AN INTERNAL PUBLIC RELATIONS AUDIT OF KENYA LISTED COMPANIES: A CASE STUDY OF THE ACCESS KENYA GROUP
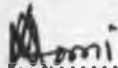
BY

ANEKEYA, MICHELLE NAOMI

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Declaration by the Candidate

This project is my original work and has not been presented for a degree in any other University. No part of this project may be reproduced without the prior written permission of the author and/or University of Nairobi.

Michelle Anekeya

Signed ...Momi.............

Date...10 September 2010

Declaration by Supervisor

This project on 'An internal Public Relations audit of Kenya listed companies: a case study of the AccessKenya group" has been submitted for examination with my approval as the project supervisor.

Mr. Tom Kwanya

Signed.....................

Date...10/09/2010

Dedication

To the two lovely ladies in my life.

To my mother, Grace Shisya; thank you for always wishing the best for me and for the willpower you have always had to see me realize my potential.

To you, my beautiful, extraordinary daughter, Maya Andeso; you have been a source of encouragement and inspiration.

I love you both dearly.

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Abstract

Most studies on corporate branding and image have focused on the influence of external communication such as advertising and Public Relations. Less attention has been paid to the strategic role that internal Public Relations and communication can play. This study examines the internal Public Relations function in listed companies in Kenya as exemplified by AccessKenya Group and its influence on employee performance. The study is based on literature reviews and a qualitative study of internal Public Relations. Data were collected by conducting a survey of about 60 employees of AccessKenya. The findings suggest that internal Public Relations should be treated as the "first frontier" in the battle for the client. When it is founded on strong corporate values, internal Public Relations can help transform employees into "walking embodiments" of a company's core values, and key touch-points into opportunities for fulfilling the company brand promise. Also, this study recommends that listed companies should use internal Public Relations and communications more extensively to enhance employee performance.

ACKNOWLEDGEMENT

I would like to express the deepest appreciation to my supervisor, Tom Kwanya, who has the attitude and the substance of a genius: he continually and patiently saw me through the research. He possesses those qualities that student highly value in a mentor: a keen intellect, an open door and a genuine interest in seeing students succeed.

In addition, I would like thank Dr. David Githiora of Moi University who introduced me to the world of communication and Public Relations, while undertaking my undergraduate study.

I thank AccessKenya Group for the permission to include copyrighted material as part of my project. I would like to thank my colleagues at AccessKenya for their overwhelming support in providing relevant information and data required for this project

Highest thanks to my husband, Michael Wetaba. You have been there for me 100% of the way, encouraging me to pursue my goals. Thanks for your unending, unwavering support in all matters—academic and otherwise.

Thank you all from the bottom of my heart.

CHAPTER 1: INTRODUCTION

1.1 Introduction

Communication is a vital element if good relations are to be maintained in a business environment. Berko, Wolvin and Wolvin (1995:6) describe communication as being dynamic, continuous, irreversible, interactive and contextual. This, in my opinion, gives the impression that communication encompasses all the elements that make up a culture with its ever-changing amorphous nature.

Culture refers to the complex collection of knowledge, folklore, language, rules, rituals, habits, lifestyles, attitudes, beliefs and customs that link and give a common identity to a particular group of people at a specific point in time.

Many authors for example (Harkins, 1999, Hofstede, 2001, Kistle, 2001) on Organizational Communication agree that all organisations have their own unique cultures and modes of doing things. These may include having a company uniform, the corporate colour and even the type of organisational structure that may exist.

According to the British Broadcasting Corporation as cited by Smith (2005), 'internal communication is the act of communicating internally' while 'internal communications is the function that helps deliver it'.

Sudipta Dev (2007) writes that internal communication is essential for every organisation but that very few of these manage it efficiently.

Dev (2007) goes on to add that internal communication is the foundation that holds the work culture, policy and processes, goals and visions together and warns that any blockage, wrong detour or mismanagement in this channel can be catastrophic for an organisation. Moreover, the office grapevine might just negatively affect employee morale thus hampering organisational productivity and smearing the company's brand name. Indeed, it would be impossible to ignore the communication between employees despite the presence of internal communication.

It is from this perspective that the importance of internal communication should not be underestimated. As much as a company may channel plenty of resources into communication initiatives with its external publics, so as to put them in the know of what is happening in the organisation, there is also need for the company to do the same with its internal publics.

It is important for company management to understand that employees are less likely to work effectively if they do not know what they ought to do. Therefore, a well-planned and executed internal communication strategy would help steer them in the right direction. In brevity, internal communication is the 'glue' that helps build teams, reinforce their pride in working for a company and encourages them to work a little harder to beat the competition. (Mounter, 2004) Therefore, it would be safe to say that despite the challenges organisations face, they are all in need of a strong internal communication programme.

This study endeavors to review the importance of internal communication in listed companies specifically focusing on the AccessKenya Group as a case study.

AccessKenya's internal communication program was inadequately formulated until the setting up of an internal communications department in May 2008. Prior to the set up, AccessKenya Group had contracted Tell-em PR, a Public Relations agency, to oversee its corporate communications.

Prior to the formation of the Group's Corporate Communications Department (CCD), internal communication at AccessKenya was conveyed through immediate supervisors and the grapevine. It is from this perspective that this study aims to investigate the various aspects of internal communication and their effects on company objectives.

AccessKenya has been selected due to its background of both formal and informal internal communication situations. It is important to note that well-executed internal communication programs should create a cohesive company environment by giving employees a better understanding of the organization's objectives, operations and philosophy. Despite the variation in company culture, size and structure, internal communication requires long-term dedication in regard to resources, if it is to succeed.

1.2 Statement of the problem

Kistle (2007) states that "traditionally, internal employee communication has taken a backseat to other forms of company communications - marketing, Public Relations, investor relations and so forth".

At the launch of the Internal Communication Alliance in October 2002, the Chair of the Conference Stephen Windsor-Lewis described internal communications as 'an essential element in the business mix' (Smith, 2005:1).

To this effect, Smith (2005:2) asks a very important question: 'but why do internal communications at all?' She proceeds to answer this rhetorical question thus: 'because an informed and engaged workforce produces better results; unless your people understand what your organisation is seeking to achieve and the part they have to play, arriving at your hoped for corporate destination will be a foregone conclusion'.

Without proper internal communication, employees lack the sense of involvement and belonging and as a result, the organisation they work for will have a difficult time retaining high-quality employees who can make positive contributions to the organisation's objectives.

Therefore, this study will seek to highlight the importance of internal communication for a company that seeks to succeed by having its staff on the same wavelength as the management on matters relating to company growth.

More specifically, this research paper seeks to focus on the importance of well-planned and executed internal communication for any listed company.

1.3 Purpose

As has been stated severally at the onset, this study seeks to determine the effect of internal communication on the performance of employees within listed companies in Kenya. Moreover, not much research has been done and documented on the importance of internal communication in the corporate sector in Kenya. Therefore, this study will pioneer to piece together the state of internal communication in listed companies in Kenya, through the AccessKenya Group.

1.4 Research objectives

This research seeks to achieve five objectives in relation to testing the proposed hypothesis:

1. To establish the internal communication programs used by listed companies in Kenya;

2. To assess the effectiveness of these programs;

3. To investigate relation between the level of effectiveness of internal communication programs and employee performance in those companies;

4. To establish the internal communication challenges listed companies in Kenya face; and

5. To recommend strategies and media that listed companies in Kenya can use to revamp their internal communication programmes.

1.5 Research questions

1. Which kind of internal communication programmes do listed companies use in Kenya?

2. Do these internal communication programmes work for their respective companies?

3. How do internal communications programmes affect the performance of employees in listed companies in Kenya?

4. What challenges in relation to internal communications do listed companies in Kenya face?

5. What can be done to improve on the current internal communications programmes being used by listed companies in Kenya?

1.6 Theoretical framework

The researcher proposes that internal communication does influence the effectiveness of employees of listed companies in Kenya. This research will seek to highlight the importance of internal communication for a company that seeks to succeed by having its staff on the same wavelength as the management on matters relating to company growth.

The researcher will adhere to the principles of the Social Exchange Theory while working on this research paper. American sociologist George Caspar Homans (1941) is usually credited with the consolidation of the foundations of Social Exchange Theory. The theory makes use of the concepts of reward and costs and resources when discussing the foundation of interpersonal exchange. Thibaut and Kelley (1959) as cited by Adams

and Jones (1999:182) define rewards as the pleasures, satisfactions and gratifications a person enjoys from participating in a relationship. Foa and Foa (1980) describe resources as any commodities, material or symbol that can be transmitted through interpersonal behaviour.

To account for this satisfaction both the experiences of the outcomes derived from the relationship and the expectations that individuals bring to their relationships are taken into account (Nye 1979; Sabatelli 1984; Thibaut and Kelley 1959).

The researcher is of the view that this is the most appropriate theory because it encompasses the nature of the research involved – gauging the importance of well-planned and executed internal communication for any listed company. As was stated at the onset, internal communication is not one-way communication; it is an activity that is supposed to initiate, encourage and maintain feedback. The Social Exchange Theory looks into concepts of reward and costs and resources when discussing the foundation of interpersonal exchange. Internal communication needs to be tailored in such a way that it will exhibit the possibility of a positive outcome – that it is indeed important to those involved.

1.7 Significance of the study
It is important for an organisation's employees to be aware of what the management has envisioned for the company; it is equally important that these same employees wholly

embrace that vision and adopt it as their own. This can be realized through effective internal communications programmes.

However, these internal communications programmes can only be truly effective if they are able to facilitate feedback between all parties involved; in this case, the management and the employees of the company. Moreover, it is important that the organisation puts into consideration cultural differences; this is important for matters of communicative competence.

This research therefore, will act as an audit (in this case for the Access Kenya Group) for the organisation to evaluate its internal communications programmes and make necessary changes on the same. This research could also act as a benchmark for other listed companies to use and see what they need to improve on their own internal communications programmes. At the end of the day, this research will also open up the field of internal communication to further more extensive research, as Public Relations practitioners realize the importance of internal communication in the corporate sector.

1.8 Ethical considerations

It is important for any researcher to adhere to ethical guidelines when carrying out any research. This will help make sure those basic rights and laws that protect privacy and confidentiality are maintained. In this regard, the researcher has sought the approval of

the AccessKenya Group to approach its staff and use them as respondents to questions she may have. The researcher will also be keen not to inadvertently mention or give suggestions to an issue that may be injurious to an individual's reputation in the research without justification. In addition, the researcher has sought the approval of the AccessKenya Group to use company data or information before commencing the research. This data will be used purposefully for the study that the research is conducting; it will be in the aggregate format hence individual views will be held in confidence.

1.9 Dissemination plan

The researcher shall use two key publications to disseminate the findings of this study: *The PR Arena* – a monthly magazine for the Public Relations Society of Kenya and the Business Daily – a daily business newspaper published in Kenya by the Nation Media Group.

These two publications have a wide market reach for the target audience – the corporate sector. Moreover, these publications are viewed as credible sources of information, therefore the research findings will also be regarded as such – credible.

Another possible avenue for the dissemination of the information is through the Website of the Public Relations Society of Kenya (www.prsk.co.ke). Many Public Relations practitioners in Kenya visit this website frequently; therefore, they could easily access the information.

The researcher will also place bound copies of the findings in the University of Nairobi library for future academic reference by those interested in internal communication research. At the same time, the researcher will also look into the possibility of having bound copies of the same being placed in the major regional libraries run by the Kenya National Library Services in Nairobi where academicians and members of the corporate sector alike could have access to the findings.

Moreover, the researcher will also focus on disseminating the findings of the study at communication symposiums; key among these are those that are organised by institutions of higher learning such as Daystar University – a communications institution in Africa. A copy will be given to AccessKenya whose population will be used to derive the findings of this study.

1.10   Topics for future research

1.10.1. The role of information technology in internal communication

The information technology field is fast changing and this will have an effect on internal communications. Currently, there is a lot of excitement about the undersea cable that is bound to make internet connectivity faster and much more efficient. It would be of interest to know just what the future portends for internal communication in relation to the advancement in technology.

1.10.2. Cultural diversity in relation to internal communication

Culture is a very sensitive and intricate area when it comes to employees. In relation to internal communication, it would be important to find out if internal communication can be more or less effective if cultural diversity is taken into consideration or not. This particular research might be of interest particularly to a Kenyan audience, keeping in mind the post-election violence that rocked the country in December 2007 through to February 2008.

CHAPTER 2: LITERATURE REVIEW

2.0   Introduction

The chapter reviews literature from sources such as text books and research journals. This review was found necessary because it helped the researcher establish the objectives of this study and also served as a link between the present study and those previously done in related topics.

This literature research was conducted under the following sub headings:

1. Definition of internal communication

2. The importance and effectiveness of internal communication to organizations

3. Challenges faced internal communication

2.1 Definition of internal communication

It would be important to look at the meanings of the root words – those that actually make up the compound term *internal communication*. According to the Oxford dictionary (2009), the word 'internal' means "existing or used within an organisation; the same word also refers to "of or situated on the inside."

The most general definition of the word 'communication' has been the process of sending a message through a particular medium to a receiver with the intention of getting feedback. Granted, with such a definition, one might be able to get the basic meaning of

the word. However, for the purpose of this paper, there is need to delve further into the term and look at it from the angle of an internal communicator.

In their book "More than words: an introduction to communication," Dimbleby and Burton (1998:15) speak of three important elements when referring to communication: knowing, understanding and skills. Dimbleby and Burton say that knowing is "what happens when people communicate with themselves and with each other; understanding is "how that knowledge can be used to explain and interpret the processes of communication in everyday life; skills refers to "using this knowledge and understanding to enable us to communicate more effectively." What this means for the internal communicator is that he or she must know what effect will be realised with varying modes of communication; he or she should also have the ability to simplify complex communication packages (messages) to a less conversant audience; he or she should also know how to make use of his/ her understanding of the communication process to effectively communicate to varied audiences.

The internal communicator deals with social beings – the role here is to be the liaison of sorts between the employee and the manager. Dimbleby and Burton (1998:15) speak of the social needs of communication – "we communicate effectively to hold our society and organisations together."

Mounter (2004) picks up on this understanding of communication by Dimbleby and Burton; she defines internal communication thus as 'the *glue* that helps build teams, reinforce their pride in working for a company and encourages them to work a little harder to beat the competition'. Therefore, it would be safe to say that despite the challenges organisations face, they are all in need of a strong internal communications programme.

Mounter (2004) also explains that internal communication used to be the poor relation of a business. At best, it meant a house journal, at worst, an out-of date memo on a notice board no one admitted writing. This speaks volumes of how much the profession needed, and perhaps still needs, to do if it is to argue its case as an important entity in the business set up. Internal communication is essential for keeping an organisation together. It is essential for good feedback channels between the management and the employees to be maintained for there to be effective internal communication.

Mounter (2004) says that companies need to engage their employees in improving their businesses. If employees do not know what they are doing and why, they are less likely to work effectively.

Therefore, as Quirke (2000) puts it, the role of internal communication is to illuminate the connections between different pieces of information, to shine a light on the web of

interdependencies and to show the links between one area and another. He adds that internal communication is supposed to provide information to do the job as well as paint the bigger picture and to tell the fuller story that puts that information into context. The following conclusions can be drawn from the foregoing:

a) That internal communication is the glue that helps build teams and reinforces their pride;

b) Internal communication works to illuminate the connection between different pieces of information; and

c) Internal communication is the mechanism by which companies engage their employees to improve their businesses.

If the above statements may be merged, one may deduce that internal communication is important for effective group cohesion and productivity. At the same time, internal communication helps give direction to the employees as they go about their work; they get to know exactly what is expected of them. This will result in the team working effectively towards a common goal.

2.2 The importance and effectiveness of internal communication to organizations

Smith and Mounter (2006:2) point out the importance of engaging in internal communication in the first place: 'But why do internal communications at all? The reason they do so is because an informed and engaged workforce produces better results.'

They also add that unless an organisation's staff or employees understand what their organisation is all about, its goals as well as objectives, then arriving at an organisation's corporate destination will not be a foregone conclusion.

This statement reveals the need to avoid the assumption bug in regard to employee efficiency. The employee will only be expedient at what they are expected to do if they are informed and are 'in the know'. Therefore, the management of an organisation needs to make deliberate steps towards keeping their staff informed.

In an article titled "Internal Communication" in the August 16, 2002 the *Albany Business Review*, the author, Brown D highlights the importance of a comprehensive internal communications program. According to Brown (2002), how employees, association members and other related audiences such as investors, trustees and business partners, perceive the organisation is crucial to its success.

According to Gillis (2006:93), employees want to be engaged and feel they are part of the process; they want to understand their role and what is in it for them. In brevity, the employee wants to understand the bigger picture – what the company or organisation seeks to achieve. Gillis (2006:94) goes on to explain that people who understand the big picture and how they fit into delivering it are far more likely to be motivated to do their part; which translates into implementing business strategies.

Brown (2002) - explains that the level and speed of change is growing rapidly in the workplace. This, he says, causes more employee anxiety, stress and lack of loyalty. Moreover, coupled with this employee anxiety, stress and lack of loyalty that may occur. The Public Relations practitioner should not forget another important element that necessitates the need of internal communications programmes - the uncontrolled media.

Smith (2005) gives a clear distinction between controlled and uncontrolled media. According to Smith (2005:157), 'controlled media allow the organisation to determine various attributes of the message – most importantly its content, but also its timing, presentation, packaging, tone and distribution'. Good examples of controlled media are newsletters and brochures. Smith (2005:157) also describes uncontrolled media, as those in which someone unrelated to the organisation, such as the media gatekeeper, determines the message attributes. Examples of uncontrolled and external media tactics stem from news conferences, interviews, press briefings, newspapers and television newscasts.

Therefore, with such an understanding of the uncontrolled media, the messages they (the uncontrolled media) disseminate are within easy reach of a company's work force; this could prove to be disastrous if the said messages affect the company negatively. Moreover, another challenge that is bound to affect the organisation in relation to communication is the grapevine; which could lead to inaccurate information being conveyed.

Therefore, without a dedicated, effective internal communications program, an organisation allows others to determine what information (or disinformation) is communicated to employees about their organisation (Brown, 2002). This could lead to a disastrous scenario. A company has to make sure that the employees have access to essential information so that miscommunication is avoided. At the same time, it is important for the employees to have a means of conveying feedback to the management should the need arise.

Indeed, internal communication is important especially when it comes to simplifying management messages into a language that can be understood easily by all employees. According to Smith and Mounter (2006:3), professional communicators are also in the ideal position to translate management speech into language that can be understood by those who will have to act upon it.

2.3 Challenge facing internal communication

However, not all corporate organisations seem to be willing to give the internal communicators the go-ahead to do their job. According to Smith and Mounter (2006:12), senior management and the board room should respect the expertise of the specialist tasked to deliver... without that respect, it is unlikely any strategy will be delivered according to plan or be effectively tied to the bottom line.

To make sure that internal communication is indeed successful, Smith and Mounter (2006:19) impress on the need to have a planned and coordinated internal communication programme; one that is linked to the business strategy of the company. This, Smith and Mounter (2006:19) point out, is where the specialist fits in.

According to Werner and Tankard (1988:140), groups can sometimes be used as agents or instruments of change. They attribute this to the power of social influence. This brings about another aspect of the situation – employees are to be found in different departments; these employees could therefore be referred to as groups or teams. An effective internal communications programme, therefore, can make it possible for the company to maintain healthy communication links between the management and the employees within these different departments.

2.4 Communication and culture

Another challenge that comes with internal communications is culture. According to Samover and Porter (2003), globalisation of the world community inevitably leads to cultural diversity or multiculturalism in all aspects of life. The work environment is no exception where a mixture of race, ethnicity, gender, religion as well as nationality is found. It is therefore necessary to factor in these variations as the professional internal communicator formulates an internal communications policy for the organisation.

However, according to Boulding (1988:344), to be aware of the relevant multiple identities of another is the first step to becoming an enlightened global citizen who tolerates cultural differences and shows mutual respect among cultures in order to practice a multicultural co-existence in a "global civic culture". This therefore means that the internal communicator has to be someone who can skillfully disseminate information and in that effect be able to formulate an internal communication policy that can adequately meet the needs of a diverse work force.

Weaver (1996:167) is quick to point out that one should be wary about the choice of words used in internal communication. Most importantly however, one should be more concerned with the meanings that the intended audience will interpret from the message. He puts it thus: "Meanings are in people, not in the words. It is the meanings people have in the words that need to concern you, not the words themselves."

At the same time, the internal communicator should lead the information flow and advise the Chief Executive on the style, timing, targeting and context of communication. Internal communication provides a coaching role to managers; equipping them with the skills to communicate more professionally with their teams (Smith and Mounter, 2006:19).

CHAPTER 3: METHODOLOGY

3.1 Introduction

According to Kothari (2004:8), research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. This chapter of the thesis covers the specific research method used, the data collection instruments used, the population sample, the sampling method as well as the data analysis techniques applied.

3.2 Research Paradigm

Blaxter, Hughes and Tight (2001) argue that a research methodology is composed of the underlying paradigm and approach used within a project, as compared to research methods which apply to the specific techniques of data collection. In defining what a paradigm is, Ritzer (1975) states:

> "A paradigm...serves to define what should be studied, what questions should be asked and what rules should be followed in interpreting the answers obtained."

This research used interpretivist paradigm as it sees the outcomes of a research as an individual interpretation of fact, based on a systematic approach to data analysis. The only drawback of this paradigm is that methods of interpretation may lead to researcher bias with the researcher still looking predominately for what s/he wants to see.

The researcher used the interpretive paradigm because the research is largely qualitative and seeks to interpret the facts from the perspectives of the employees (subjects). Furthermore, the data collection methods of interviewing and observation lay premium

on interpretations. Angen (2000) argues that utilizing interpretive paradigm facilitates adequate conversation between the researcher and the research population in order to collaboratively construct a meaningful reality.

3.3 Research type

According to psychologist and social researcher James Neill (2006), "qualitative research is in the form of words, pictures and objects whilst quantitative research focuses more on numbers and statistics. The inclusion of the numbers and statistics results in the realisation of more efficient findings which can be used to test the research hypothesis."

This study was a qualitative research but also makes use of quantitative techniques to construct a more wholesome view of the research topic. This is because this research sought to answer the questions "why" through analysis of unstructured information. It is not fully dependent on statistics or numbers which are the main focus areas for quantitative researchers.

3.4 Research method

Kothari (2004:7) defines research methods as the behavior and instruments used in selecting and constructing the research technique. The researcher used the survey method. Bell (1993) states that survey research is realised by obtaining information from a representative selection of the population and from the sample the findings are presented as being representative of the population as a whole. Moreover, Cohen and Manion (1980:179) aver that "the intention of survey research is to gather data at a

particular point in time and use it to describe the nature of existing conditions." Since the main aim of the research was to carry out an internal communications audit of the listed companies in Kenya as exemplified by the AccessKenya Group, a survey design was most suitable.

As much as the survey method may force the researcher to maintain the initial research design throughout the entire data collection process, it is still useful in describing the characteristics of a large population. Moreover, there is also a level of flexibility in deciding how the questions are administered: through the use of electronic means, face to face interviews or through group administered written or oral surveys.

Moreover, surveys are relatively inexpensive; especially self-administered surveys. Surveys are also useful in describing the characteristics of a large population. No other method of observation can provide this general capability.

According to Babbie (2007:287), "surveys are particularly helpful in describing the characteristics of a large population. A very carefully selected probability sample in combination with a standardized questionnaire offers the possibility of making refined descriptive assertions about a student body; a city; a nation, or any other large population... Although the examination of official documents such as marriage, birth or

death records can provide equal accuracy for a few topics, no other method of observation can provide this general capability."

Surveys are also useful in terms of time management and ease of reach of the chosen sample because they can be administered from remote locations using mail, email or telephone. This means that very large samples are feasible, making the results statistically significant even when analyzing multiple variables.

3.5 Data collection

3.5.1 Population

The population for this study was the staff of the AccessKenya group; as had been mentioned earlier, this research project was a case study of the AccessKenya Group.

Participants for this study were drawn from all the departments in the organisation. A total of 65 respondents were selected and participated in the completion of the questionnaires. Because of the different attributes in the population, the researcher used the stratification sampling method to get a representative sample of the population. This did not mean that there was a deliberate departure from the randomness principle; the population had to be divided into a number of strata, from which a random sample was taken.

For the purposes of this study, the researcher used the departments as the strata. From each of the strata, about a quarter of the total population was selected for the study. According to Moser and Carlton (1971), if the sampling fraction is the same for every stratum, this procedure is almost certain to be an improvement on simple random sampling because it makes sure that the different strata are accurately represented in the final sample. This is what led the researcher to adopt the stratification technique.

3.5.2   Data collection techniques

The researcher used the interview data collection technique. This technique allowed the researcher to systematically collect the required data. These were used to gain an understanding of reasons and motivations behind people's attitudes and behaviours.

3.5.3   Data collection instruments

The researcher primarily used self-administered questionnaires to collect the required data. These were seen as the most appropriate because it helped the researcher to maintain objectivity and focus on the research questions being asked. It also saved the valuable research time and reduced expenses.

According to Wilkinson and Birmingham (2003:8) a well planned and well executed questionnaire campaign can yield rich data in a format ready for analysis and simple interpretation. If correctly managed, they can be less resource intensive than many other research instruments.

65 copies of the questionnaire were distributed at random. The questionnaire had an introductory statement to inform the participants/respondents about what the research is all about and requesting them to participate in the research. The key research questions primarily consisted of closed ended questions, largely structured around Likert scale (matrices). These questions enabled the researcher to rate the attitudes and opinions of the respondents as either strongly agree, agree, disagree, and strongly disagree or if they were undecided (neutral).

3.6 Research reliability and validity

The researcher used the test-retest method to assure reliability and validity. Mugenda and Mugenda (2003) explain that the test–retest involves administering the same instrument twice to the same group of subjects. There is usually a time lapse between the first and the second test. The test method involves the following steps.

- Select an appropriate group of subjects;

- Administer the test to the subjects;

- Keeping all initial conditions constant, administer the same test to the same subjects. One can wait one to four weeks before administering the test a second time; and

- Correlate the scored from both testing periods.

3.7 Data treatment and analysis

The researcher used Statistical Package for the Social Sciences (SPSS) to process and analyzes the quantitative data. The package was selected because of its ease of use to perform qualitative research data analysis in Social Science as well as its ability to provide frequency tables and descriptive statistical measures (Harvard 2010).

3.8 Limitations of the study

Undoubtedly, there were some limitations to the research, particularly regarding the documents and participants selected for study. Due to time constraints, this study only examined the phenomena from the point of view of the employees. In order to investigate the research questions from a more complete perspective, it would have been necessary to examine the understanding and points of view of the top management involved in drafting the messages and who are affected by these actions and messages. Future research must address this gap in the findings of the current study.

CHAPTER 4: RESEARCH FINDINGS

4.0 Introduction

This chapter contains information with both qualitative and quantitative details. Out of the 65 copies of the questionnaire that were distributed 60 were returned. The researcher then constructed a tally sheet by assigning values to each data that was used. The tally sheet brought out categories that were orderly and hence provided an easy reference. The quantitative data was coded and entered into the Statistical Package for the Social Sciences (SPSS) programme for data analysis. The qualitative data has been incorporated. Frequency distributions, cross tabulations and simple correlations were generated for the key variables and have been instrumental in achieving the objectives, which this study set out to achieve.

4.1 Distribution of target population

There were 60 respondents from the 10 departments namely: Finance, Corporate Sales, Residential Sales, Human Resource, Marketing, Communications, Customer Support, AccessIT, Administration and Client Relations Management.

4.2 Background information on employees

4.2.1 Distribution by gender of the survey population

The number of males was 32 and the number of females was 28. This shows that there was no great disparity in terms of gender between the respondents. The table (1) shows the results:

Table 1: Distribution of respondents by gender

N = 60

Gender	Frequency	%
Male	32	53.34
Female	28	46.66
Total	60	100.00

Source: Researcher

4.2.2 Distribution of the respondents by age

The responses revealed that most respondents fall in the age bracket of 21-30. Table (2) shows the results.

Table 2: Distribution of respondents by age

N = 60

Age (Years)	Frequency	%
21- 30	44	73.34
31- 40	13	21.66
41- 50	3	5.00
51 - 60	0	0.00
Total	60	100.00

Source: Researcher

4.3.3 Number of years respondents had worked at the organization

How long the respondents have worked at the organisation was categorised as 1-3 years, 4-6 years and more than 7 years. According to the responses, most of the respondents had worked for between 1 – 3 years. Table (3) shows the results.

Table 3: Distribution of respondents in regard to how long they have worked at the organisation

N = 60

How long (Years)	Frequency	%
1-3	51	85.00
4-6	5	8.34
Over 7	4	6.66
Total	60	100.00

Source: Researcher

4.3 The internal communications programmes used by listed companies in Kenya

The study sought to find out what media of communication was used for Internal Communications Programmes at the AccessKenya Group; one of the listed companies in Kenya. The respondents were asked to state if they took time to make use of the media of communication that were being utilised in the Internal Communications Programme and to gauge the strengths of those media of communication.

The results in table (4) reveal that the majority (78.34%) of the respondents believe that emails are the most effective means of communicating information to staff. Communications through emails are known as e-shot internally at AccessKenya. As

much as in-house publications are commonly perceived as important media of organizational communication by management, they were not ranked as the most interactive and effective media of communication by the respondents.

During the period of the study, the researcher found out that management made use of memos, meetings and communication through middle management to communicate to non-management employees. It is important to note that the media used by management to communicate to employees leaves very little room for feedback from non-management thus resulting in one way communication. In house publications might have been the media of preference for the respondents but they felt that these did not offer a mode of feedback hence losing their effect.

Caywood (1997) says that excellent communication relies on a two-way dialogue between an organisation and its publics. The author adds that it is no longer effective or sufficient for organisations to use one-way communication to inform or try to persuade people to believe what it wants them to believe. Results from an interview with the Communications Manager revealed that most of the media for two-way communication were not in place and therefore it was very difficult to get the views of the non-management employees. The results from observations also revealed that as much as there were varied in-house publications, these did not help to improve feedback mechanisms.

Table 4: Showing preferred choice of medium by the respondents

N = 60

Media	Frequency	Frequency in % Of the media preferred by the respondents
E-mails (E-shot)	47	78.34
Intranet	9	15.00
In house publications and notices	4	6.66
Total	60	100.00

Source: Researcher

4.4 Internal communications programmes and their effect in the organisation

4.4.1 Effectiveness of internal communication programmes

The study sought to find out if the Internal Communications Programmes have worked positively for the organisation. Majority (53.24%) of the respondents were of the view that Internal Communication is effective within the company and that the desired goal of the communication is always achieved; 38.34% could not come to a conclusion on the question while the remaining 8.42% did not believe that the internal communication was at all effective. Table (5) shows the results.

Table 5: To find out if respondents believe that the mode of internal communications is effective

N = 60

Is Internal Communications effective	Frequency	%
Agree	32	53.34
Neutral	23	38.33
Disagree	5	8.33
Total	60	100.00

Source: Researcher

4.4.2 Provision of feedback mechanisms

For internal Public Relations to be effective there has to be continuous communication between the disseminator of the same and the internal publics. This can be in the form of the Communications Department communicating with the internal publics and vice versa. In the same breath, the respondents were asked if the means of communications used allowed for feedback. 80.00% of the respondents did not agree with this statement; 11.67% were non responsive to the question while the remaining 8.33% were of the opinion that the means of communications used did allow for feedback. Table (6) shows the results.

Table 6: To find out if the internal communications programme allows for feedback

N = 60

Does the internal communications allow for feedback	Frequency	%
Agree	5	8.33
Neutral	7	11.67
Disagree	48	80.00
Total	60	100.00

Source: Researcher

4.4.3 Role of organizational website

The respondents were also asked if they believed if the company website was a reliable source of information for the employee. Only 23.33 % of the respondents strongly agreed to this. The majority (70%) of the respondents disagreed with the notion that the company website was a reliable source of information. Table (7) shows the results.

Table 7: Is the company website a reliable source of information

N = 60

Is the company website a reliable source of the information	Frequency	%
Agree	14	23.33
Neutral	4	6.67
Disagree	42	70.00
Total	60	100.00

Source: Researcher

4.5 Relation between the level of effectiveness of internal communication programmes and employee performance in the organization

This study also sought to establish the relation between the level of effectiveness of internal communication programmes and employee performance in the organisation. Mounter (2004:15) argues that "companies need to engage their employees in improving their business". If employees do not know what they are doing and why, they are less likely to work effectively. This argument implies that there is a direct relationship between the effectiveness of the Internal Communications Programme and the performance of the employees.

The responses from the key research question for this section revealed that 88.34% of the respondents felt that they would be more effective as employees if they were to have much easier access to necessary company information. 8.33% of the respondents were

neutral while the remaining 3.33% did not feel that they would be more effective were they to have easier access to company information. The results are shown in table (8).

Table 8: *To find out if respondents believed that staff would be much more effective if they were to have much easier access to company information.*

N = 60

Is internal communications effective	Frequency	%
Agree	53	88.34
Neutral	5	8.33
Disagree	2	3.33
Total	60	100.00

Source: Researcher

The respondents were also asked if the organisation was considerate to them as staff by providing a quick means of accessing information with regards to company announcements and decisions through the intranet. 58.34% of the respondents did not agree with this; 40.00 % agreed with this notion while the remaining 1.66% remained neutral on the subject. The results for this are shown in table (9)

Table 9: *To find out if respondents believed that the organisation provided the staff with a quick means of accessing information*

N = 60

Is Internal Communications effective	Frequency	%
Agree	24	40.00
Neutral	1	1.66
Disagree	35	58.34
Total	60	100.00

Source: Researcher

4.6 Summary of research findings

In a nutshell, the study found out there were few opportunities for staff to ask questions and provide feedback. Secondly, the communication infrastructure is weak and the ways in which information is sent to staff need urgent attention. E-shots, the Intranet and in-house publications were all highlighted as ways of communicating which need to be improved.

CHAPTER 5: DISCUSSION OF FINDINGS

This chapter presents the discussion of the findings of the study. It describes the meaning of the findings in light of previous findings made by other researchers.

5.1 Background information on employees

The responses revealed that most respondents fall in the age bracket of 21-30. The number of males was 32 and the number of females was 28. The researcher is of the opinion that this is not a clear representation of the gender in AccessKenya. The researcher is also of the opinion that the company employs young people. This is also evident in the number of years the respondent had worked for the organization, with most of the respondents having worked for between one to three years.

5.1 The internal communications programmes used by listed companies in Kenya

One of the research objectives of the study was to find out what modes of communication were used in the organization and how effective they were. The study also undertook to find out what mode of communication was commonly used for communicating between management and non-management employees. The study established that the management communicated through use of in-house publications, memos and through communication from middle management.

The findings revealed that the media of communication used for internal Public Relations was not effective because it did not succeed in communicating effectively to the internal publics. It was also noted that the media of communication only allowed for one way communication.

The study also established that the non-management employees preferred communication through use of e-mails (e-shot). It is evident that the media of communication that was being used by management allowed only one-way communication and therefore provide no provision for feedback. Consequently, it was not preferred by the non management employees who valued the provision of feedback.

5.2 Effectiveness of internal communication programs used by listed companies in Kenya

It is important to note that the outcome to this research does not necessarily mean that the respondents were totally in favour of the current internal communications programme. It could also be that they believe that the programme was effective enough for the communications department to disseminate the information without necessarily intending to provide room for feedback.

The study found out that that the media of communication used for internal Public Relations was not preferred by the respondents. The researcher is of the view that this

made the media ineffective because they did not succeed in communicating effectively to the internal publics.

The study revealed the need for more co-orientation analysis between the company and employees. Companies with access to numerous communication channels may erroneously believe that employees already have received information through other channels, and may not recognize the need to convey some pieces of information. Internal communications departments sometimes neglect to move information down because they are so familiar with it they assume everyone knows as well. Redundancy of communication channels leads to good internal communication.

The study also revealed that electronic communication, if thoughtfully used, can flatten the traditional, hierarchical structure of internal communication and give employees at all levels the sense of receiving information first-hand, from the top and horizontally.

When considering communication channels, managers also need to examine assumptions about email and Website use. Employees seem to associate a sense of importance with meetings that provide access to the top management, even when the information presented in the meeting could be posted on the Web or sent in an e-mail.

5.3 Relation between the level of effectiveness of internal communication programmes and employee performance in the listed companies in Kenya

Smith and Mounter (2006:2) raise the importance of engaging in internal communications in the first place: "But why do internal communications at all? The reason they do so is because an informed and engaged workforce produces better results." Smith and Mounter (2006:2) go on to say that "unless an organisation's staff or employees understand what their organisation is all about; its goals as well as objectives, then arriving at an organisation's corporate destination will not be a foregone conclusion".

The findings of the study show that the respondents believed they would be more effective if they had easier access to company information.

A critical finding of the study is that it is important for employees to receive information, even if the piece of information is not essential to their job performance. There is a difference between knowing what you need to know, and being in the know. Employees want to feel they are "in the loop," which fosters a sense of community. They believe receiving information is a sign that they are respected, which in turn creates a propensity to advocate for the organization.

Providing information is a manifestation of the regard with which the employees are held, which helps explain the findings of previous studies (Haas, 2006; Moorcroft, 2003) that

underscore the constant need for more information. Additionally, complete, timely information prevents rumors, since rumors occur when there is insufficient and incomplete information, which causes people to speculate. Rumors cause frictions which often affect employee performance negatively.

Finally, the study found that employees at all levels mentioned wanting more information so they could advocate for the company, which gives an organization the competitive advantage suggested by previous studies (Smythe, 1996; Stone, 1995). Internal communications departments should trust that most employees often have the best interest of the organization in mind, and understand that more information makes for more informed assessments and comments about the organization. Media advisories and news releases should be emailed to employees at the same time they are sent to journalists since employees resent finding something out first in the media about their own organization. Additionally, it puts them in a position of being uninformed and therefore unable to defend or promote the organization's position as portrayed in the media.

5.4 Internal communication challenges listed companies in Kenya face

The study found out one of the challenges of internal Public Relations was the utilization of traditional media of communication which the employees did not consider effective. The researcher is of the opinion that this challenge can be dealt with by conducting an internal baseline study to find out what mode of communication the employees prefer.

The findings of the study showed that the traditional media of communication only allowed for one way communication and not interactive. This made the employees feel like they were talked down and not engaged in some form of dialogue. The study found out that the direction of internal communication was important. Downward communication may be evaluated on its consistency with recipients' beliefs about an organization. As a result, gaps in management and employee beliefs can cause negative responses to organization-sanctioned communication (Cameron and McCollum, 1993). On the other hand, supportive and interactive communication creates trust in management, and managers' efforts to enhance interpersonal relationships contribute significantly to organizational trust (Jo and Shim, 2005).

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presents the conclusions and recommendations arising from these findings. The recommendations and suggestions for future research are also presented.

6.2 Conclusions

Listed companies in Kenya are experiencing poor Public Relations with their internal publics largely because the media of communication used are considered by the publics as both inadequate and ineffective. This means that if the media of communication were increased and the ones being used at the moment made more effective the organizations would experience good Public Relations with their internal publics.

There are no proper channels to facilitate easy communication and that provide seamless feedback mechanisms. As a result, the flow of information from the management to the non-management employees becomes inadequate.

Corporate Communications departments within listed companies face challenges when communicating to the internal publics because of the mode of communication used. With a wider range of interactive media, the researcher is of the view that the listed companies would realize improved internal Public Relations.

Narrow focus on internal Public Relations results to a lack of employee trust and commitment. Gavin and Mayer (2005) found that internal communication affects the trust between employees and the company. Chia (2005:7) affirmed that "trust and commitment are byproducts of processes and policies which are designed to make the relationship satisfactory for both parties, such as open, appropriate, clear and timely communication". Trust can be conveyed through effective communication (Mishra 1996) via openness and concern. Additionally, Mishra (1996:276) found that "the extent to which the trusted person engages in undistorted communication then reinforces the trust (in terms of openness) placed in him or her".

Organizational communication scholars have shown that the adequacy of information provided by the organization also contributes to employees' job satisfaction and performance (Rosenfeld, Richman and May, 2004). Communication practices within an organization are expected to have an important influence on the degree to which employees trust their managers and the organization's top echelon, as well as their commitment to the organization.

It is as a result of these findings that the researcher is of the opinion that there is a strong relationship between good internal Public Relations and employee performance at work.

6.3 Recommendations

Based on the findings of the study, the researcher recommends that:

1. Corporate communications departments in listed companies in Kenya must use integrated modes of communication to communicate to its internal publics. They should select media that is interactive and allows for two-way communication. For instance, emails and suggestion boxes should be used more often because they allow employees to air their views more freely.

2. Corporate communications departments should play an important role in promoting good internal relations by first inquiring about the communications needs of the internal publics and meeting this through effective communication. This can be done through either formal or informal surveys.

3. Corporate communications departments need to introduce the right channels – serious investment needs to be made in the way information reaches staff. For example, electronic communication facilities such as the Intranet and e-mail systems need to be radically rethought to ensure that information reaches people promptly and can be accessed and used easily.

4. Listed companies should increase the frequency of communication with its internal publics. Employees believe that receiving information is a sign of being respected and as a result, it will create propensity to advocate for the company.

5. Top management of listed companies must recognize the role that internal Public Relations plays in achieving the business objectives. Hence they should have knowledge on the importance of internal communication and its effect on effectiveness and efficiency and thus create a well equipped and well managed Public Relations department, high-quality.

6.4 Suggestions for further research

An external Public Relations audit of listed companies needs to be performed to establish how the corporate communications departments promote good external Public Relations. Such a study is necessary because it will enable the management of listed companies to establish the position of their Public Relations externally and since the state of the internal Public Relations has been established through this study, companies can use the recommendations from both studies to improve the state of their Public Relations.

This study was limited by interviewing only employees and a communication manager from one firm. Future research should consider studying employees and management from different listed companies in order to determine if one firms' employee engagement activities geared towards are building trust and creating an open atmosphere for employees and their managers achieve their objectives.

Another purpose of this study was to determine the effectiveness of the communication method used. A detailed research needs to be conducted to find out which modes of communications are most effective for building trust between the company and its employees.

Lastly, another area for further research is the use of information technology as an aid to internal communication. Researchers should look into how information technology can be utilized internally to promote communication.

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APPENDICES

Appendix I: Introductory letter

Michelle Naomi Anekeya

School of Journalism,

University of Nairobi,

0721 945 183

Dear Respondent,

I am a Master of Arts student at University of Nairobi. I am currently carrying out a research titled "The importance of internal communication". This is in partial fulfillment of the requirements for the Master of Arts degree in communication studies. The main aim of this study is to carry out an internal Public Relations audit of AccessKenya group, in order to describe, measure and assess the organization's Public Relations activities and to provide guidelines for future Public Relations programming.

Given that these are matters that directly affect you; you have been selected to participate in the study. I would like to assure you that the information collected will be confidential and will only be used for the stated research purpose. Please do not indicate your name anywhere in the questionnaire.

The questionnaire has not been constructed with right or wrong answers in mind. There is no need for you to consult a colleague on how to respond to any question. The researcher has only included a few possible responses. Please try to answer all questions as per the instructions given.

If the space provided by the researcher is not enough for your response(s), you are free to use any free space to give any suggestions on important areas that the study might have overlooked.

Your cooperation will be highly appreciated. Thank you.

Yours sincerely,

Michelle Naomi Anekeya

Appendix II: Questionnaire for AccessKenya employees

Questionnaire on Internal Communication

My name is Michelle Naomi Anekeya. I am pursuing a Masters of Arts degree in Communication Studies from the School of Journalism at the University of Nairobi. I am conducting research on the effect of internal communication on the performance of employees of listed companies in Kenya. I would appreciate it if you could take a few minutes to respond to the questions in this questionnaire. All the answers that you give will be completely confidential. Please note that your participation in this study is voluntary and that you can withdraw at any stage with no consequences whatsoever. Please do not put your name on any page. If you would like further information on this study please contact me on +254721945183 or anekeya@gmail.com.

Thank You.

General: *Please place a tick in the brackets by the option that most accurately represents your answer.*

1. How long have you worked with the Access Kenya Group?

[ ] One year – three years   [ ] Four years – six years   [ ] More than seven years

2. Gender?

[ ] Male   [ ] Female

3. Age bracket?

[ ] 21 – 30   [ ] 31 – 40   [ ] 41 – 50   [ ] 51 - 60

4. Which department do you work in? _____

Technology: *Please place a tick in the brackets by the option that most accurately represents your answer.*

5. Electronic mail is used as a timely means of communicating important company information.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

6. The intranet is a reliable means of getting and sending correspondence within the organisation.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

7. The internet is easily accessible (it is not slow or unreliable) and is used by staff to acquire information related to their work.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

8. The company website is a reliable source of information as it contains current information that is useful to the individual employee.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

9. I always take time to read mail sent to me via the company intranet.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

10. The organisation is considerate of its staff by providing a quick means of accessing information with regards to company announcements and decisions through the intranet.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

11. There is easy access of necessary company information through the intranet and website.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

12. The organisation has a well managed phone manager complete with a list of names, telephone extension numbers and functional responsibilities of people within the organisation.

[ ] Yes   [ ] No

Effectiveness of In house Publications, Notices and Meetings: *Please place a tick in the brackets by the option that most accurately represents your answer.*

13. I take time to read the notices placed on boards within the premises of the organisation because know the information therein is useful to me.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

14. The information pasted on notice boards is important to me; I feel that the company values me by keeping me informed on the goings on in the company.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

15. I simply do not read the notices on the boards because the information hardly ever concerns me.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

16. I do not take time to check the boards because the tone of the messages is not friendly.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

17. The means of communication used does not allow for feedback.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

18. Office/ Departmental meetings provide me with the much needed information about the organisation.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

19. Internal communication is effective within the company; the desired goal of the communication is always achieved.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

20. The more easy access I have to necessary company information; the more effective I will be as an employee.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

21. Regular in-house newsletters keep staff informed of ongoing activities and future direction and allows for staff input.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

New Employee Orientation and Company Performance: *Please place a tick in the brackets by the option that most accurately represents your answer.*

22. The induction sessions held for new employees to introduce them to the organisation and to provide them with an overview of the organisation's structure help the new employees fit into the company and thus they are able to work towards achieving company targets.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

23. The Procedures manuals, HR pamphlets and other induction literature provided to new staff to help them know what is expected of them and how their role fits with the organisation helps them to be better equipped to realise company goals.

[ ] Strongly agree   [ ] Agree ✐ [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

Motivation and Feedback: *Please place a tick in the brackets by the option that most accurately*

represents your answer.

24. Informal group activities such as sports, lunches, morning/afternoon tea, birthday celebrations build a stronger bond amongst the employees and thus they are able to work together to achieve company goals.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

25. Recognition for a job well done or feedback from management and colleagues are readily made known, verbally or in writing, and issues are discussed openly and constructively.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

26. Suggestion boxes provide employees the option to raise concerns/issues anonymously; these are followed up on a regular basis.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

27. Communication within and across the organisational structure is well coordinated and ensures that everyone gets the same message at the same time.

[ ] Yes   [ ] No

28. There is a relaxed, comfortable climate in the office/division that allows easy information sharing and facilitates problem solving.

[ ] Strongly agree   [ ] Agree   [ ] Neutral   [ ] Disagree   [ ] Strongly disagree

Recommendation: *Please give your honest opinion to the questions below.*

29. What do you think needs to be done to improve internal communication within the organisation?

_____

30. What challenges do you think are impeding the efficiency of internal communications within the organisation?

_____

31. What other mediums of communication can be used to reach out to the employees more effectively?

_____

Thank you so much for taking your time to fill in this questionnaire. The answers and comments you gave will be treated in confidence and shall go a long way in helping the researcher achieve the set objectives for the research.

Appendix III: Interview schedule

Interview schedule for the Corporate Communications Manager

1. What is your understanding of Public Relations?

2. What do you think are the information needs of you internal publics?

3. Is the PR office in Access Kenya a fully-fledged department or is it a unit under another department? If it is not a department on its own do you encounter any problems in your daily operations because of this?

4. What are the training and professional qualifications of the PR personal?

5. For one to be employed in the PR office, what training and professional qualification expected?

6. Do you feel you are given adequate room for decision-making in matters relating the operations of your office or work (after you make the necessary consultations)?

7. Does your current level of communication meet your public's information needs?

8. What information does the PR office release on behalf of the other organization to internal publics?

9. Do you counsel management on the public communication activities like meetings, speeches and press conferences?

10. According to you has AccessKenya fully utilized Public Relations? Explain.

11. Is there need for the improvement of the PR section in AccessKenya? If yes can you suggest any improvements that you could like to the PR section?

12. Please feel free to add anything that you think we might have left out that is relevant.

E-shot

SMASHING TARGETS

The Access@Home team has what they chose to call "SMASHED" targets for their August sales. The entire team made Kshs 2,500,852 worth of sales out of a target of Kshs 1,500,000. This translates to 167 sales out of a target of 100.

Although the Corporate Sales and AccessIT teams fell below target, _____ Riago surpassed his target of Kshs 100,000 to achieve Kshs 179,000 while Jackie Kahihwa achieved Kshs 247,663.33 against a target of Kshs 150,000.

_____ continue to please accept this SMASHING these targets. Keep it up ____ rest of the teams. September is your turn........ Let's go for it!

DONDOOBYTES

CORPORATE NEWS

SMASHING TARGETS

The Access@Home team has what they prefer to call **"SMASHED"** targets for their August sales. The entire team made Kshs 1,566,852 worth of sales out of a target of Kshs 1,500,000. This translates to 302 sales out of a target of 300.

Although the Corporate Sales and AccessIT teams fell below target, Fredrick Rugo surpassed his target of Kshs.168,000 to achieve Kshs 199,000 while Jackie Gaithuma achieved Kshs 247,083.33 against a target of Kshs 150,000.

Congratulations to these teams for SMASHING their targets. Keep it up. To the rest of the teams, September is your turn……. Let's go for it!

DONDOOBYTES

CORPORATE NEWS

AccessKenya Group extends metro fibre to Mombasa as part of its plans to build the largest IP based fibre network throughout Kenya

AKG has this week broken ground to dig and lay its own fibre optic infrastructure in Mombasa in its ongoing plans to build what will be the largest IP based fibre network in Kenya.

"This network shall cover a large number of the high rise buildings in the town and will use full ring topology for uptime to allow us deliver outstandingly high broadband speeds and 100% redundancy to our corporate and residential customers. We will connect our offices at TSS towers in Mombasa to Seacom and Teams fibre as well as other main buildings," says JS.

The network will be Carrier Ethernet like our excellent Nairobi fibre network which is the latest technology that enables us deliver reliable services to our clients as well as new value added services like video conferencing, VOIP and other triple play services.

Enterprise Générale Malta Forrest (EGMF), who handled our Nairobi network, Kenya's first completely IP based fibre network, will also manage the digging and laying of the physical infrastructure of the fibre network in Mombasa.

"The massive explosion of IP based services including the fact that the internet runs on IP technology helped us to decide that deploying an IP fibre network will ensure we deploy the technology of choice for the future. Having an IP based network will allow us to offer more capacity at the most attractive prices, to keep very tight control of the quality of service and reliability of the network, as well as having more flexibility in offering value added services and other features across the fibre. All in all, this latest network expansion will further cement our position as the leading provider of data services and IT services in Kenya," concluded JS.

AccessKenya already has 140km of metro fibre network covering over 250 buildings in Nairobi.