EFFECTIVENESS OF WEB CONFERENCING IN HUMAN RESOURCE COMMUNICATION IN PUBLIC ORGANIZATIONS
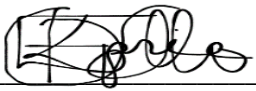
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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE MASTER OF ARTS DEGREE IN COMMUNICATION STUDIES AT THE DEPARTMENT OF JOURNALISM AND MASS COMMUNICATION, THE UNIVERSITY OF NAIROBI

2023

DECLARATION

Declaration by Candidate

I declare that this work is my original work and has not been presented to another

academic institution for examination or academic purposes.

Signature: _____   **Date:** **21/11/2023**

EPHLINE OKOTH

REG: K50/30532/2019

Declaration by Supervisor

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

examination.

Signature_____   **Date:** **21/11/2023**

DR. MARTINA MULWA

UNIVERSITY OF NAIROBI

DEDICATION

I dedicate this success to my family. Your invaluable support and encouragement were

instrumental in realizing this milestone.

ACKNOWLEDGEMENT

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ABSTRACT

Organizations are increasingly relying on web conferencing systems to enhance communication among their geographically distributed teams in an era of digital transformation and technical breakthroughs. This study assessed the effectiveness of web conferencing in organizational communication, with a particular emphasis on human resource communication. It aimed to provide insights through a detailed analysis of collected data. The research set out to achieve the following objectives: To assess employee awareness of the use of web conferencing in human resource communication in public organizations; explore the perception of employees on the use of web conferencing in human resource communication in public organizations; and to determine the effectiveness of web conferencing in human resource communication in public organizations. The research adopted the quantitative method with surveys conducted through questionnaires and administered to employees in different geographical locations of the organization. As the findings show, web conferencing systems have certainly transformed communication by removing geographical barriers and providing critical capabilities to public sector organizations. It was discovered that Zoom, Microsoft Teams, and Google Meet are the most prevalent and preferred platforms used by majority to attend meetings and sensitization, training and webinars. The survey stresses the need for organizations to provide the essential requirements such as devices and internet connectivity for employees to attend and actively participate in the arranged online fora.

CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

Effective and adequate communication remains critical for employee productivity and success of organizational initiatives. An organization cannot exist without communication especially that which ensures employees are well informed of the organizational vision and strategy, further helping in working together with a common purpose (Lee, 2011). As highlighted by Turner (2003), "effective communication is a necessary precursor to the delivery of strategy, change, commitment and ultimately, competitive advantage". Furthermore, employee motivation and satisfaction are dependent on effective communication which is also used by managers to plan, organize, direct and lead (Borkowski, 2011) as it is critical in managing existing performance and motivating employees to realize better performance (Rajhans, 2009). While studying the relation between effective organizational communication, employee motivation and performance, Rajhans found out that employees seem to go an extra mile and even recommend the organization to other people as a result of effective communication which is appreciated by employees.

Correspondingly, communicating effectively requires appropriate media selection to ensure its value and efficiency (Lee, 2011). The timelines of the communication, the person communicating as well as any barrier including culture, language that may exist and which might hamper delivery and comprehension of the message must also be put into consideration as they, too, affect the outcome of communication. A number of channels and media through which communication to employees can and has been relayed continue to develop as technologically mediated communication seems to outshine traditionally known ways of communicating. Through technological

advancements, organizations instantly and widely reach all employees, regardless of the geographical locations. Notably, communication by organizations, including human resource communication, continues to adopt modernized means such as internal social media and internet based platforms, online meetings, web conferencing and webinars. These have been used widely in different fields, globally. Considering the major human resource functions that is staffing, performance management, compensation and development, it becomes evident that even the customary functions of management are purely dependent upon strong and effective communication practices (Saina and Muya, 2013). Evidently, communication clearly establishes strategic linkages between organizational strategies, human resource strategy, and policy and practices (Miller and Gordon, 2014). Human resource, therefore, is highly dependent on effective communication to guide and enable employees to enhance their productivity for the good of the organization.

Workplace technology continues to change how organizations share information and generally communicate with employees. Technologically mediated communication has made it easier for organizations to manage operations and interactions and to ensure a coordinated and well informed workforce.

The adoption of technologically mediated human resource communication heightened with the outburst of Covid-19 in 2019 and spread worldwide by 2020. Governments, organizations and individuals joined hands to prevent the spread of the disease which affected economies, jobs, and social lives, due to recommendation and adoption of work from home as well as cease in large face to face meetings, among other measures. Organizations had to adopt a new business model to ensure continuity, which included embracing new ways to improve communication with employees, some of whom were in remote geographical locations from the headquarters, while others were forced to

work from home due to age or other conditions that put them at high risk of Covid-19. The emphasis was equally centered on reducing physical meetings as well as crowding. Web conferencing has become a widely embraced platform through which communication, including human resource related communication, is disseminated. As Argenti, Robert, and Karen A. Beck (2005) in Saina and Muya (2013).) put it, since modern organizations focus more on maintaining a satisfied workforce with shifting values and different demographics, consideration on how best to communicate with employees remains paramount Human resource communication entails delivering information relating to policies, training, changes, services and other organizational activities. Such communication ought to put significant consideration on the diversity of the workforce in terms of among other things cultural differences, technological savvy, geographical locations and communication needs and channels.

As it continues to serve the needs of individuals and organizations world over, technology has equally presented challenges that necessitate prompt review and solutions. These include cyber security threats, technological competence of employees, availability (or lack of thereof) of infrastructure including mobile devices to assist in working from home, provision of internet services and call tokens among others. To curb security which is a major threat in technology, the Government of Kenya, for example, through the Ministry of Information Communication and Technology set out guidelines specifying the recommended platforms to be adopted by government entities to guard on informational security while using web conferencing tools.

Seemingly, Zoom, Microsoft Teams and Google Meet platforms have continued to gain wide traction especially in Kenya with major adjustments and improvements. As easy, time effective and inexpensive web conferencing has appeared to be, it is important that

its effectiveness in human resource communication is studied. Therefore, as organizations continue to embrace and adapt web conferencing as an important platform to disseminate human resource related information; this is an opportune time to explore its effectiveness in helping organizations realize their communication goals.

1.2 Problem Statement

New technologies have altered organizational operations. Meetings in organizations is one aspect that has had to adopt technology as it often involves individuals in geographical areas and who meet and engage through available means such as web conferencing (Stephens and Dailey, 2014). Furthermore, the work from home measure to prevent spread of the Coronavirus disease necessitated that employees acquire technological equipment including laptops in order to flexibly work off-site for work continuity.

Previous research on web conferencing has focused more on its use in learning, medical and education fields to complement traditional methods. Yet, even with increased use of web conferencing in communication with all the adjustments that were brought about due to the pandemic, studies have not been conducted widely to ascertain its effectiveness in human resource related communication in organizations. The researcher aimed to explore the effectiveness of web conferencing in human resource communication in public organizations in Kenya.

1.3 Research Objectives

The main objective of this study was to explore the effectiveness of web conferencing in human resource communication in public organizations.

The study's specific objectives were:

i.   To assess employee awareness on the use of web conferencing in human resource communication in public organizations;

ii.   To explore the perception of employees on the use of web conferencing in human resource communication in public organizations; and

iii. To determine the effectiveness of web conferencing in human resource communication in public organizations.

1.4   Research Questions

The study was guided by three research questions as:

i.   To what extent are employees aware of the use of web conferencing in human resource communication in public organizations?

ii.   What is the perception of employees on the use of web conferencing in human resource communication in public organizations?

iii. How effective is web conferencing in human resource communication in public organizations?

1.5   Conceptual Model

Figure 1 shows the conceptual model of the study.

Independent variables   **Dependent variable**   **Outcome**

Demographic Age Sex Education Profession

Web Conferencing

Effective HR communication

Human Resource Messages

Ineffective HR communication
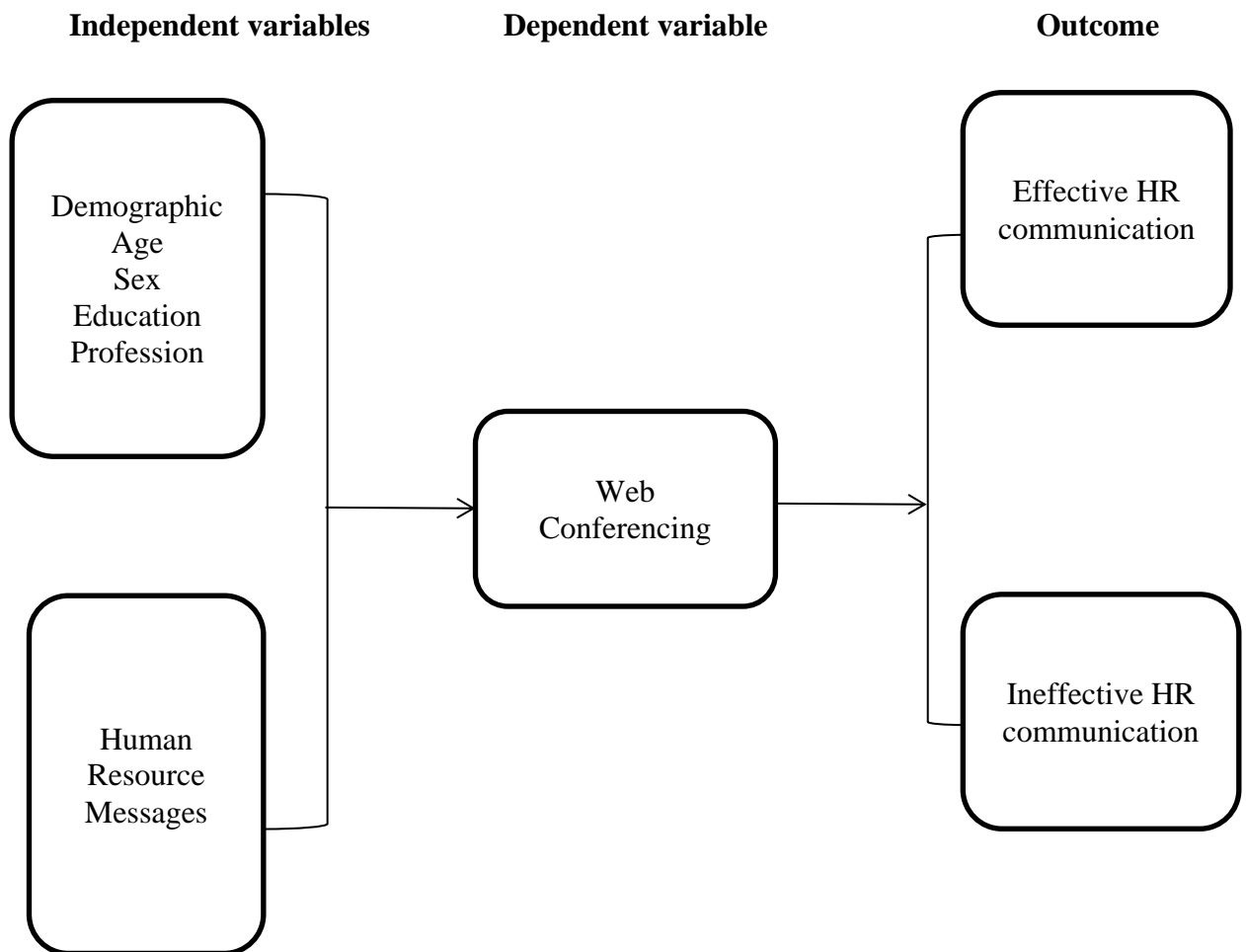
Figure 1: Conceptual Model

1.6   Justification

Uptake of web conferencing by organizations in human resource communication initiatives such as staff meetings, staff training and development, sensitization, holding brainstorming sessions, realizing unity and synergy across employees of multiple geographical locations ought to realize benefits for the organization and the employees. Merely sharing information is not enough hence it is significant that the communication process is duly followed and feedback received on the effectiveness of the communication.

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Evidence from available literature concerning web conferencing has placed large emphasis on the training and education sector, specifically distance and online learning; library or information science; and the health docket with specific focus on telemedicine. Schullo, Little and Passmore (2006) for example conducted a study on "The use of synchronous software in web-based nursing courses" which generated high positive responses from the respondents as to the web based course. Smith and O'Hagan (2014) have documented case studies on users' experience with online library environment while Emily Hurst (2020) has highlighted a number of collaboration tools to be adopted by librarians in their interaction, more so due to the nature of the pandemic.

Evidently, there is a minimal focus on web conferencing and its effectiveness in communication in public sector organizations which makes it a timely area of research owing to the significance of human resource communication. The study, therefore, explored effectiveness of human resource communication in public organizations.

1.7   Scope of the Study

The study focused on gaining feedback from respondents who are basically staff of the Kenya School of Government which was the chosen public organization of focus in this study. The organization has five campuses spread across Kenya which necessitates the constant use of web conferencing in addressing human resource functions that requires participation of all employees thereby breaking geographical barriers. The organization increasingly adopted web conferencing tools in human resource communication and it skyrocketed during the pandemic to ensure work continuity and staff productivity amidst the Coronavirus disease.

1.8 Significance of the Study

Changing communication landscape, the need for cost efficiency, dwindling resources, accessibility, geographical dispersion, technological adaptation as well as overall employee satisfaction and engagement were some of the key driving forces behind this research. It was therefore significant to understand the difference that web conferencing can present in helping organizations to address the above mentioned critical factors. Specifically, the findings may help public sector organizations to gain a better understanding in the planning and execution of human resource related communication to the employees through web conferencing. It will enable them to learn and effectively define the critical aspects to be put into consideration while organizing web conferences towards achievement of organizational goals and mandate. The recommendations given can be considered to improve technologically mediated communication with a large number of stakeholders. The findings will also form a knowledge base in the academic field and could steer more research in related areas.

1.9 Key Terms

Web conferencing: An online service through which two or more persons in different locations can use, through the Internet to conduct real-time or live meetings, trainings, or presentations. In this study, web conferencing focuses on the utilization of tools.

Web Conferencing Platforms: These refer to the software that help individuals who are in different locations to meet digitally through the internet and the web. They include Zoom, Microsoft Teams, Webex, and Google Meet among other platforms.

Human resource communication: For the purpose of this study, human resource communication focused on communication that revolves around key Human Resource functions such as training, sensitization, webinars and meetings that involve employees.

CHAPTER TWO

REVIEW OF LITERATURE

2.1 Chapter Introduction

Literature review examines previously published information on a particular topic or field. It creates a foundation for research by acknowledging knowledge already gathered in the said field or topic. This chapter, therefore, presents an analysis and synthesis of previous scholarly works that relate to the topic of study, web conferencing in human resource communication. It also presents the theoretical framework that the study was aligned to.

2.2 Web Conferencing

Web conferencing presents a platform, through software, for individuals to meet online for communication through the Internet (Suduc, Bizoi, and Filip, 2009). It entails conducting meetings, presentations, trainings, or collaboration through the Internet. Web conferencing aids communication and collaboration and can easily be accessed through various platforms including desktop and mobile devices. The platform has features such as audio and visual structures, document sharing and presentation via screen, as well as chat or messaging. Further, it records sessions which can easily be kept for future reference, retrieved, and shared with participants.

Unlike video conferencing which focuses more on the visual presentation, web conferencing is an enabler even among pragmatists (Valaitis, Akhtar-Danesh, Eva, Levinson & Wainman, 2007). Its platforms allow participants to hold meetings online as it combines both voice and video communications, allows for transmission of complex data, image and video sharing, among others (Suduc, Bizoi, and Filip, 2009).

Owing to the nature of its operation, video conferencing uses a dedicated equipment set up for a specific purpose with dedicated devices including cameras, and microphones.

Individuals must therefore travel or find where these video conferences are set up in order to participate in the forum (Valaitis *et al*, 2007). Web conferencing, on the other hand, enables individuals to meet without being limited by either distance, time, or boundaries. This enables activities to have a global reach; enhances communication, and eases costs associated with travelling. Also, web conferencing realizes an increase in participant attendance (Suduc *et. al.* 2009), Adipat (2021).

A number of web conferencing platforms have been in use and continue to improve with advances in technology, changing user preferences and needs as well as reducing costs. When choosing a teleconferencing platform, it is crucial to put into consideration the number of the participants, the ease of access and use, the type of web conference or meeting, privacy and security of the platform, bandwidth voracity, and integration with different devices, and interoperability (Novotný & Cinco, 2011).

The most of the web collaboration platforms have features for supporting different types of meetings. Screen sharing, cost, ease of operation, access through mobile phones, recording, polls and surveys, after meeting reports, desktop sharing, break away rooms, strong moderator privileges, private communication between participants, calendar scheduling as well as dependability are all key considerations in choosing a web conferencing platform (Novotn'y & Cinco, 2011), Regi & Vallarasi, 2022).

Technological advancements have made it possible for organizations to develop web conferencing platforms of different capacities and capabilities and users have a wide range of choices. Notably, some of these platforms used include WebEx, Skype, Adobe Connect, GoToMeeting, Zoom, Microsoft Teams, RingCentral Video, TeamViewer, TeamLink, Google Hangouts, and Google Meet.

Even though there were video conferencing applications before Covid-19 pandemic, their sudden surge was notable during the pandemic. The new normal situation resulted in the overwhelming production and adoption of online meeting platforms (Regi & Vallarasi, 2022) to address limitations and prohibitions such as closing down of schools, universities, restaurants and clubs, malls and other institutions (ClickMeeting, 2020).

The use of previously available platforms like Zoom increased during the pandemic. According to Trueman (2020), previously existing video conferencing platforms like Microsoft Teams and Google Meet saw an increase in downloads and as a result of the Covid-19 pandemic.

Considering that many started using web conferencing technology more frequently due to the pandemic, Alammary, Alshaikh, & Pratama, (2022) claim that fears such as familiarity, perceived security, and digital privacy are justifiable among the users and they are significantly associated with higher awareness. Awareness of the web conferencing platforms, their use, capability and security are crucial among participants for them to navigate easily during meetings, web conferences, trainings and interviews, just to mention a few.

Further, the personality of the presenter contributes to the effectiveness of the web conference. Just like the requirement of adequate preparation for physical seminars, it is rather important that presenters over webinars learn new ways to deliver and provide, effective and efficient processes through a well-presented webinar (Jumrah, 2021).

However, even with the surging benefits of web conferencing, there are challenges that require real time solutions and address. Problems with the latency of audio and video displays, connection challenges due to issues with firewalls, bandwidth limitations,

local network configurations and connectivity as well as security (Valaitis *et al* (2007); Regi, *et al* (2020) arise.

2.3 Application of Web Conferencing

Available literature indicates that web conferencing has been, and continues to be adopted in a number of fields and industries because of its notable benefits. Accessible literature shows that web conferencing has been in use in disciplines such as medicine, education and training, banking, and event management/online seminars, besides strengthening family or social set ups.

2.3.1 Web conferencing in the Health Sector

According to the second global survey on e-health report (2010), information and communication technologies provide significant assistance in addressing challenges of providing accessible, cost effective, and high quality health care services considering that telemedicine decreases geographical barriers. Information and telecommunications technology helps in the transfer of medical information which is used in diagnosis as well as education. A study on telemedicine in Japan by Miyatake *et al.* (2021) reinforced the benefit of web conferencing in the health sector, having assessed its effectiveness in monitoring patients in home care settings. Similarly, in a systemic review of literature, Mallow *et al.* (2016) observed that web conferencing could help improve health, care and cost of chronic illnesses. This was in appreciation of the benefits of web conferencing which enables patients to receive health care services at the comfort of their home. Further, through the analysis of performance results in live surgical demonstrations, Bexci and Subramani (2013) found out that video conferencing has realized tremendous benefits in medical knowledge dissemination as it enables, inter alia, real time consultations.

These research findings are just but few studies that have been able to prove the suitability and benefits of web conferencing in making healthcare and care available to masses. In as much as questions could rise on the availability of technology in rural far flung areas where poverty is the order of the day, low costs and continually penetrating technological improvements seems to give hope to hopeless situations. Telemedicine, therefore, complements in-person visits which sometimes due to a number of reasons may not be possible as has been noted heavily during the Covid-19 pandemic. Web conferencing consequently contributes significantly to access to information and health care for people in both developed and developing countries.

2.3.2 Web Conferencing in Education and Training

The field of education rapidly and progressively adopted web conferencing, either to complement in-person learning or as the main form of delivery. Though distance learning has been in existence for some time (Tejeda-Delgado, MilLan, & Slate, 2011), at the onset of Covid-19, learning institutions struggled to find innovative ways to sustain learning and operations, amidst the pandemic which halted physical meetings, and travel thereby affecting the common traditional mode of learning, face to face.

As found out by Loch & Reushle (2008), web conferencing use in facilitating learning, teaching, interaction and collaboration is common in higher education environments. In his study on "Why Web-Conferencing Matters: Rescuing Education in the Time of COVID-19 Pandemic Crisis", Adipat (2021) found out that with its notable adoption world over, web conferencing has led to improved productivity and communication, in learning institutions apart from bridging the geographical barrier of students seeking education. Adipat concluded that web conferencing has enhanced productivity in learning institutions by realizing growth in teaching as actors embrace technology, improved communication and providing an improved educational experience.

Another positivity of web conferencing platforms is that it can be accessed online without necessarily downloading the application and it is also accessible anywhere using various devices including personal computers, laptops, and even mobile phones. Students are able to attend online classes from wherever they are provided they have the required resources (Camilleri & Camilleri, 2021).

Adipat (2021) found out that the education field widely uses Zoom and Google Meet web-conferencing platforms because of ease of accessibility, use and cost effectiveness. The adoption of web conferencing intensified with the coronavirus pandemic. In 2020, Reuters reported that Zoom platform, for example, recorded a daily meeting participants of up to 200 million in March 2020 from 10 million which was earlier recorded in December 2019.

However, even with all the glory of web conferencing in education, just like other sectors, it has experienced challenges which, with time, wither out as many institutions and students embrace the tool. Some of the challenges experienced include technological barriers and access by people in geographical locations without access to such technological advances, techno savviness, fear, and use by people with disabilities. Attitude is also a significant contributor to adoption of web conferencing in information dissemination. The advantages and benefits of web conferencing in education has, however, proved to significantly outweigh the challenges.

2.3.3 Web Conferencing in Communication

Web conferencing, generally, enables for communication, sharing of ideas, knowledge, and information. Communication being a significant prerequisite for understanding and decision making in families, organizations, business, government and schools, its significance cannot be overemphasized. With the threat of Covid-19 cutting physical

meetings, innovative ways, out of the ordinary and frequently used, had to be adopted globally for people to remain in touch. Web conferencing then presented this platform for many.

In a study on 'How web-conferencing systems enabled a new virtual togetherness during the COVID-19 crisis', Hacker, Brocke, Handali, Otto, & Schneider (2020) present five affordance of use of web conferencing: communicating with social groups and engaging in shared social activities with loved ones. Evidently, web conferencing provided families with a platform to visually meet and bond and experience a sense of being together, yet far away.

A research by Valaitis *et al* (2007) among pragmatists, positive communicators and shy enthusiasts found out that overall, the three categories of participants considered web conferencing to be superior. Shy enthusiasts, as expected, preferred web conferencing to the traditional face-to-face.

While conducting a research on the "Adoption of Web Conferencing as a Tool of Collaboration in Organizations in Kenya", Miriti (2016) concluded that web conferencing indeed leads to improved internal and external communication which is good for businesses. Miriti's study focused mostly on private sector institutions in Kenya with minimal focus on public sector organizations which the researcher noted, has the perception of little or no adoption of web technologies. However, this has since changed since 2019 heightened by the Covid-19 pandemic.

According to Adipat (2021) non-verbal communication expressions are crucial in the communication yet this cannot easily be achieved through web conferencing hence it may lead to misunderstanding and confusion.

2.3.4 Web Conferencing Public Organizations

Use of web conferencing in public sector organizations, specifically in Kenya, has improved thanks to the push given by the Coronavirus disease. For continuity of operations, the public sector had to adopt probable ways so that employers could continue communicating with the employees as well as ensure team collaborations remained on course. Better technology has realized tremendous growth in web conferencing. At the moment, Kenya's public sector organizations have embraced the new work culture where web conferencing is widely used to conduct day to day work operations, where face to face meetings are not necessary. According to Cooper (2020), research shows that governments are increasingly depending on video collaboration to realize benefits of reduced costs, communication with all citizens including the underserved and ensuring continuity of operations. The increased uptake of web conferencing by government entities makes it worthwhile to explore its effectiveness in realizing communication goals.

2.4 Theoretical Framework

Theories "explain, predict, and understand phenomena." They, in many cases, "challenge and extend existing knowledge within the limits of critical bounding assumptions". The theoretical framework describes the theory that explains why a research problem under study exists (Gabriel, 2008). Rapid technological advancement coupled with globalization has necessitated the adoption of internet enabled communication patterns.

This study, therefore, adopted the Technology Acceptance Model which is used to predict use and adoption of technological innovations and information systems by individual users. It places emphasis on the perceptions of the potential user of a computer system by considering the perceived ease of use in increasing productivity

and usefulness of the system (Parasian & Yuliati, 2020). Adoption of this theory in this study explored the concern that it is only when a user feels comfortable using a system that they will make a decision to adopt it to achieve the intended purpose. Otherwise, fear and negative attitude limits technological adoption which has proved to be effective and beneficial in this time of the pandemic.

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.1 Chapter Introduction

The chapter discusses the method used to explore effectiveness of web conferencing in Human Resource communication in Public Organizations. The chapter specifically highlights the design, study site, population of study, sampling procedure, data collection tools, and analysis techniques.

3.2 Research Design

This refers to the "procedures for collecting, analyzing, interpreting and reporting data in research studies" (Creswell, 2014). The research adopted the quantitative research design and used the survey method of data collection by use of structured questionnaires.

3.3 Study Site

The Kenya School of Government, a national public service training institution that is founded under the Kenya School of Government Act No. 9 of 2012 was the study site. The organization was established with the mandate to transform the Public Service through human resource capacity development. Specifically, the State Corporation that falls under the Ministry of Public Service, Performance and Delivery Management offers "leadership and management training, research, consultancy, advisory services and outreach programs to the public sector. The School has been instrumental in setting up fast track management strategies through the observance of high standards of integrity, competence, ethics, and a culture of transparency whilst implementing the provisions of her mandate" (KSG Training Calendar 2022-2023).

The Kenya School of Government Act highlights that "the School shall provide training, consultancy and research services designed to inform public policy, promote national development and standards of competence, and integrity in the Public Service; promote continuous learning for public service excellence; provide programmes that promote a culture of decency, honesty, hard work, transparency and accountability among public servants; facilitate the establishment of professional networks and think tanks to develop and grow public sector leaders; private sector schools of government and other similar institutions across the world," among other functions.

3.4 Study Population

A "study population is a subset of the target population from which the sample is actually selected" (Hu, 2014). Staff of Kenya School of Government, 545 in number, formed the population of study.

3.5 Sampling Method

According to Cramer & Howitt (2004) as adopted in Miriti (2016), sampling technique involves selection of a specific method to determine the entities in a study. Sample size refers to a proportion of the population under study. In cluster sampling, entire population is divided into groups. Cluster Sampling focuses on groups or clusters from the population. This study, therefore, adopted cluster sampling technique and used Schaeffer's statistical formula to get the sample size for the survey based on stratified sampling technique.

$$n = deff * \frac{Z_{a/2}^2 \, Npq}{Z_{a/2}^2 pq + (N-1)d^2}$$

Where n is the sample size, $deff$ is design effect, N is the population size, p is the estimated proportion, $q = 1 - p$ and d is the desired absolute level of precision and amplification by 10% to cater for non-response.

Table 1 shows the sample size, 150 respondents, of the study.

Table 1: Sample Size

Department/Directorate/Institute	Total staff	Targeted sample
Administration	72	20
Faculty and Research	99	27
Human Resource Management and Records	14	4
Communications and Customer Care	14	4
Hospitality Services	143	39
Management	20	6
Finance, Accounts and Internal Audit	27	7
Supply Chain Management	19	5
Business Development	1	0
Learning and Development	40	11
Information Communication Technology	15	4
Office Administration	28	8
Library Services	11	3
Support staff and Clerical Services	38	10
Total	**545**	**150**

3.6 Data Collection Tools

A self-administered structured questionnaire was prepared and administered online for data collection. It was divided into four sections as follows:

a. **Section A** which sought socio demographic features.

b. **Section B** which examined the level of awareness of web conferencing tools with the specification of which tools they were aware of.

c. **Section C** focused on the respondent's use of web conferencing tools in the organization specifically in achieving human resource related communication functions, the device used to access the platform. It also sought to gain an in depth understanding on the impact of web conferencing on different aspects of respondent's work in the organization including reduction in cost, breaking geographical barriers, among others.

d. **Section D** sought to gain an overall understanding on effectiveness of web conferencing tools in achieving training, webinars and sensitization and meetings which are key Human Resource requiring effective communication.

3.7 Instrument Validity

In quantitative research validity assesses the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform (Haradhan, 2017). The researcher ensured the questionnaire addresses the objective of this study without deviation. The questions and sections addressed what the research questions sought to address.

3.8 Reliability of the Instrument

Haradhan (2017) describes reliability as the extent to which a research is without bias which ensures "consistent measurement across time and across various items in the instrument." It establishes consistency. The researcher ensured internal consistency and objectivity of the research instrument in order to achieve reliability.

3.9 Method of Data Analysis

Collected data was exported to Statistical Package for the Social Sciences for a detailed analysis. Analysis involved performing univariate analysis to provide measures of central tendency and dispersion such as frequency and mean. Further, univariate analysis involved performing test of association and independence using T-test and Chi-square, respectively. All statistical computation done at 95% confidence interval with alpha values less than 5% deemed significantly different.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF DATA

4.1 Chapter Introduction

The chapter highlights the findings, analysis and presents the results on effectiveness of web conferencing in human resource communication in public organizations. Development of the questionnaire was guided by the objectives of the study and presentation of survey results done based on the order of the research objectives. The results are presented in graphs and tables.

4.2 Response Rate

The researcher sent the self-administered questionnaires to 150 respondents across the five geographically distributed campuses. Table 2 shows the rate of responses.

Table 2: Response Rate

	Number of respondents	**Percentage**
Response	111	74.0
Non- Response	39	26.0
Total	150	100.0

The findings show that 111 of the 150 survey questionnaires distributed were returned, realizing a response rate of 74.0%. According to Sproul (2011), a more than 50% response rate allows generalization of findings.

4.3 Reliability Statistics

Reliability is the consistency and stability in results. Table 3 shows reliability statistics of data collection instruments.

Table 3: Reliability Statistics

Variable	N	Cronbach's Alpha
Adoption of web conferencing	8	.908
Effectiveness of web conferencing on training	4	.702
Effectiveness of web conferencing on meetings and sensitization	3	.710
Effectiveness of web conferencing on webinars	3	0.801

The study used Cronbach's alpha index to test reliability of data collection instruments. From the results the alpha coefficient for the variables are 0.702 and above. Cronbach's alpha of 0.70 and above is considered good. It suggests that the items have relatively high internal consistency as a reliability coefficient of 0.70 or higher is considered "acceptable" in social science research.

4.4 Study Findings

4.4.1 Socio-Demographic Profile

The demographic features are presented in this section. Figure 2 shows the age bracket of respondents.

4.4.1.1 Respondent's Age Bracket
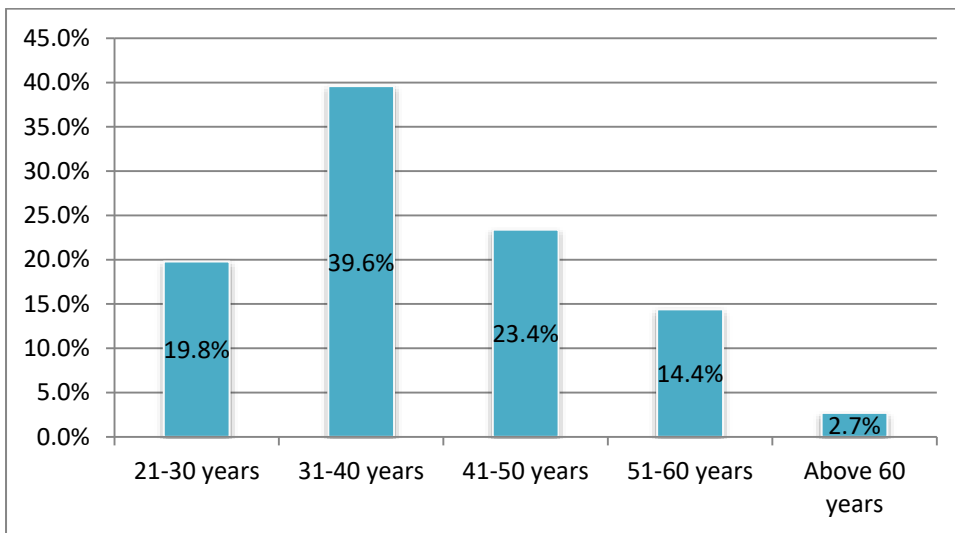
Figure 2: Age of the Respondents

Respondent's age breakdown reveals that 39.6% fell within the 31-40 age bracket, 23.4% were in the 41-50 age range, 19.8% were aged 21-30, 14.4% were between 51 and 60, and 2.7% were above 60. Majority of the respondents (63.0%) were in the 31-50 age range, which corresponds to their prime working years. This age group also contains tech-savvy individuals who readily embrace technology, making web conferencing capabilities more accessible to them.

4.4.1.2 Respondents' Gender

Figure 3 shows the respondents' gender representation.
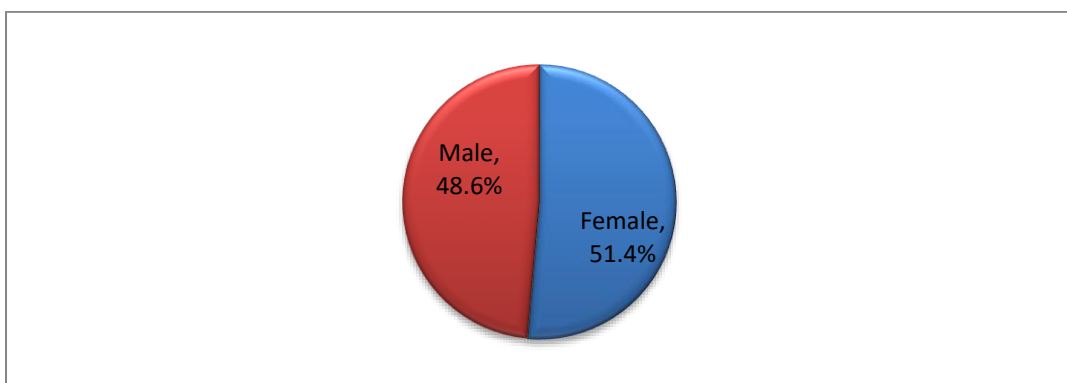
Figure 3: Gender of the Respondents

From the findings, 51.4% of the respondents were female while 48.6% were male. These results suggest achievement of a balanced representation of both genders, and their perspectives were effectively gathered.

4.4.1.3 Level of Education

The level of education of the respondents is shown in Figure 4.
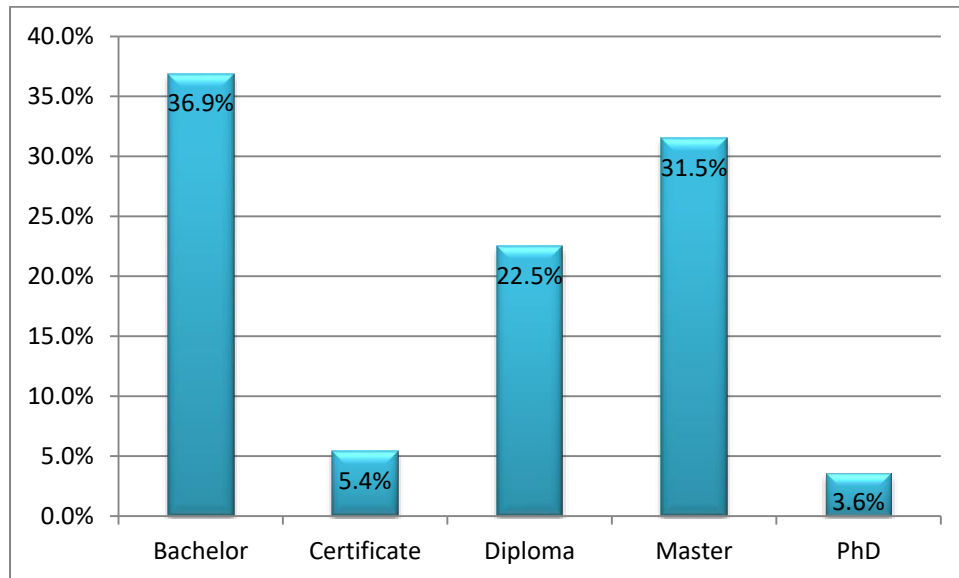
Figure 4: Level of Education

The results indicate that 36.9% held a bachelors, 31.5% had a masters, 22.5% possessed a diploma, 5.4% held a certificate, and 3.6% had obtained a Ph.D. A substantial majority of the respondents (72.0%) possessed a high level of education, specifically at the bachelor's degree level and beyond.

4.4.2 Awareness of Web Conferencing

The results of the respondents' awareness of web conferencing services within the organization are presented in this section. Table 4 shows the respondent's awareness on the use of web conferencing platforms.

Table 4: Awareness of the use of Web Conferencing Platforms

	Frequency	Percentage
No	3	2.7
Yes	108	97.3
Total	111	100.0

The findings indicate that 97.3% affirmed their awareness of the use of web conferencing platforms like Zoom, Microsoft Teams, and Google Meet for disseminating Human Resource related communications within the organization.

4.4.3 Web Conferencing Platforms Commonly Used in the Organization

The researcher enquired about web conferencing platforms in use in the organization. Figure 5 shows the findings.
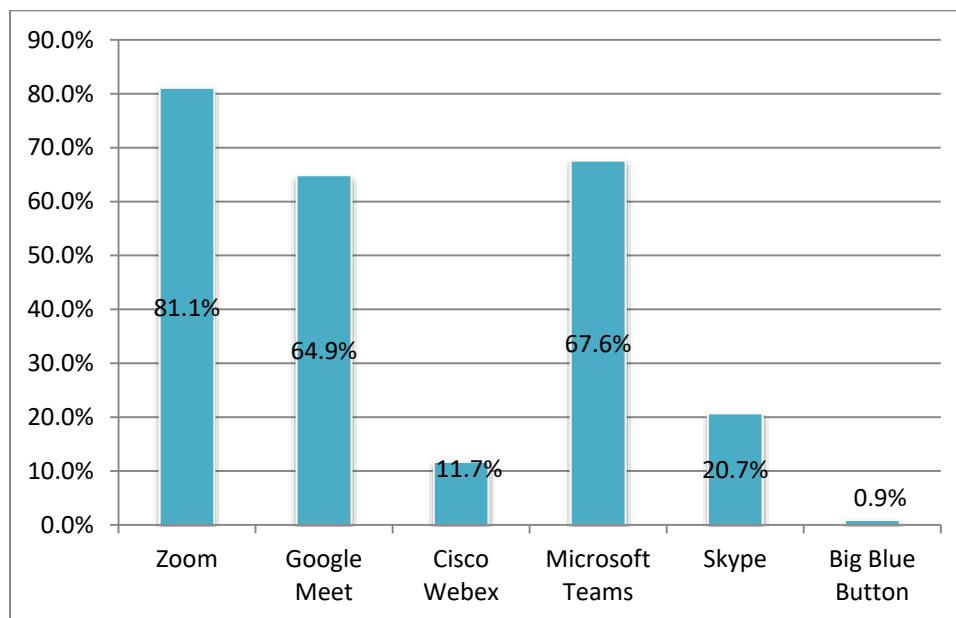
Figure 5: Web Conferencing Platforms Commonly Used in the Organization

The findings indicate that 64.9% of respondents used Zoom, 64.9% Google Meet, 67.6% Microsoft Teams, 20.7% Skype, 11.7% Cisco Webex, and 0.9% Big Blue Button. This suggests that the most often used web conferencing platforms in the organization are Zoom, Microsoft Teams, and Google Meet.

4.4.4 Attendance of Organized Web Conferences

The researcher enquired whether respondents attended web conferences organized by the Human Resource department. The findings are shown in Figure 6.
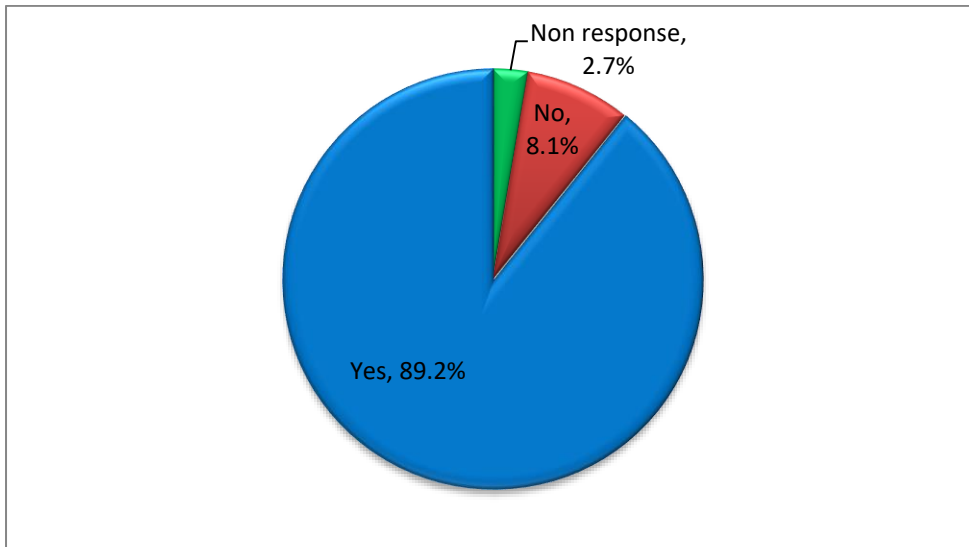
Figure 6: Attendance of Web Conferences Organized by Human Resource Department

From the findings, 89.2% affirmed their participation, while 8.1% indicated they did not attend, and 2.7% did not provide a response. This underscores that the overwhelming majority of respondents took part in web conferences arranged by the Human Resource Department therefore being able to effectively provide the response to the study area based on their experience.

4.4.5 Web Conferences Attended

Table 5 summarizes the outcomes from the respondents' attendance at various web conferences.

Table 5: Web Conferences Attended

Web Conference	Frequency	Percent
Meetings	85	76.6
Trainings	67	60.4
Sensitization	71	64.0
Interviews	24	21.6
Assessments/Appraisals	18	16.2
Webinars	52	46.8

The results show that meetings were attended by 76.6% of respondents, trainings by 60.4%, sensitization by 64.0%, webinars by 46.8%, interviews by 21.6%, and assessments/appraisals by 16.2%. This suggests that web conferences platforms were most commonly used for meetings, trainings, and sensitization.

4.4.6 Use of Web Conferencing Platforms

The researcher enquired about the platforms used to attend and participate in web conferences mentioned in table 5. Table 6 shows the findings.

Table 6: Web Conferencing Platforms Used by Respondents

Web Conferencing Platform	Frequency	Percent
Zoom	78	70.3
Google Meet	77	69.4
Cisco Webex	14	12.6
Microsoft Teams	68	61.3
Skype	11	9.9

The findings show that 70.3% utilized Zoom, 69.4% Google Meet, 61.3% Microsoft Teams, 12.6% Cisco Webex, and 9.9% Skype. These statistics show that the web

conferencing software platforms most widely used were Zoom, Microsoft Teams, and Google Meet.

4.4.7 Devices Mostly Used for Web Conferencing

Table 7 shows the devices mostly used for web conferencing in the organization.

Table 7: Devices Mostly Used for Web Conferencing

	Frequency	Percent
Organization Provided Desktop Computer	28	25.2
Organization Provided Laptop	37	33.3
Personal Laptop	24	21.6
Personal Mobile Phone	11	9.9
No response	11	9.9
Total	111	100.0

The results show that 33.3% of participants used organization-provided laptops, while 25.2% used organization-provided desktop computers. A little lower but still significant majority, 21.6%, preferred personal laptops, while 9.9% used personal mobile phones. Furthermore, 9.9% of respondents chose not to reveal their device preference.

4.4.8 How Web Conferencing in Human Resource Communication Supported Work

The study sought information about employee perception on use of web conferencing in human resource communication. Table 8 shows the findings.

Table 8: How Web Conferencing in Human Resource Communication Supported Work

	N	Mean	Std. Deviation
I saved time taken to travel to work or meetings	100	4.30	.959
I realized great work flexibility	100	4.15	.947
Reduced cost of travelling to physical meetings	100	4.41	.975
Broke geographical barriers and worked well virtually with other teams/more connected	100	4.00	1.04
Felt more engaged as an employee	100	3.66	.956
Noted improved human resource related communication	100	3.75	.936
Improved attendance to Human Resource related meetings	100	3.76	1.04
I realized improvement in the delivery of my work	100	3.86	.865

Participants reported significant perceived benefits such as time saving from less travel to work or physical meetings, as shown by a mean score of 4.3 and a standard deviation of 0.959. They also demonstrated a high level of job flexibility (mean score 4.15 and standard deviation 0.947). Furthermore, using web conferencing reduced the cost of physical meeting-related travel (mean score 4.41 and standard deviation 0.975).

The findings indicated that web conferencing reduced cost of travelling to physical meetings promoted (mean score 4.0 and standard deviation 1.04). Furthermore, respondents reported feeling more engaged as employees (mean score 3.66 and standard deviation 0.956). They perceived improvements in human resource-related communication (mean score 3.75 and standard deviation 0.936) noted enhanced attendance at Human Resource related meetings (mean score 3.76 and standard deviation 1.04). Lastly, respondents reported an improvement in the delivery of their

work, signified by a mean score of 3.86 and a standard deviation of 0.865. These findings collectively emphasize the positive impact of web conferencing in augmenting various aspects of human resource communication and ultimately enhancing organizational work processes.

4.4.9 Effectiveness of Web Conferencing in Human Resource Communication

Respondents were asked whether web conferencing was effective in training, meetings and sensitization and on webinars. Table 9 shows the findings.

Table 9: Effectiveness of Web Conferencing in Human Resource Communication

	Mean	Std. Deviation
Training		
Adequate and timely information on the scheduled training	3.73	.548
Enhanced accessibility and flexibility in training delivery	3.69	.545
Enhanced my engagement, motivation, and knowledge retention	3.45	.557
The trainers effectively utilized interactive features (e.g., polls, chat, break away rooms) in web conferencing to enhance training effectiveness	3.61	.584
Meetings and sensitization		
Provided with the necessary requirements (i.e. laptop, internet access) to fully participate in the online meetings and sensitization	3.43	.640
I have the necessary competence to join and participate in online meetings and sensitization	3.50	.644
Saved time taken to travel to meetings and sensitization forums	3.81	.506
Webinars		
I was able to fully participate in the webinar	2.91	.294
The duration of the webinar was adequate	2.79	.412
The presenter(s) embodied the personality that made me to enjoy and participate in the webinars	2.82	.385

Respondents reported adequate and timely information on scheduled training with mean 3.73 and standard deviation 0.548, improved accessibility and flexibility in training delivery with mean 3.69 and standard deviation 0.545, increased engagement, motivation, and knowledge retention with mean 3.45 and standard deviation 0.557, and trainers effectively used interactive features (e.g., polls, chat, break away sessions). This implies that web conferencing improves training as an organizational human resource function.

On meetings and sensitization, respondents stated that they were provided with the necessary requirements (i.e. laptop, internet access) to fully participate in online meetings and sensitization (mean 3.4.3 and standard deviation 0.64), that they had the necessary competence to join and participate in online meetings and sensitization (mean 3.5 and standard deviation 0.644), and that they saved time taken to travel to meetings and sensitization forums (mean 3.81 and standard deviation 0.506). This means that web conferencing, through online meetings and sensitization, boosted human resource communication.

The findings also revealed that respondents were able to fully participate in the webinar with mean 2.91 and standard deviation 0.294, that the webinar duration was adequate with mean 2.79 and standard deviation 0.412, and that the presenter(s) embodied the personality that made them enjoy and participate in the webinars with mean 2.82 and standard deviation 0.385. This suggests that webinars boosted human resource communication by facilitating online meetings and sensitization.

4.4.10 Overall Satisfaction with Communication through Web Conferencing

It was important for the study to get a general take from the respondents on their satisfaction with the planning, organization and delivery of human resource related communication through web conferencing. The findings are presented in table 10.

Table 10: Overall Satisfaction with Communication through Web Conferencing

	Frequency	Percent
Satisfied	64	57.7
Dissatisfied	3	2.7
Neutral	33	29.7
No response	11	9.9
Total	111	100.0

The results show that, 57.7% were satisfied while 29.7% maintained a neutral disposition. Still, 9.9% did not respond and 2.7% were dissatisfied. These results demonstrate that the levels of satisfaction with web conferencing are above the established mean, indicating a notably favorable reception of this means of communication within the organizational setting.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.1 Chapter Introduction

This chapter discusses the findings, presents the conclusions and recommendations and makes a suggestion on possible areas for future research.

5.2 Discussion of Findings

The discussions are based on the objectives of the study: To assess staff awareness on the use of web conferencing in human resource communication in public organizations; to explore the perception of staff on the use of web conferencing in human resource communication in public organizations; and to determine the effectiveness of web conferencing in human resource communication in public organizations.

5.2.1 Awareness on the Use of Web Conferencing in Human Resource Communication

The study found out that 97.3% of the respondents were aware of the web conferencing platforms like Zoom, Microsoft Teams, and Google Meet for disseminating Human Resource related communications within the organization. This was significant as it addresses prerequisite concerns of the capacity and capability of participants to embrace technology and fully participate in organized web conferences given that their use heightened only during the pandemic.

The high number of awareness shows that the respondents have embraced and accepted technology as championed by the Technology Acceptance Theory which predicts use and adoption of technological innovations and information systems by individual users. It emphasizes perceptions of the potential user of a computer system by considering the perceived ease of use and usefulness (Parasian *et al*, 2020).

Further, the findings are in tandem with a study by Alammary *et al* (2022) which appreciated that it is justifiable for participants of a web conference to have concerns such as familiarity with the platform, perceived security and digital literacy considering that the daily use of web conferencing platforms heightened only with the Coronavirus pandemic. Given the awareness levels, it can be deduced that the respondents are familiar with the platforms.

The findings also show that 64.9% of respondents used Zoom, 64.9% Google Meet, 67.6% Microsoft Teams, 20.7% Skype, 11.7% Cisco Webex, and 0.9% Big Blue Button. The most often used platforms in the organization are Zoom, Microsoft Teams, and Google Meet. These findings are in line with Adipat's (2021) who found out that Zoom and Google Meet are used widely, though he referred to the education sector, because of ease of accessibility, use and cost effectiveness. Still, Reuters (2020) reported that the Coronavirus disease gave rise to adoption of web conferencing and use of various platforms around the world.

From findings, 89.2% affirmed their participation to web conferences organized by HR, while 8.1% indicated they did not attend, and 2.7% did not provide a response. Of the organized events, meetings were attended by 76.6% of respondents, training by 60.4%, sensitization by 64.0%, webinars by 46.8%, and interview by 21.6%, and assessments/appraisals by 16.2%. These events were attended by commonly used web conferencing platforms identified above.

The findings on the most commonly used devices for accessing web conferences revealed that 33.3% of participants used organization-provided laptops, while 25.2% used organization-provided desktop computers. A little lower but still significant majority, 21.6%, preferred personal laptops, while 9.9% used personal mobile phones. Furthermore, 9.9% of respondents chose not to reveal their device preference. These

findings are in tandem with Novotný & Cinco (2011) who found out that integration of the platform with other different devices (phone, laptop), ease of use and accessibility as well as interoperability are some factors that are considered when choosing a web conferencing platform.

5.2.2 Perception on the Use of Web Conferencing in Human Resource Communication in Public Organizations

The results show that through web conferencing, the employees felt more engaged (mean 3.66 and standard deviation 0.956); noted improved human resource-related communication (mean 3.75 and standard deviation 0.936); enhanced attendance at Human Resource related meetings (mean 3.76 and standard deviation 1.04); as well as improved delivery of work (mean 3.86 and standard deviation 0.865).

Also, the respondent reported that web conferencing saved time due to less travel to work or physical meetings (mean 4.3 and standard deviation 0.959); demonstrated a high level of job flexibility (mean 4.15 and standard deviation 0.947;) reduced cost of physical meeting-related travel (mean 4.41 and standard deviation of 0.975); promoted an atmosphere in which geographical boundaries were overcome (mean 4.0 and standard deviation 1.04). These findings were consistent with Adipat (2021) who reported that web conferencing has led to improved productivity and communication apart from bridging the geographical barriers.

Similarly, Suduc *et al.* (2009) exert that web conferencing makes it easier for individuals to meet without being limited by either distance, time, or boundaries thereby enabling activities to have a global reach. Also, it enhances communication, and eases costs associated with travelling apart from realizing increased meeting attendance. These findings collectively emphasize the positive impact of web conferencing in

human resource communication by augmenting work and ultimately enhancing organizational work processes.

5.2.3 Effectiveness of Web Conferencing in Human Resource Communication in Public Organizations

The findings revealed that in training function, respondents had adequate and timely information on the scheduled training (mean 3.73 and standard deviation 0.548); the web conference enhanced accessibility and flexibility in training delivery (mean 3.69 and standard deviation 0.545); enhanced engagement, motivation, and knowledge retention (mean 3.45 and standard deviation 0.557) and trainers effectively utilized interactive features e.g., polls, chat, break away rooms in web conferencing to enhance training effectiveness (mean 3.61 and standard deviation 0.584). These findings were consistent with Adipat (2021) who found out that web conferencing has led to improved productivity and communication in learning institutions and improving educational experience. Further, Badia & Colosimo (2013) found out that active learning exercises and features like chats, polls, break away sessions and hand signals made online learning enjoyable and effective.

On meetings and sensitization, the study realized that, generally, the respondents were provided with the necessary requirements (i.e. laptop, internet access) to fully participate in the online meetings and sensitization (mean 3.4.3 and standard deviation 0.64); had necessary competence to join and participate in online meetings and sensitization (mean 3.5 and standard deviation 0.644); and saved time taken to travel to meetings and sensitization forums (mean 3.81 and standard deviation 0.506). These findings are in line with the requirements of web conferencing participants having the capacity, capability and necessary prerequisites to access web conferences (Novotný & Cinco (2011). The findings are also in tandem with the Technology Acceptance Theory

which looks into the use and adoption of technological innovations and information systems by individual users and places emphasis on the perceptions of the user of a computer system (Parasian *et al*, 2020).

Lastly, study results showed that web conferencing improved human resource communication through webinars (mean 2.91 and a standard deviation 0.294); webinar duration was adequate (mean 2.79 and a standard deviation 0.412); and presenter(s) embodied personality that made them enjoy and participate in the webinars with mean 2.82 and standard deviation 0.385. The findings of this study affirmed Jumrah's (2021) finding that the personality of a presenter allows for the delivery and provision of an effective and efficient processes through a well-presented webinar. Adequate preparation also entails the duration of the webinar which was ascertained by the respondents as significant to the webinar.

Overall, the respondents expressed satisfaction with the planning, organization and delivery of Human Resource related communication through web conferences with 57.7% of the respondents expressing satisfaction even as 29.7% remained neutral. Still, 9.9% did not respond and 2.7% expressed their dissatisfaction. These results demonstrate that the levels of satisfaction with web conferencing are above the established mean, indicating a notably favorable reception of this means of communication within the organizational setting.

5.3 Conclusion of the Study

The adoption of web conferencing globally by governments, organizations and industries was noted to heighten during the Coronavirus pandemic which led to closure of institutions including areas of work, schools and areas of worship, borders and ceasing of various activities and social gatherings. Yet, for continuity of operations, institutions were forced to act fast and adopt the new way of doing things through online

platforms to deter barriers presented such as geographical areas. Web conferencing then became the order of day and it was adopted by organizations and industries, and employees had to learn and embrace the new normal. As organizations embraced and continued to use web conferencing, it was imperative to gain an understanding of its effectiveness hence this study which has found out that employees are aware of the use of web conferencing in organizations and that they have embraced the situation brought about by the current way of operations.

Furthermore, web conferencing has clearly become an essential component of Human Resource communication and work-related activities within the organization. Respondents frequently attended web conferences hosted by the Human Resources Department in order to carry out its functions such as meetings, training sessions, sensitization programs, webinars, interviews, and assessments/appraisals. Zoom, Google Meet, and Microsoft Teams were most popular web conferencing platforms used. Respondents primarily used organization-provided laptops, organization provided desktop computers, personal laptops, and personal mobile devices to access these web conferences.

The use of web conferencing has improved several elements of work within the organization. Notably, it has resulted in time saving by removing the need for travel to physical meetings, increased work flexibility, and reduced the expense of attending in-person meetings. Furthermore, online conferencing has successfully broken down geographical barriers and fostered virtual cooperation with other teams, leading in higher employee engagement and improved human resource-related communication. It has also increased participation at Human Resource related meetings and improved overall work output.

Moreover, the study highlights the effectiveness of web conferencing in the realm of training as a critical Human Resource function within the organization. The utilization of web conferencing has contributed to ensuring the timely dissemination of information related to scheduled training, improving accessibility and flexibility in training delivery, and enhancing engagement, motivation, and knowledge retention among participants. Trainers have effectively harnessed interactive features, such as polls, chat functions, and break away rooms, to augment the training experience.

The provision of fundamental prerequisites such as laptops and internet connectivity in the context of meetings and sensitization programs has considerably improved participants' ability to fully engage in online meetings and sensitization sessions, resulting in time savings and improved communication. Likewise, webinars have proven to be an excellent tool for enhancing human resource communication. Overall, these data highlight the significant advantages and beneficial contributions of web conferencing to organizational processes.

5.4 Recommendations

This study offers valuable insights that can inform decision-makers, human resource professionals, and information technology departments, enabling them to make informed choices and maximize the benefits of web conferencing in their respective organizations. Given the effectiveness of web conferencing, public sector organizations should leverage its benefits, actively promote and integrate it as a means to steer various operations of the organization. Specifically, it saves time and reduces the cost of physical meetings, improves work flexibility, and fosters virtual collaboration across geographic boundaries. This can contribute to increased employee engagement and better communication.

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Further, by virtue of Zoom, Microsoft Teams, and Google Meets being the most preferred and utilized web conferencing platforms, public sector organizations should make optimum utilization of the platforms for Communication in the organization. Also, provision of necessary requirements such as laptops and internet access allows employees to fully attend and participate in online meetings and sensitization programs among other related human resource communication activities thereby reducing barriers and enhancing communication. And lastly, academicians and researchers can utilize the findings of this research to conduct more research in the field of communication and web conferencing to increase industry knowledge.

5.5 Possible Areas for Future Research

Future research could dig further on the study by focusing on gender preferences on the uptake of web conferencing. Also, a component that the research did not delve into were the challenges presented by web conferencing in human resource communication. Future studies can, therefore, focus on how the respondents' perceived challenges, some which can be personal, affect the much needed success of web conferencing.

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Appendix I: Questionnaire

EFFECTIVENESS OF WEB CONFERENCING IN HUMAN RESOURCE COMMUNICATION IN PUBLIC ORGANIZATIONS

Dear Respondent,

You are welcome to take part in this study whose goal is to gain a broad understanding of web conferencing as a communication tool in public organizations in Kenya. The data gathered and study results will be used only for academic purposes. The information you provide will be very helpful to this study. Thank you for your time.

SECTION A: SOCIO-DEMOGRAPHICS

1. Age in years (Tick as appropriate)

   1. 21-30   2. 31-40   3. 41-50   4. 51-60   5. Above 60

2. Gender

   1. Male   2. Female

3. Highest level of education

   1. Certificate   2. Diploma   3. Bachelors   4. Masters   5. Ph. D

SECTION B: AWARENESS OF WEB CONFERENCING

4. Are you aware of the use of web conferencing platforms (i.e. zoom, skype, Google Meet, Cisco Webex etc.) to disseminate HR related Communication in the organization?

   1. Yes   2. No

5. If yes, which of the following web conferencing platforms/tools have you used in the Organization? Tick all that is applicable.

	Web Conferencing Platform/Tool	Tick
1	Zoom	
2	Google Meet	
3	Cisco Webex	
4	Microsoft Teams	
5	Skype	
9	Other (Please specify)	

SECTION C: USE OF WEB CONFERENCING PLATFORMS/TOOLS

6. Have you attended any web conference/online meeting organized by the organization's HR Department?

   1. Yes   2. No

7. Which of the following web conferences/online meetings have you attended?

	Web Conference/Online Meeting	Tick
1	Internal Meetings	
2	External Meetings	
3	Trainings	
4	Sensitization	
5	Interviews	
6	Assessments/Appraisals	
7	Webinars	
8	Other	

8. Through which of the following web conferencing software platforms/tools did you attend the web conference/online meeting? Tick all that is applicable.

	Web Conferencing Platform/Tool	Tick
1	Zoom	
2	Google Meet	
3	Cisco Webex	
4	Microsoft Teams	
5	Skype	
6	Other (Please specify)	

9. Which device did you use most to access the platform/tool and attend the meeting?

    1. Personal Mobile Phone

    2. Personal Laptop

    3. Organization Provided Laptop

    4. Other

10. Indicate your level of agreement with the following statements (Tick appropriately).

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I received adequate and timely information on the scheduled web conferences/online meetings					
2	I was provided with the necessary requirements (i.e. laptop, internet access) to fully participate in the web conference/online meetings					
3	I have the necessary competence to join and participate in web conferences/online meetings					
4	The presenter embodied the personality that made me to enjoy and participate in the web conferences/online meetings					
5	The duration of the web conference/online meeting was adequate					

11. How has adoption of web conferencing in human resource communication supported your work in the organization? (Tick all that apply)

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I saved time taken to travel to work or meetings					
2	I realized great work flexibility					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3	I reduced cost of travelling to physical meetings					
4	I was able to break geographical barriers and worked well virtually with other teams/more connected with other teams					
5	I felt more engaged as an employee					
6	I noted improved human resource communication					
7	Improved attendance to HR related meetings					
8	Realized improvement in the delivery of my work					

SECTION D: EFFECTIVENESS OF WEB CONFERENCING IN HUMAN RESOURCE COMMUNICATION

12. In your opinion, how effective is web conferencing in communicating and achieving the following Human Resource functions in the organization?

		Very Ineffective	Ineffective	Neutral	Effective	Very Effective
1	Meetings					
2	Trainings					
3	Sensitization					
4	Interviews					
5	Assessments/Appraisals					
6	Webinars					

13. Overall, how satisfied were you with the planning, organization and delivery of HR related communication through web conferences/online meetings?

   1. Fully Dissatisfied   2. Dissatisfied   3. Neutral   4. Satisfied

   5. Fully Satisfied

Thank you for taking time to participate in this study.