, and WhatsApp groups. Manager 3 mostly

uses notice boards and meetings.

These findings indicate that emails were mostly used as a source of information from managers, and text messages were the least used as a source of information from managers.

4.4.3   Communication Channels Used for Sharing Information with Colleagues

The study sought to find out the communication channels used by respondents for sharing information with their colleagues. The findings are presented in figure 4.3.
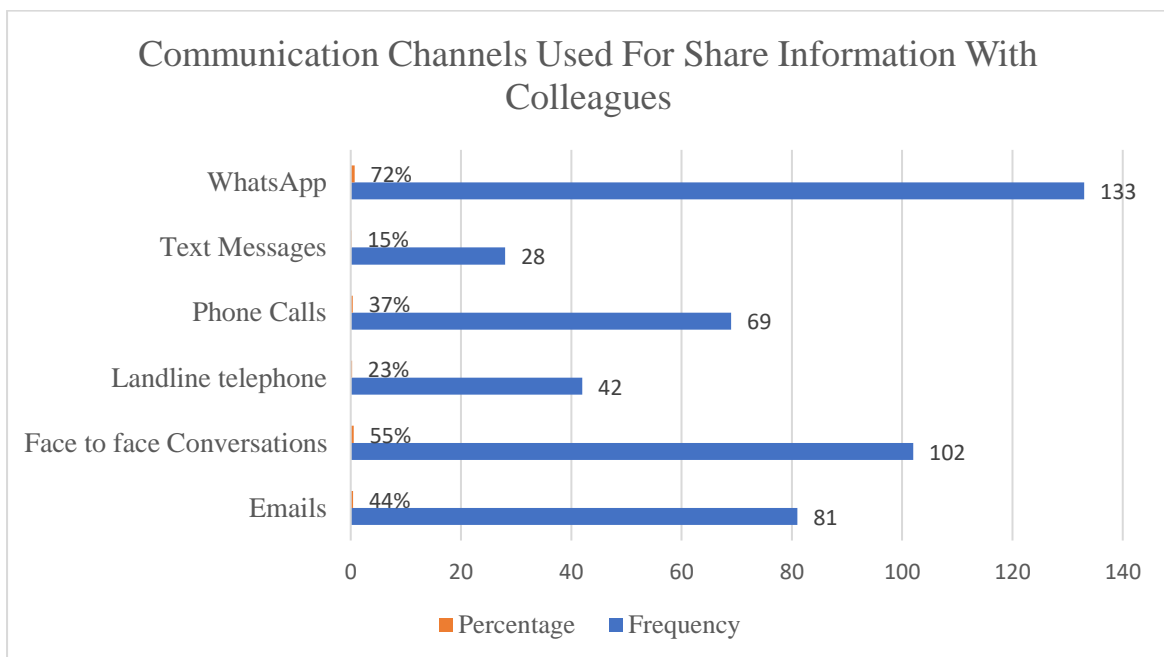
Figure 4.3 Communication Channels Used for Sharing Information with Colleagues

133 (72%) of the respondents indicated they used WhatsApp for sharing information with colleagues. Face-to-face conversations were used by 102 (55%) of the respondents to share information with their colleagues. 81 (44%) and 69 (37%) of the respondents indicated that they used emails and phone calls to share information with their colleagues, respectively. Landline telephone calls were used for sharing information by 42 (23%) of the respondents. Lastly, 28 (15%) of the respondents indicated that they used text messages as a communication channel for sharing information with their colleagues. In the interview, all the 6 managers stated that they use WhatsApp to communicate with their fellow managers, both in a managerial WhatsApp group and in their daily managerial meetings.

4.4.4 Communication Channels Used to Disseminate Information in the Hotel Establishment on Various Matters.

The study sought to find out the communication channels used to disseminate information in hotel establishments on various matters. The findings were presented as follows:

4.4.4.1 Communication Channels Used to Communicate Employees Duties, Roles and Responsibilities

The study sought to find out the communication channels used to communicate employees' duties, roles, and responsibilities. The findings were presented as follows:
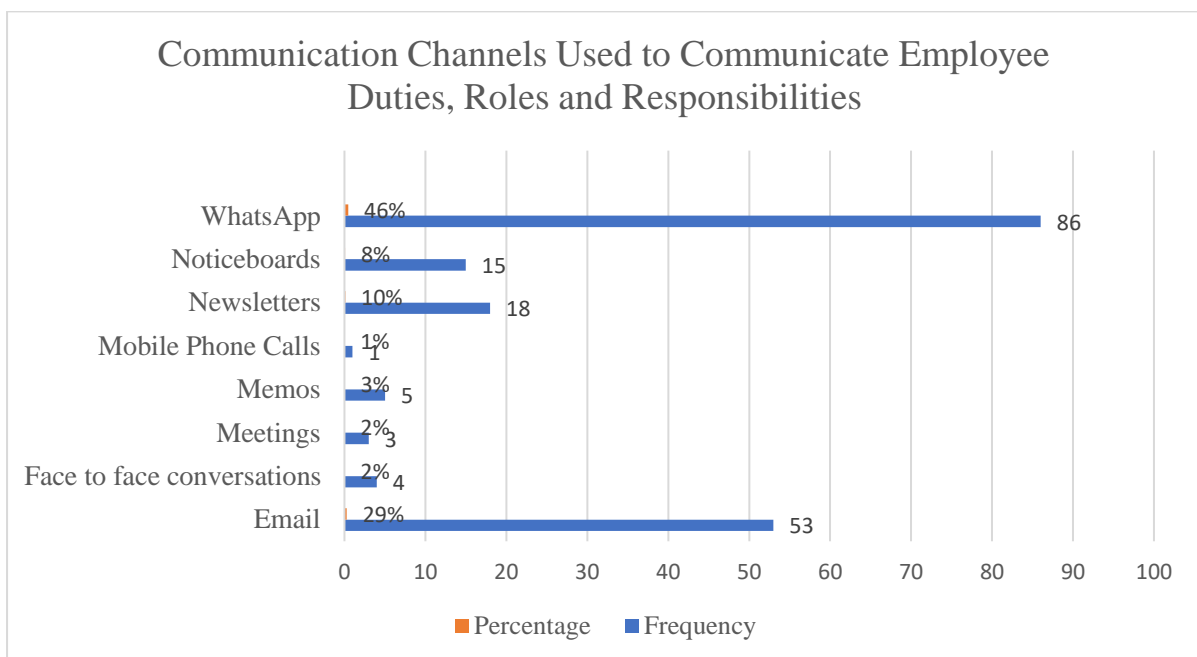
Figure 4.4 Communication Channels Used to Communicate Employees Duties, Roles and Responsibilities

From figure 4.4, 86 (46%) of the respondents indicated that they received communication of their work duties, roles, and responsibilities through WhatsApp, while 53 (29%) of the respondents indicated that they received it through email. 18 (10%) of the respondents indicated that they received this information via newsletter, while 15 (8%) of the respondents indicated they received this information through the noticeboard. Communication of employee duties, roles, and responsibilities was rarely communicated using memos, face-to-face conversations, meetings, and mobile phone calls, as indicated by the respondents as 5

(3%), 4 (2%), 3 (2%), and 1 (1%), respectively.

4.4.4.2 Communication Channels Used to Communicate Work Schedules

The study sought to find out the communication channels used to communicate shift schedules among employees. The findings were presented as follows:
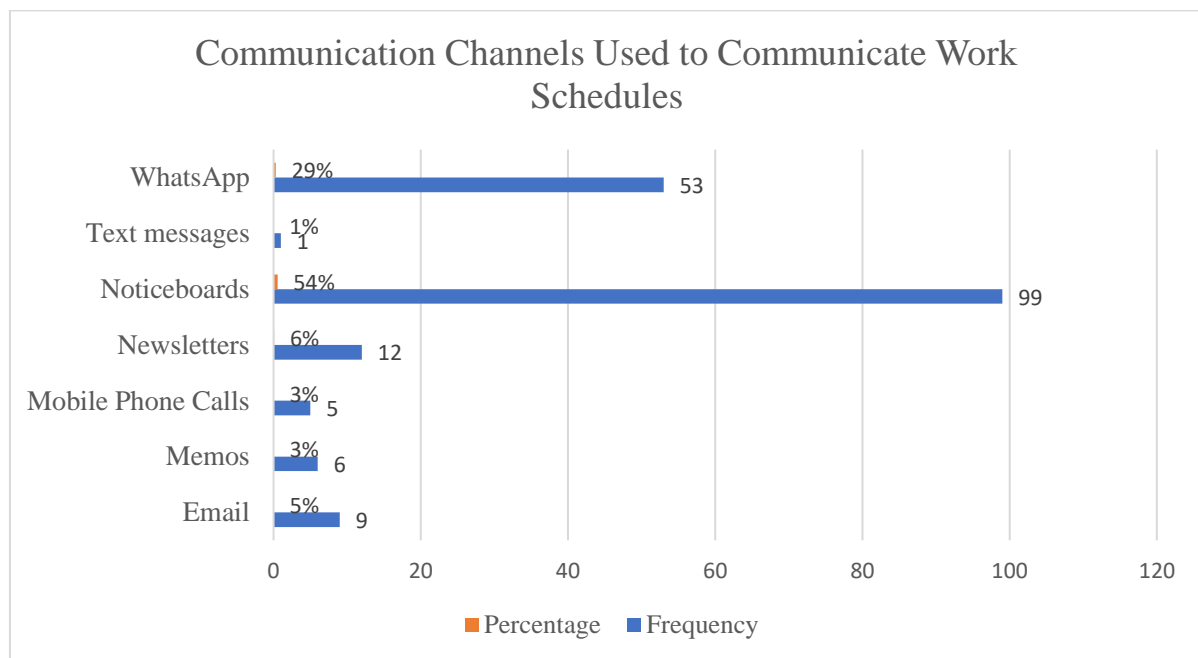
Figure 4.5 Communication Channels Used to Communicate Work Schedules

99 (54%) of the respondents indicated that the noticeboard was used to communicate work schedules, while 53 (29%) of the respondents indicated they received the same information through WhatsApp, and 12 (6%) of the respondents indicated that they received this information through a newsletter. Emails, memes, and mobile phone calls were the least used communication channels when it came to work schedules. Lastly, 1 (1%) of the respondents indicated that text messages were the least used communication channel for communicating work schedules.

4.4.4.3 Communication Channels Used to Communicate Change in Hotel Activities, Structures, Roles and Duties

The study sought to find out the communication channels used to communicate changes in hotel activities, structures, roles, and duties. The findings were presented as follows:
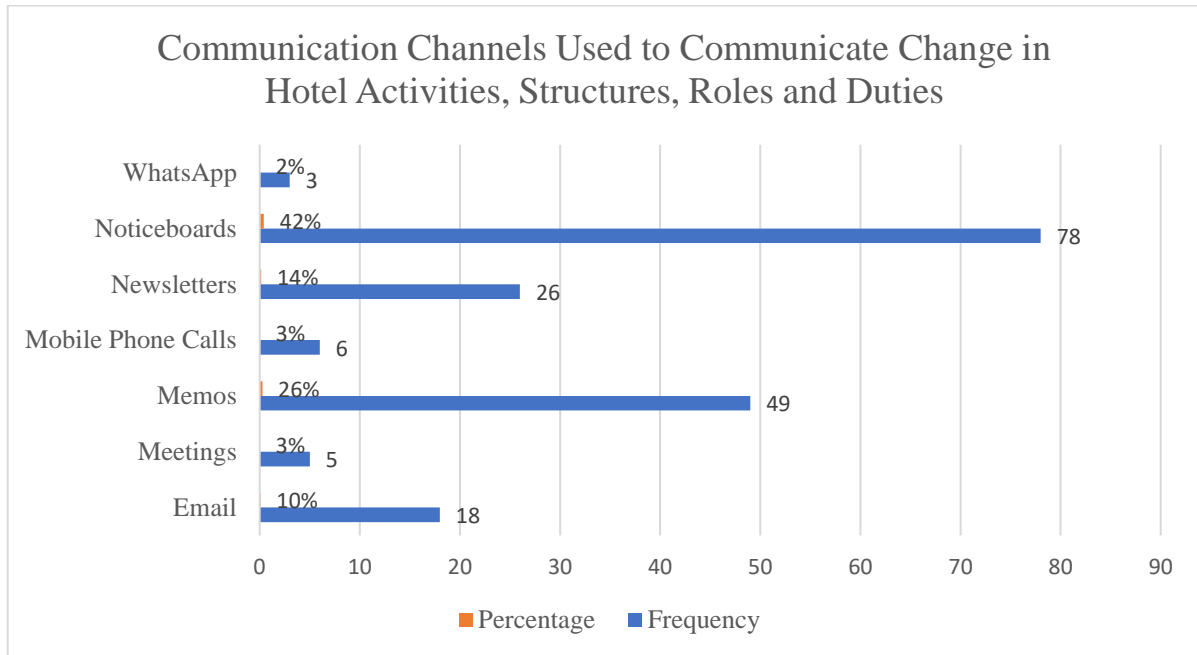
Figure 4.6 Communication Channels Used to Communicate Change in Hotel Activities, Structures, Roles and Duties

78 (42%) of the respondents indicated that the noticeboard was used to communicate changes in hotel activities, structures, roles, and duties, while 49 (26%) of the respondents indicated they received the same information through memos. 26 (14%) of the respondents indicated that they received information about changes in hotel activities, structures, roles, and duties through a newsletter. Emails were indicated as being used to communicate change with 18 (10%) of the respondents. Mobile phone calls and meetings were the least used communication channels. Lastly, WhatsApp was the least used communication channel for communicating change, with just 2%.

4.4.4.4   Communication Channels Used to Communicate Organization Policies, Goals, Objectives and Structures.

The study sought to find out the communication channels used to communicate organization policies, goals, objectives, and structures. The findings were presented as follows:
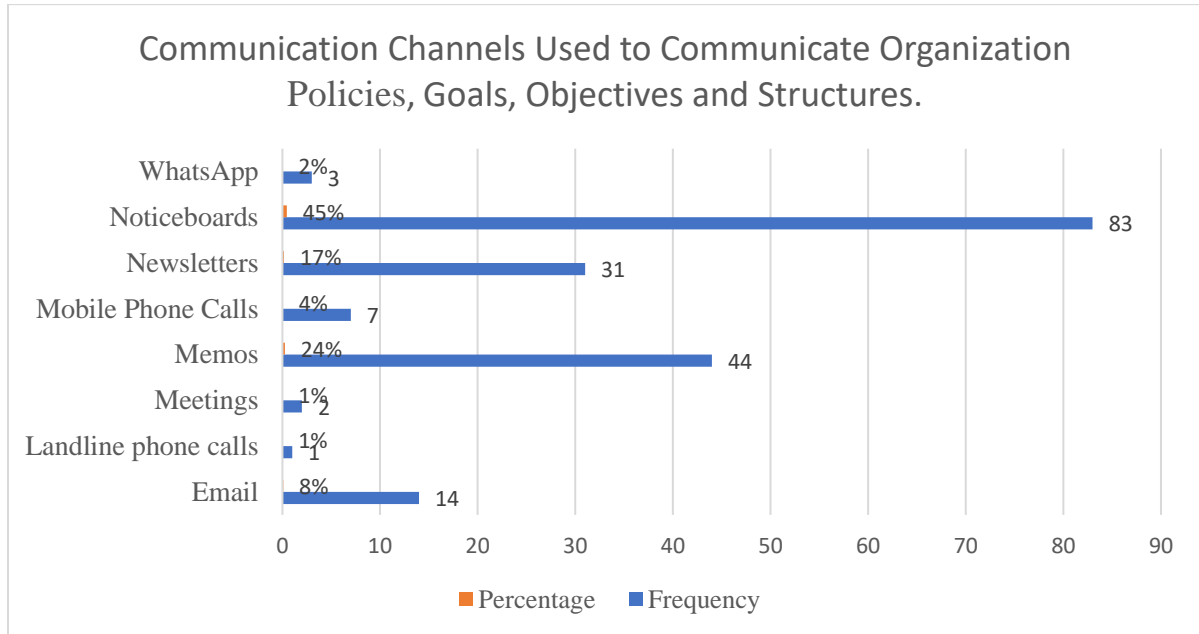
Figure 4.7 Communication Channels Used to Communicate Organization Policies, Goals, Objectives and Structures.

83 (45%) of the respondents indicated that the noticeboard was used to communicate organizational policies, goals, objectives, and structures, while 44 (24%) of the respondents indicated they received the same information through memos. 31 (17%) of the respondents indicated a newsletter, while emails were indicated by 14 (8%) of the respondents. WhatsApp and meetings were the least used communication channels for organizational policies, goals, objectives, and structures. Lastly, landline telephone calls were the least used communication channel when it came to organizational policies, goals, objectives, and structures for communicating change, with just 1 (1%).

4.4.4.5 Communication Channels Used to Communicate Activities and Events Taking Place Within Hotel Establishment
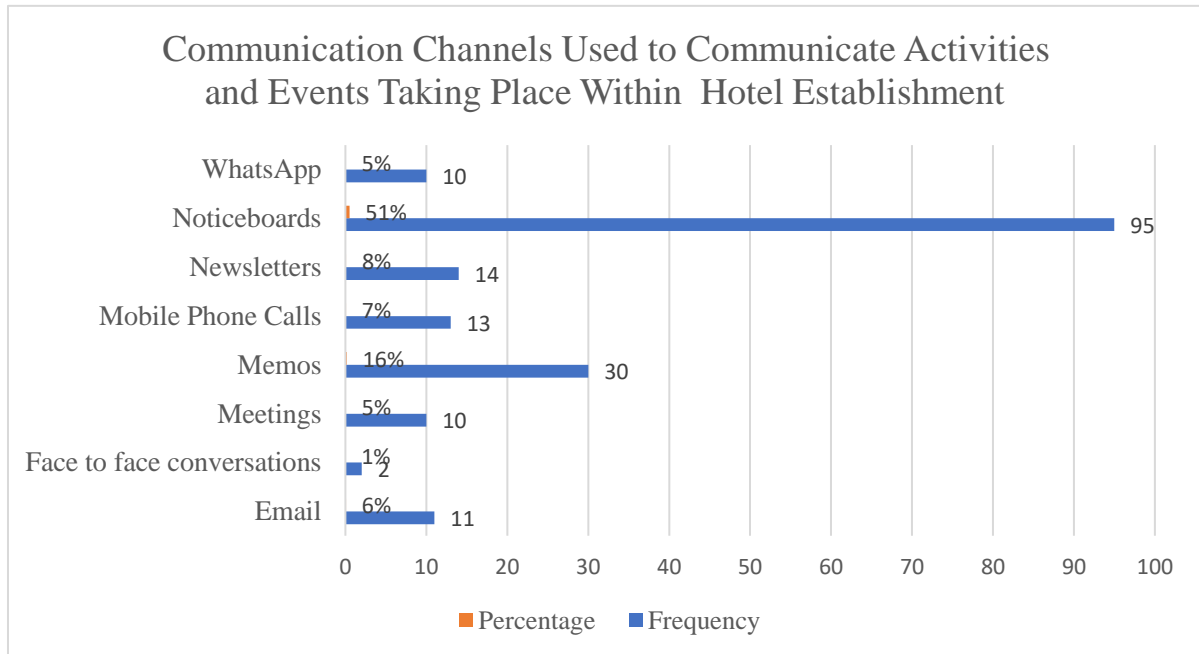
Figure 4.8 Communication Channels Used to Communicate Activities and Events Taking Place Within Hotel Establishment

95 (51%) of the respondents indicated that the noticeboard was used to communicate activities and events taking place in hotel establishments, while 30 (16%) of the respondents indicated memos. Newsletters, mobile phone calls, emails, WhatsApp, and meetings were the least used communication channels for hotel activities and events. Lastly, face-to-face conversations were the least used communication channel when it came to communicating hotel activities and events, with just 1%.

4.4.4.6   Communication Channels Used to Communicate Hotel Guest Information

The study sought to find out the communication channels used to communicate hotel guest information. The findings were presented as follows:
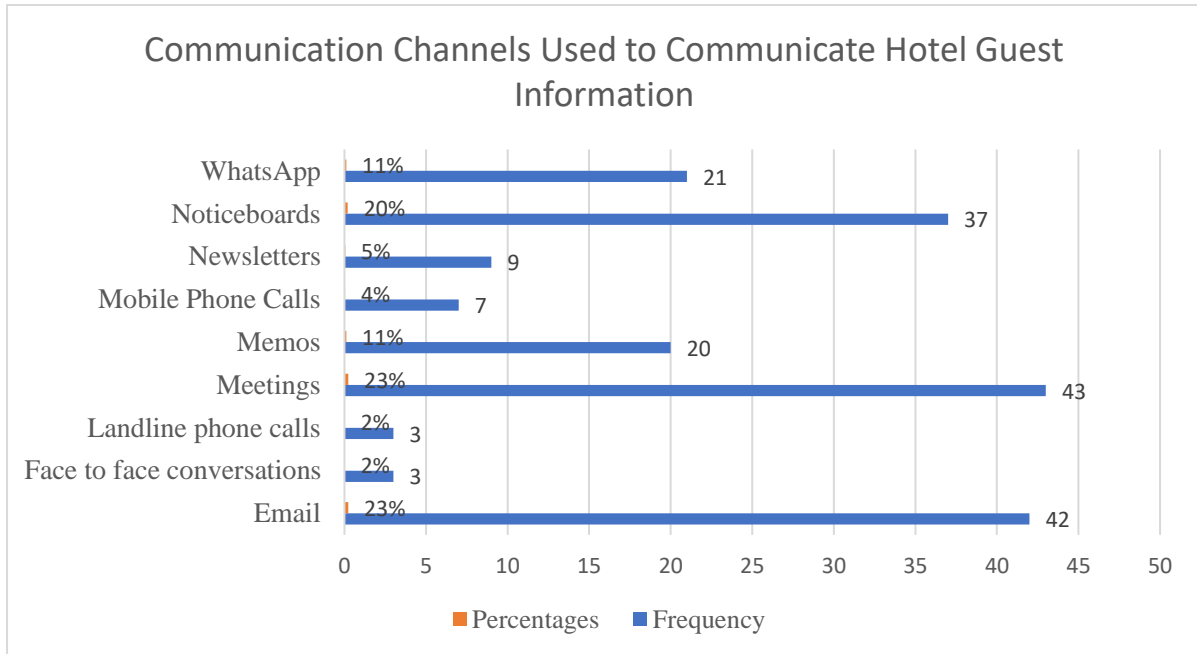
Figure 4.9 Communication Channels Used to Communicate Hotel Guest Information

As shown in Figure 4.9, the respondents indicated that communication of hotel guest information was done through meetings and emails at 43 (23%), noticeboards at 37 (20%), WhatsApp at 21 (11%), memos at 20 (11%), newsletters at 9 (5%), and mobile phone calls at 7 (4%). At 2%, landline telephone calls and face-to-face conversations were the least used communication channels to communicate information about hotel guests.

4.4.5   Communication Channels Used to Share Information with Managers
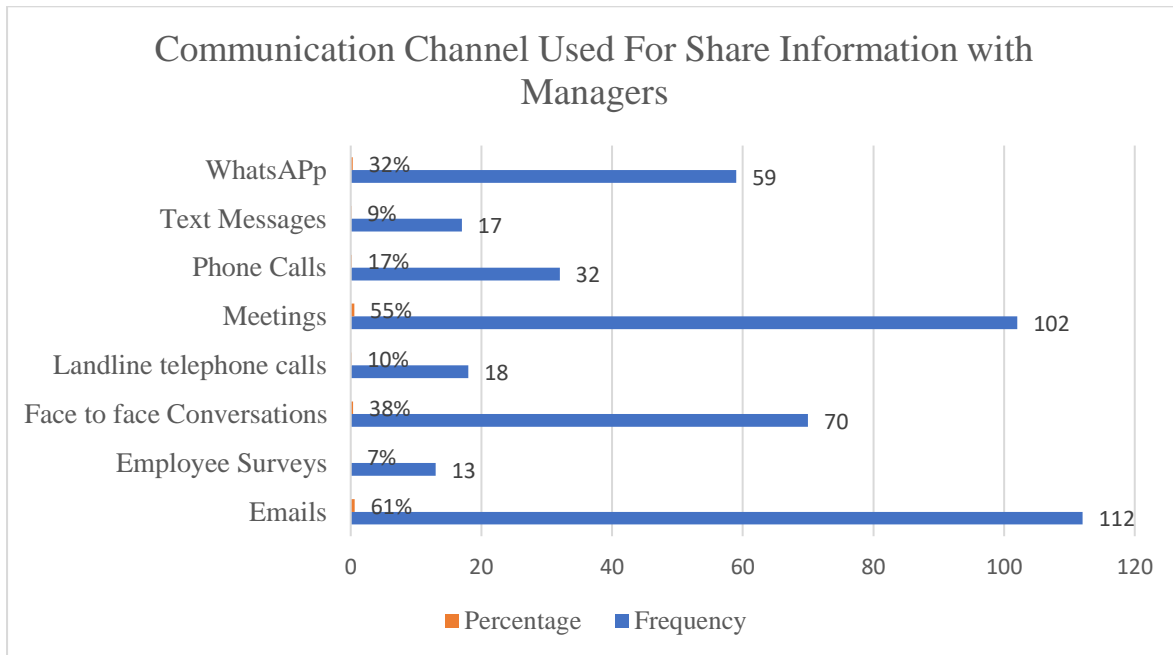
Figure 4.10 Communication Channels or Tools Used to Share Information with Managers

The findings shown in Figure 4.1 show that 112 (61%) of the respondents used emails to share information with their manager. Meetings were used by 102 (55%) of respondents, 70 (38%) and 59 (32%) of respondents used face-to-face conversations and WhatsApp, respectively. Landline telephone calls were used by 18 (10%) of the respondents, while 17 (9%) of the respondents used text messages to share information with managers. Lastly, 13 (7%) respondents used employee surveys as a means of communication to share information with their managers.

The study sought to investigate who is in charge of internal communication in five-star hotel establishments. Through the interviews, it was found that none of the hotels in this study had a communications department. All communication was handled at a departmental level by the heads of the departments, or it came from the director or general manager, and for external customers, it was handled by the sales and marketing departments.

4.5   Information and Communication Flow Practiced among Staff in Hotels

The second objective of this research was to examine the information and communication flows practiced in five-star hotels in Nairobi County, Kenya. This was examined in three categories: downward communication, upward communication, and horizontal communication.

4.5.1   Downward Communication

The study sought to examine the downward information and communication flows practiced in five-star hotels in Nairobi. The results are presented in Table 4.7 below.

Downward Communication	Responses (Percentage and Frequency)	
	Yes	**No**
Communication is mostly from management to employees	87% 161	13% 24
Managers share information on strategies, policies and objectives of the hotel	90% 167	10% 18
Managers share feedback about job performance feedback	93% 172	7% 13
Managers share information about change before it is implemented	80% 148	20% 37
Managers share information about hotel activities and events in advance to allow for preparation	97% 180	3% 5
Managers share information about work duties, roles, responsibilities and instructions	97% 180	3% 5

Table 4.7 Downward Communication

According to table 4.7, 161 (87%) of respondents agreed that communication is mostly from management to employees, while 24 (13%) of the respondents disagreed. These findings agree with Mapetere & Manhiwa (2021), who state that downward communication consists of decision instructions that are disseminated through management to supervisors and employees for execution without feedback. These findings indicate that most of the communication in hotel establishments comes from management and that it is one-way

communication. This type of communication ensures employees are aware of their responsibilities and informed about future activities and projects.

167 (90%) of the respondents agreed that managers should share information on strategies, policies, and objectives of the hotel, while 18 (10%) of the respondents disagreed. These findings agree with Narat (2019), who states that downward communication involves top management communicating strategies, policies, rules, and other commands to supervisors and employees in order for them to operate and carry out tasks. These findings indicate that managers ensured employees were well informed about hotel strategies, policies, and objectives, which also enabled them to work towards mutual goals and objectives.

Also, 172 (93%) of respondents agreed that managers shared feedback about job performance, while 13 (7%) disagreed. The interviews presented similar results, whereby all the managers agreed that they usually give employees feedback about their work responsibilities and duties. Managers 4 and 6 stated that sometimes it is usually done through their assistants, but during the daily briefing and meeting, they usually give feedback on the same. These findings agree with Čuić Tanković et al. (2022), who carried out a study on internal communication and employee satisfaction in the hospitality industry, which states that communication between employees and managers has a positive impact on job satisfaction as employees receive feedback about their work responsibilities and are made aware of their work responsibilities and duties.

148 (80%) of respondents agreed that managers shared information about change before it was implemented. On the other hand, 37 (20%) of the respondents disagreed. These findings agree with Chepkemboi, 2021; Jakubiec, 2019, who state that internal communication is used to make employees aware of any changes to the regulations and procedures that pertain to their jobs. Jakubiec stresses that this helps employees prepare for and adjust to change.

Furthermore, 180 (97%) of the respondents agreed that managers share information about hotel activities and events in advance to allow for preparation, while 5 (3%) of the respondents disagreed. These findings agree with Yildiz (2015), who stresses that effective internal communication is imperative in hotel establishments since interdepartmental cooperation and collaboration are highly valued. Customers will then be satisfied, and this will lead to profitability for the hotel. These findings indicate that managers shared information about hotel activities and events in advance to prepare. This in turn helped with

coordination among employees and departments to ensure the hotel was able to meet the needs and wants of its customers. Departments within establishments such as hotels need to work together to ensure operations and activities are successful and guests receive good customer care and services.

Finally, 180 (97%) of the respondents agreed that managers shared information about work duties, roles, responsibilities, and instructions, while 5 (3%) of the respondents disagreed. These findings agree with Pirjol and Radomir (2017), who point out that it is important for managers to engage employees about their roles and duties. Dominick (2013) also states that one of the roles of internal communication in an organization is to ensure employees understand their duties and responsibilities. This finding indicates that there was effective internal communication in hotels, whereby employees received information from their managers about their work duties. This ensured they were aware of their work duties and responsibilities.

4.5.2   Upward Communication

The study sought to examine the upward information and communication flows practiced in five-star hotels in Nairobi. The results are presented in Table 4.8 below.

Upward Communication	Response (Percentage and Frequency)	
	Yes	No
I am able to share work problems and grievances to my manager	81% 150	19% 35
I am able to give feedback to managers in regards to work duties and responsibilities	91% 169	9% 16
I am able to inform managers about customer and guest complaints	98% 182	2% 3
I am able to share suggestions for improvement of hotel products and services with managers	71% 132	29% 53

Table 4.8 Upward Communication

150 (81%) of respondents agreed that they were able to share work problems and grievances with their manager, and 35 (19%) disagreed. The interviews presented similar results whereby all the managers agreed that employees usually share their opinions, ideas, and

grievances about their work duties and responsibilities. These findings agree with Kapur (2020), who explains that upward communication is used by employees to communicate their personal problems, working conditions, problems and hitches, feedback, suggestions for improvement, and complaints. These findings indicate that managers in five-star hotels have created a conducive work environment for employees to be open enough to share their work-related problems and grievances.

Also, 169 (91%) of respondents agreed that they were able to give feedback to managers in regards to work duties and responsibilities, while 16 (9%) disagreed. These findings agree with those of Kapur (2020), who highlights that upward communication is a means for employees to share information and feedback with their managers or supervisors. Muhamedi & Ariffin (2017) also assert that upward communication is necessary to address employees' specific issues and determine whether they have understood information delivered to them through downward communication. These findings indicate that a high percentage of employees give feedback to managers about their work duties and responsibilities. This enables managers to know if downward communication was effective when they disseminated information about work duties and responsibilities and if employees understood the information.

Further, 182 (98%) agreed that they were able to inform managers about customer and guest complaints, and 3 (2%) disagreed. Finally, 132 (71%) agreed that they were able to share suggestions for improving hotel products and services with managers, while 53 (29%) disagreed. These findings agree with Riel & Fombrun (2010), who stress that employees are more likely to send information upward if they feel that they have a trusting relationship with their manager. Muriungi (2021) asserts that if employees do not feel comfortable discussing ideas with their managers and supervisors, management has not created a conducive environment that encourages employees to take part in upward communication.

4.5.3 Horizontal Communication

The study sought to examine horizontal information and communication flows practiced in five-star hotels in Nairobi. The results are presented in Table 4.9 below.

Horizontal Communication	Responses (Percentage and Frequency)	
	Yes	**No**
I am able to interact with my colleagues	99% 184	1% 1
I am able to exchange information with colleagues in different departments.	96% 177	4% 8

Table 4.9 Horizontal Communication

According to table 4.9, 184 (99%) of the respondents agreed that they were able to interact with their colleagues, and 1 (1%) of the respondents disagreed that they were able to interact with their colleagues.

177 (96%) of the respondents agreed that they were able to exchange information with colleagues in different departments, while 8 (4%) of the respondents disagreed that they were able to exchange information with colleagues in different departments. From the interview, all six managers stated that they have interactions with managers of different departments for the coordination of work duties, hotel activities, and events.

This finding agrees with Chepkemboi and Muriungi (2021), who state that horizontal communication helps create a pleasant environment that will improve employees' cooperation and facilitation of activities and even encourage idea sharing and problem solving between departments, resulting in a seamless workflow from one department to the next. Horizontal communication strengthens an organization's social support system, increasing employees' sense of belonging. These findings indicate that there is effective horizontal communication with five-star hotels in Nairobi County, Kenya. The findings show the employees are able to share their ideas and information amongst their colleagues and also amongst different departments, as well as coordinate with each other for hotel activities and tasks.

4.6   The Role of Internal Communications on Employee Job Satisfaction.

The third objective of this research was to investigate the role of internal communications on employee job satisfaction in the hospitality industry. This was examined by identifying the role of internal communication on employee job satisfaction and finding out the nexus between employee job satisfaction and internal communication practices in five-star hotels.

4.6.1   The Role of Internal Communication in Employee Job Satisfaction.

The study sought to determine the role of internal communication on employee job satisfaction. Below are the analyzed responses.

According to the responses, 51 (28%) of the respondents stated that internal communication boosted coordination of work among employees, thereby enabling teamwork and coordination and smooth hotel operations. Through the interviews, managers 4, 1, and 3 indicated that internal communication ensured there was teamwork and coordination among employees in different departments, which ensured activities and events ran smoothly. These findings agree with Anderson et al. (2015), who stated that effective internal communication fosters teamwork and productivity by providing information on concerns that employees may have. The findings also agreed with those of Yildiz (2015) who stressed that effective internal communication is imperative in hotel establishments since interdepartmental cooperation and collaboration are highly valued. Yildiz, (2015) also opined that "departments within establishments such as hotels need to work together to ensure operations and activities are successful and guests receive good customer care and services."

These findings indicate that employees were satisfied with effective internal communication practices within five-star hotels, which enabled teamwork by working with colleagues in the same departments as well as those in different departments. It also facilitated the coordination of hotel activities and events and led to smooth hotel operations and tasks. 48 (26%) of the respondents stated that internal communication kept employees informed about what was taking place in the hotel, such as upcoming events and functions. They also indicated that internal communication enables employees to know in advance what is expected of them, therefore boosting employee productivity. The findings tally with those stated in the interview. Manager 5 stated that internal communication ensured employees were well informed and that information was shared in a timely manner, which ensured employees had enough time for preparations. These findings were supported by Sadia et al (2016). who state

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that all organizations depend on effective internal communication to succeed and helping employees appreciate the importance of their role in the plan's execution and helping the organization achieve its goals.

Also, 37 (20%) of the respondents indicated that internal communication made it easy for hotel employees to gather feedback from hotel guests and managers. These findings agree with Čuić Tanković et al. (2022), who stated that communication between employees and managers had a positive impact on job satisfaction as employees received feedback about their work responsibilities and were made aware of their work responsibilities and duties. These findings indicate that effective internal communication increases employee job satisfaction when employees are able to gather feedback from guests and managers. This, in turn, helped employees know the areas in which they were performing well and also which ones needed improvement.

25 (14%) of the respondents indicated that internal communication facilitated the effective productivity of the employees and the hotel at large. Manager 6 indicated during the interview that effective internal communication facilitated good work planning, preparation, and execution. The manager also stated that there was efficiency and effectiveness in work-related activities, which led to productivity. These findings agree with those of Yildirim (2014), who studied internal communication and hotel productivity and highlighted that effective internal communication is crucial for organizational coordination because information about the organization is accessible and shared. Yildirim observed that internal communication functions affected organizational productivity both directly and indirectly since quick processing of information leads to better decision-making.

Furthermore, 24 (13%) of the respondents stated that internal communication enabled employees to share their opinions and challenges, hence giving them a sense of belonging in the hotel establishment. These findings agree with Xu & Li (2013), who noted that it is through internal communication that employees in hotels can share with each other their opinions, views, and grievances about what is taking place in the establishment. These findings indicated that employees were satisfied with internal communication when they were able to share their opinions and challenges, as it enabled them to seek the opinions of their colleagues and management and find solutions. It in turn improved their work productivity and performance, as well as the hotel's productivity and customer satisfaction.

Finally, 10 (5%) of the respondents stated that internal communication empowered employees with information about the hotel's organizational policies, strategies, core values, mission, and vision. This finding agreed with Dermol & Širca (2018), who pointed out that employees of an organization need to be informed about the company's strategies, policies, vision, mission, values, goals, and objectives and implement them in everyday practices. These findings indicate that through effective internal communication, employees were informed about hotel policies, strategies, core values, mission, and vision. This information made employees feel like part of the hotel organization and enabled them to be committed to working towards them and incorporating them into their daily practices. It is through internal communication that employees get to learn and understand the regulatory policies that govern them and the organization.

4.6.2   Internal Communication on Employee Job Satisfaction.

The study sought to find out if there is a relationship between employee job satisfaction and internal communication practices in five-star hotels. A five-point Likert scale was used with five items (SA = Strongly Agree, A = Agree, N = Not Sure, D = Disagree, SD = Strongly Disagree). The responses were analyzed and have been presented in Table 4.10.

Questions	SA	A	N	D	S D	Mean
I am satisfied with the hotel's effort in sharing information about change.	48 26%	74 40%	35 19%	19 10%	9 5%	3.7189
I am satisfied with been given a chance to participate in decision-making by sharing my opinions.	50 27%	59 32%	50 27%	19 10%	7 4%	3.6811
I am satisfied with the feedback from the department manager about my work duties and responsibilities.	59 32%	95 51%	15 8%	9 5%	7 4%	4.0270
I am satisfied with appraisals given for good job performance.	63 34%	15 8%	22 12%	46 25%	39 21%	3.0919
I am able to have a face-to-face conversation with the department manager.	56 30%	91 49%	22 12%	7 4%	9 5%	3.9622
I am satisfied by how the hotel shares information about policies, strategies, and objectives.	54 29%	85 46%	24 13%	9 5%	13 7%	3.8541
Information is shared in a timely manner.	69 37%	81 44%	19 105	6 3%	11 6%	4.0486

Table 4.10 Relationship between Internal Communication and Employee Job Satisfaction.

122 (66%) of the respondents were satisfied with the hotel's efforts in sharing information about change, while 28 (15%) disagreed that they were satisfied with the hotel's efforts to share information about change (mean = 3.7189). Through the interviews, Manager 5 stated that during meetings and departmental briefings, employees were informed about changes that were to take place in order to allow them to prepare in advance and avoid any confusion during their working shift. These included changes to work duties, hotel activities or events, and organizational structure. Manager 4 also stated that some changes that were taking place in the hotel weren't shared with employees. If the changes have to do with management and

do not affect employees work conditions, the managers didn't share them. This finding therefore indicated that most of the respondents were satisfied with the hotels' efforts to share information about change.

On top of that, 109 (59%) of the respondents agreed that they were satisfied with being given a chance to participate in decision-making by sharing their opinion. 26 (14%) of the respondents disagreed that they were satisfied with the opportunity to participate in decision-making by sharing their views (mean = 3.6811). Through the interviews, Manager 1 stated that in some situations, employees were asked for their opinion before a decision was made on certain issues, and this was usually done during meetings where they were given an opportunity to share their opinions. These findings agree with Kulachai et al. (2018), who state that employees feel like vital members of the organization when given the chance to participate in decision making. This is because their opinions and input seem to be valued by management, and it also indicates some level of trust. These findings indicate that employees were satisfied with been given the opportunity to share their opinions and ideas with regard to various hotel matters. This could be because their managers have created a conducive environment for them to air out their opinions and ideas.

Further, 154 (83%) of the respondents agreed that they were satisfied when they received feedback from the departmental manager about their duties and responsibilities, while 17 (9%) of the respondents disagreed (mean = 4.0270). These findings agree with Čuić Tanković et al. (2022) study on internal communication and employee satisfaction in the hospitality industry, which states that communication between employees and managers has a positive impact on job satisfaction as employees receive feedback about their work responsibilities and are made aware of their work responsibilities and duties. This finding indicates that hotel employees in five-star hotels were satisfied when they received feedback from their departmental managers in regards to their work duties and responsibilities. The feedback helps them identify the areas they can improve on and the ones they are doing well in.

78 (42%) of the respondents agreed that they received appraisals for good job performance while 85 (46%) respondents disagreed (mean = 3.0919). Through the interviews, Manager 1 and Manager 2 stated that they and the hotel gave employee appraisals on a departmental level. Manager 6 stated that monthly and annual employee appraisals were carried out with the assistance of the human resources department based on the employee's job performance

and also the number of times guests and customers had mentioned their good service. This finding indicates that not all five-star hotels give employees appraisals.

147 (79%) of the respondents agreed that they were able to have face-to-face conversations with their departmental managers, while 16 (9%) of the respondents disagreed (mean = 3.9622). This finding agrees with Men (2014), who asserts that employees in an organization tend to feel satisfied when they can communicate face-to-face with their managers and receive immediate feedback; it also shows the willingness of managers to give them a listening ear. This finding implies that hotel employees are able to have face-to-face conversations where they can exchange ideas and opinions with their managers. It also shows that there is two-way symmetrical communication within the hotel, where employees are well informed and can communicate with management. This leads to better employee performance, satisfaction, and productivity in hotels.

Further, 139 (75%) of the respondents agreed with the statements that they were satisfied with how the hotel shared information about policies, strategies, and objectives while 22 (12%) of the respondents disagreed (mean = 3.8541). These findings agree with Loth & Mushi's (2019) study on an assessment of internal communication on employee job satisfaction, which found that employees are satisfied when they are informed about the organization's strategies and policies, as it helps them understand the organization's vision and how they can be part of achieving it. This finding indicates the hotel employees were satisfied with the hotel's management efforts to share information on policies, strategies, and objectives, as it helped them understand what they were working toward and which objectives they should meet. Knowledge about the hotel's strategies, policies, and objectives helps employees become productive and gives them a sense of belonging.

150 (81%) of the respondents agreed that information was shared in a timely manner, while 17 (9%) of the respondents disagreed that information was shared in a timely manner within the hotel establishments (mean = 4.0486). This finding agrees with those of Čuić Tanković et al. (2022) research on internal communication and employee satisfaction in the hospitality industry, which indicated employees are satisfied when they have information shared in a timely manner to cater to their preparation for work responsibilities and duties. This finding indicates the employees of five-star hotels are satisfied with the hotel's effort to share information in a timely manner to ensure they are aware and have enough time to prepare for

their work tasks as well as their responsibilities and duties.

Finally, through the interviews, it was discovered that annual employee surveys were not carried out by five-star hotels to gauge employees' job satisfaction and attitudes towards their work. This finding indicates that there is a need for five-star hotels to carry out employee surveys. This finding suggests that there is a need for employee surveys to be carried out, as recommended by To et al. (2015), who state that staff evaluations and annual surveys of employees should be carried out to gauge employment quality and attitude toward work. The employees' satisfaction with both their work and internal communication will be determined by the surveys, which gather feedback about their opinions, thoughts, and attitudes towards the organization's management and internal communication.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1   Introduction

This study sought to analyze the internal communication practices in five-star hotels in Nairobi County, Kenya. The study was based on three objectives: to analyze the communication channels and tools used in hotels, to investigate information and communication flows practiced among staff in hotels and to investigate the role of internal communications on employee job satisfaction in the hospitality industry. In light of the research findings in the preceding chapter, this chapter gives a summary, conclusions, recommendations, and suggestions for further research.

5.2   Summary of Research Findings

This section includes a summary of the findings based on the study's objectives.

5.2.1   Communication Channels Used in Hotels

The study established through the questionnaires that among oral, written, and electronic forms of communication, the majority of the respondents 74 (40%) preferred written communication, while 60 (32%) of the respondents preferred oral communication. Lastly, 51 (28%) of the respondents preferred electronic communication. Through the interviews carried out, the results were similar: all six managers confirmed that they preferred written communication over other forms of communication because it can be used for reference and employees have access to written communication.

From the findings, the majority of the respondents 123 (66%) used emails as a source of information from managers. Meetings were also used as a source of information from managers, represented by 94 (51%) of the respondents. 82 (44%) and 68 (37%) of respondents indicated that they used WhatsApp and face-to-face conversations as sources of communication, respectively. Phone calls and landline phone calls, respectively, 45 (24%) and 35 (19%), were used accordingly by the respondents. Lastly, 23 (12%) of the respondents indicated that they used text messages as a source of information. Specifically, through the interviews, managers mostly used emails, meetings, and departmental WhatsApp groups to share information with employees of the hotel.

For communication channels used for sharing information with colleagues, 133 (72%) of respondents indicated they used WhatsApp. Face-to-face conversations were used by 102 (55%), 81 (44%) used emails, and 69 (37%) used phone calls. Landline telephone calls were used for sharing information by 42 (23%) of the respondents. Lastly, 28 (15%) of the respondents indicated that they used text messages as a communication channel for sharing information with their colleagues. According to the interview, all six managers used WhatsApp to connect with one another, as they have a WhatsApp group for managers in addition to holding daily meetings and briefings.

The study sought to establish the communication channels used to disseminate information in the hotel establishments on various matters. Communication of employee duties, roles, and responsibilities was done on different communication channels, according to respondents, as follows: WhatsApp by 86 (46%), email by 53 (29%), and newsletters with 18 (10%) and 15 (8%) noticeboards. As indicated by the respondents, memos, face-to-face conversations, meetings, and mobile phone calls were the least used communication channels, as indicated by the respondents as 5 (3%), 4 (2%), 3 (2%), and 1 (1%), respectively.

According to respondents, work schedules were communicated using the following communication channels: 99 (54%) noticeboards, 53 (29%) WhatsApp, and 12 (6%) newsletters. Emails, memos, and mobile phone calls were the least used communication channels when it came to working shifts. Lastly, 1 (1%) of the respondents indicated that text messages were the least used communication channel for communicating work schedules.

Communication of changes in hotel activities, structures, roles, and duties was done through the following channels, as indicated by respondents: 78 (42%) noticeboard, 49 (26%) memos. There are 26 (14%) newsletters and 18 (10%) emails. When it comes to communicating changes in the hotel, respondents indicated it was done through mobile phone calls, meetings, and WhatsApp at 6 (3%), 5 (3%) and 3 (2%), respectively.

83 (45%) of the respondents indicated that the noticeboard was used to communicate organizational policies, goals, objectives, and structures, 44 (24%) of the respondents indicated memos, 31 (17%) of the respondents indicated newsletters, and 14 (8%) indicated emails. When it comes to communicating changes in the hotel, mobile phone calls, WhatsApp, meetings, and landline telephone calls were the least used communication channels for organizational policies, goals, objectives, and structures.

The study sought to establish the communication channels used to communicate activities and events taking place in the hotel, and the responses from the respondents were as follows: 95(51%) indicated noticeboard and 30 (16%) indicated memos. Newsletters, mobile phone calls, emails, WhatsApp, and meetings were the least used communication channels for hotel activities and events. Lastly, face-to-face conversations were the least used communication channel when it came to communicating hotel activities and events, with just 2%.

The study established that communication about hotel guests' information was done through meetings and emails at 23%, noticeboards at 20%, WhatsApp and memos at 11%, newsletters at 5%, and mobile phone calls at 4% . At 1%, landline telephone calls and face-to-face conversations were the least used communication channels to communicate information about hotel guests.

The study sought to find out the communication channels used by respondents to share information with managers. 112 (61%) of respondents used emails, 102 (55%) of respondents used meetings, 70 (38%) and 59 (32%) of respondents used face-to-face conversations and WhatsApp accordingly. Landline telephone calls are used by 18 (10%) of the respondents, and 17 (9%) of the respondents used text messages to share information with managers. Lastly, 13 (7%) of the respondents used employee surveys as a means of communication to share information with their managers.

The interviews revealed that none of the hotels included in this study had a communications department. The department managers handled all communication on a departmental level. The director and general manager were also sources of communication, and the sales and marketing divisions were in charge of communication with external customers.

5.2.2 Information and Communication Flows Practiced among Staff in Hotels

The study sought to investigate downward information and communication flow. The findings indicated that 180 (97%) of the respondents agreed that managers share information about work duties, roles, responsibilities, and instructions; 180 (97%) of the respondents agreed that managers share information about hotel activities and events in advance to allow for preparation, and 172 (93%) of the respondents agreed that managers share feedback about job performance. Similar findings emerged from the interviews, and all of the managers concurred that they often provide staff with feedback on their tasks and responsibilities. Managers 4 and 6 stated that although it is occasionally done by their assistants, they often

provide feedback on the same during the daily briefing and meeting; 167 (90%) of the respondents agreed that managers share information on strategies, policies, and objectives of the hotel; 161 (87%) of the respondents agreed that communication is mostly from management to employees, and 148 (80%) of the respondents agreed that managers share information about change before it is implemented. On the other hand, 37 (20%) of the respondents disagreed.

Upward communication was also investigated, and the results were as follows: 150 (81%) of respondents agreed that they were able to share work problems and grievances with their managers, and 35 (19%) disagreed. Similar findings emerged from the interviews, and all of the managers acknowledged that employees generally express their opinions, ideas, and complaints about their jobs and duties. 169 (91%) of respondents agreed that they were able to give feedback to their managers in regards to work duties and responsibilities, while 16 (9%) disagreed. Additionally, 182 (98%) agreed that they were able to inform managers about customer and guest complaints, and 3 (2%) disagreed. Finally, 132 (71%) agreed that they were able to share suggestions for improving hotel products and services with managers, while 53 (29%) disagreed.

Horizontal information and communication flows were also investigated, and 184 (99%) of respondents agreed that they were able to interact with their colleagues, while 1% disagreed. 177 (96%) of respondents agreed that they were able to exchange information with colleagues in different departments, while 8 (4%) of respondents disagreed. In the interview, each of the six managers indicated that they communicate with the heads of other departments to coordinate tasks, hotel activities, and events.

5.2.3   The Role of Internal Communications on Employee Job Satisfaction

From the findings, a majority of the respondents, 51 (28%) stated that internal communication boosted coordination of work amongst employees, and 48 (46%) indicated that internal communication kept them informed about what was taking place in the hotel, like events and functions. 37 (20%) of the respondents stated that internal communication made it easy for hotel employees to gather feedback from hotel guests and managers. 25 (14%) of the respondents indicated that internal communication facilitated the effective productivity of the employees and the hotel at large. Furthermore, 24 (13%) of the respondents stated that internal communication enabled employees to share their opinions

and challenges. 10 (5%) of the respondents stated that internal communication empowered employees with information about the hotel's organizational policies, strategies, core values, mission, and vision. Through the interviews carried out, the results were similar, which confirmed that internal communication ensured employees' satisfaction by facilitating good work planning, preparation, and execution, efficiency and effectiveness in work-related activities, timely information sharing, and teamwork and coordination amongst employees of different departments.

The study established the nexus between employee satisfaction and internal communication practices in five-star hotels in Nairobi County. Most of the findings revealed a link between employee satisfaction and internal communication practices. The majority of the respondents (mean of 4.0486) were satisfied with information being shared on time. (mean of 4.0270) indicated they were satisfied with the feedback they received from their department managers in regards to work duties and responsibilities. The respondents were satisfied with having face to-face conversations with their managers (mean of 3.9622) and also with how the hotels shared information about policies, strategies, and objectives (mean of 3.8541). The respondents (mean of 3.7189) were satisfied with the hotel's efforts in sharing information about change, while the rest (mean of 3.6811) were satisfied with having been given a chance to participate in decision making by sharing their opinions. However, respondents (mean of 3.0919) indicated that they were not satisfied with appraisals given for good job performance. This was also indicated during the interview, where only 3 out of the 6 managers indicated that they and the hotel give appraisals for good job performance to employees.

Finally, through the interviews, it was discovered that annual employee surveys were not carried out by all the five-star hotels to gauge employees' job satisfaction and attitudes towards their work.

5.3   Conclusions

In accordance with the three research objectives, the study draws the following conclusion from the findings:

According to the research, internal communication is crucial in hotels since, it creates some form of stability and without it, there would be uncertainty and disruption in employees' interactions, work duties, and responsibilities, as well as hotel activities and events. The researcher also discovered that internal communication is an important factor for smooth

hotel operations. It makes it possible for hotels to fulfill their organizations' mission, vision, goals, and objectives. Two-way communication is also required because the internal public in hotels needs to be allowed to voice their concerns and grievances and offer feedback to their managers.

Use of suitable communication channels ensure there is effective internal communication in hotels. These findings indicate that written communication is the most preferred form of communication over other forms of communication. Emails, WhatsApp, newsletters, and notice boards are the most common communication channels in five-star hotels in Nairobi County.

Downward, upward, and horizontal information and communication flows are effective in five-star hotels in Nairobi County, Kenya. These communication flows ensure there is effective one-way and two-way communication in the hotel establishments. These communication flows make sure information is disseminated effectively to employees and also to managers using the right communication channels.

From the findings, the role of internal communication on employee job satisfaction is as follows: it boosts coordination of work amongst employees and keeps them informed about what is taking place in the hotel, it makes it easy for hotel employees to gather feedback from hotel guests and managers, it facilitates the effective productivity of the employees and the hotel at large, it enables employees to share their opinions and challenges, and it empowers employees with information about the hotel's organizational policies, strategies, core values, mission, and vision.

Finally, the study concludes that there is a direct relationship between internal communication and employee job satisfaction. If internal communication is effective, employees are satisfied with their jobs, they perform better, and therefore there is an increase in business profitability and the levels of customer satisfaction. However, employees were not satisfied with the appraisals given for good job performance. These findings indicate five-star hotels need to give employees appraisals based on job performance as it motivates them to perform better.

5.4   Recommendations

This study recommends that hotel management should ensure that there are effective internal communication practices in the hotel establishments, as this will ensure that hotel operations and functions are well run and that both employees and customers will be satisfied with the hotel. The study points out the most effective communication channels and communication flows, and therefore hotel management should leverage them to increase organization productivity and performance, which leads to business profitability. Hotel managers should also be open to employees sharing their suggestions for improving products and services offered by the hotel in order to increase customer satisfaction.

Five-star hotel establishments should give appraisals to employees based on their job performance. Managers should also give employees appraisals when they carry out their work duties well. Through appraisals, employees get motivation and satisfaction, and it is also important for the growth of employees and the hotel as a whole.

The study recommends that five-star hotels carry out employee surveys. An employee survey assists hotel management in gauging employee satisfaction towards their work, attitudes, and opinions about their work. These surveys will assist management in knowing the areas to improve on for hotel operations and hotels as a whole. It will also assist them in increasing productivity, performance, and profitability, improving customer service and retention, and reducing employee turnover.

5.5   Suggestions for Further Research.

Within the study, respondents highlighted that there were no communication departments in the hotel establishments and that sales and marketing departments handled external customers. Thus, the research concludes that further studies be undertaken to analyze external communication practices in the hospitality industry.

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APPENDIX I: UNIVERSITY RESEARCH AUTHORIZATION LETTER

UNIVERSITY OF NAIROBI
FACULTY OF ARTS AND SOCIAL SCIENCES
DEPARTMENT OF JOURNALISM& MASS COMMUNICATION

Telegram: Journalism Varsity Nairobi
Telephone: 254-020-491 0000, Ext. 28080, 28061
Director's Office: 254-020 4913208 Direct Line)
Email:soj@uonbi.ac.ke

P.O. Box 30197
Nairobi.
Kenya

OUR REF:
YOUR REF:

DATE: September 07, 2022

TO WHOM IT MAY CONCERN

RE: STACY CHEPCHUMBA - K50/38402/2020

This is to confirm that the above named is a bonafide student at the University of Nairobi, Department of Journalism and Mass Communication pursuing Master of Arts degree in Communication Studies.

Ms. Chepchumba has completed her course work and is currently going to collect data for her research project leading to a Master of Arts Degree in Communication Studies.

Any assistance accorded to her will be highly appreciated.

Wendy Cherono
Senior Administrative Assistant
Department of Journalism & Mass Communication

APPENDIX II: QUESTIONNAIRE FOR EMPLOYEES

Dear Sir/Madam,

I am a graduate student at the University of Nairobi's Department of Journalism and Mass Communication. I'm currently working on a research study on **An Analysis Of Internal Communication Practices In The Hospitality Industry, A Case Of Five Star Hotels In Nairobi County** as a part of the partial fulfillment of the criteria for the degree of Masters of Arts in Communication studies. In this regard, I humbly request your assistance in filling out this questionnaire.

I wish to inform you that the information obtained in this exercise is for academic research purposes only and will be treated with the utmost confidentiality. Kindly respond to all the questions in the provided sections by ticking in the boxes or writing in the sections provided.

Yours Sincerely,

Stacy Chepchumba Sum.

Section A: Demographic Information (Kindly select an appropriate answer by ticking the appropriate box that corresponds with your answer).

1. What is your gender?

   a. Male [ ]

   b. Female [ ]

2. What is your age bracket?

   a. 18 – 25 years [ ]

   b. 26 – 30 years [ ]

   c. 31 – 35 years [ ]

   d. 36 – 40 years [ ]

   e. 41 years and above [ ]

3. How long have you worked in this hotel establishment?

   a. Less than 2 years [ ]

   b. 3 – 5 years [ ]

   c. More than 5 years [ ]

4. What is your level of education?

   a. Certificate [ ]

   b. Diploma [ ]

   c. Bachelor degree [ ]

   d. Post graduate degree [ ]

   e. Other qualifications (specify)..

5. Which department do you work in?

   a. Front office department [ ]

   b. Food and beverage service department [ ]

Section B: Communication Channels

1. Which is your most preferred form of communication? (Kindly tick one)

   a. Oral [ ]
      (Face to face conversation, Mobile phone conversations, Meetings)

   b. Written [ ]
      (Newsletters, Notice boards, Memos)

   c. Electronic [ ] (WhatsApp)

2. Which communication channel do you use as a source of information from manager? (Kindly tick the ones that apply)

a. Emails   [ ]
b. Face to face conversations [ ]
c. Phone calls   [ ]
d. WhatsApp   [ ]

e. Landline telephone calls [ ]
f. Text messages   [ ]
g. Meetings   [ ]

3. Which communication channels do you use to share information with your colleagues? (Kindly tick the ones that apply).

a. Emails   [ ]
b. Face to face conversations [ ]
c. Phone calls   [ ]

d. Landline telephone calls [ ]
e. Text messages   [ ]
f. WhatsApp   [ ]

4. Which communication channels are used to share the following information within the hotel establishment?

	Emails	Newsletters	WhatsApp	Mobile phone calls	Notice boards	Memos	Landline telephone calls	Meetings	Face to face conversations	Text messages
Employee duties, roles and responsibilities.										
Work Schedules										
Change in hotel activities, structures, roles and duties.										
Organization policies, goals, objectives and structures.										
Activities and events taking place within the hotel establishment										
Hotel guest information.										

5. Which communication channels do you use to share information (feedback, opinion etc.) to your managers? (Tick the ones that apply)

a. Emails   [ ]   e. Landline telephone calls [ ]
b. Face to face conversations [ ]   f. Text messages   [ ]
c. Phone calls   [ ]   g. Meetings   [ ]
d. WhatsApp   [ ]   h. Employee Surveys [ ]

Section C: Information and Communication Flows
1. Which information and communication flows are frequently used within the organization. (Kindly tick Yes or No)

Downward communication

a. Communication is mostly from management to employees. Yes [ ] No [ ]

b. Managers share information on strategies, policies, objectives of the hotel. Yes [ ] No [ ]

c. Managers share feedback about job performance feedback. Yes [ ] No [ ]

d. Managers share information about change before it is implemented. Yes [ ] No [ ]

e. Managers share information about hotel activities and events in advance to allow for preparation. Yes [ ] No [ ]

f. Managers share information about work duties, roles, responsibilities and instructions. Yes [ ] No [ ]

Upward communication

a. I am able to share work problems and grievances to my manager. Yes [ ] No [ ]

b. I am able to give feedback to managers in regards to work duties and responsibilities. Yes [ ] No [ ]

c. I am able to inform managers about customer and guest complaints. Yes [ ] No [ ]

d. I am able to share suggestions for improvement of hotel products and services with managers. Yes [ ] No [ ]

Horizontal communication

a. I am able to interact with my colleagues. Yes [ ] No [ ]

b. I am able to exchange information with colleagues in different departments. Yes [ ] No [ ]

Section D: Role of Internal Communication in Employee Job Satisfaction

1. What role does internal communication play when it comes to employee job satisfaction?

----

2. Kindly indicate your level of agreement with the below statements on the role of internal communication in employee job satisfaction.

1= Strongly Agree, 2 = Agree, 3 = Not Sure, 4 = Disagree, 5 = Strongly Disagree

	Statement	1	2	3	4	5
1.	I am satisfied with the hotel's effort in sharing information about change.					
2.	I am satisfied with been given a chance to participate in decision making by sharing my opinions.					
3.	I am satisfied with the feedback from the department manager about my work duties and responsibilities.					
4.	I am satisfied with appraisals given for good job performance.					
5.	I am able to have a face-to-face conversation with the department manager.					
6.	I am satisfied by how the hotel shares information about policies, strategies, and objectives.					
7.	Information is shared in a timely manner.					

Thank you for your time.

APPENDIX III: INTERVIEW SCHEDULE FOR MANAGERS

1. Who handles internal communication within the hotel establishment?

2. Which is your most preferred form of communication channel ?

3. Which communication channels and tools do you use to share information with staff?

    a. Newsletters   [ ]
    b. Emails   [ ]
    c. Face to face conversations [ ]
    d. Phone calls   [ ]
    e. WhatsApp   [ ]
    f. Notice board   [ ]
    g. Memos   [ ]
    h. Meetings   [ ]
    i. Landline telephone calls [ ]
    j. Text message   [ ]

4. Do employees share their opinions, ideas and grievances about their work duties and responsibilities directly with you? Yes [ ] No [ ]

    If yes, which communication channels do they use?

5. Do you give feedback to employees about their work responsibilities and duties?

    Yes [ ] No [ ]

6. Do you rate employees based on good job performance? Yes [ ] No [ ]

    If yes, which communication channel do you use?

7. During the decision-making process, do you seek the opinion of your staff?

8. As a manager, do you inform employees about change that is about to take place in the organization before implementation?

9. Is there information sharing amongst managers about hotel activities and operations?

10. In your opinion, what role does internal communication play when it comes to employee job satisfaction?

11. Does the management of the hotel carry out annual employee surveys to gauge employee's job satisfaction and attitudes towards their work?

APPENDIX IV: LIST OF CLASSIFIED FIVE-STAR HOTELS IN NAIROBI COUNTY

CLASSIFIED FIVE-STAR HOTELS	Rooms	Beds
1. Intercontinental Nairobi	326	372
2. Radisson Blu Hotel Nairobi	271	354
3. The Sarova Stanley	217	440
4. Villa Rosa Kempinski	200	216
5. Fairmont The Norfolk	170	200
6. Sankara Nairobi	156	167
7. The Boma Nairobi	148	178
8. Crown Plaza Nairobi Airport	144	209
9. Tribe Hotel	137	154
10. Dusit D2	101	122
11. Hemingway's Nairobi	45	50

Source: (Tourism Regulatory Authority, 2022)

APPENDIX V: CERTIFICATE OF CORRECTIONS

UNIVERSITY OF NAIROBI
FACULTY OF ARTS AND SOCIAL SCIENCES
DEPARTMENT OF JOURNALISM & MASS COMMUNICATION

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REF: CERTIFICATE OF CORRECTIONS

This is to certify that all corrections proposed at the Committee of Examiners meeting held on ___12/11/2022___ 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 binding.

Reg. No: ___K50/38402/2020___

Name: ___SUM STACY CHEPCHUMBA___

Title: ___AN ANALYSIS OF INTERNAL COMMUNICATION PRACTICES___

___IN THE HOSPITALITY INDUSTRY. A CASE OF FIVE STAR HOTELS IN NAIROBI COUNTY.___

Dr. Jane Thio
SUPERVISOR   SIGNATURE   23/11/2022 DATE

Dr. Silas ORIASO
CHAIRMAN   SIGNATURE/STAMP   25/11/2022 DATE

25 NOV 2022

APPENDIX VI: SIMILARITY ORIGINALITY REPORT

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