

**INFLUENCE OF COMMUNICATION STRATEGIES ON GROWTH OF  
DOMESTIC TOURISM: A CASE OF NAIROBI NATIONAL PARK**

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## DECLARATION

This research project report is my original work and has not been submitted for an award of a degree in any other university.

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

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## **DEDICATION**

To my loving parents: Mr. Bernard Maiko and Mrs. Priscah Maiko.

## **ACKNOWLEDGEMENT**

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## **ABBREVIATIONS AND ACRONYMS**

CEO:	Chief Executive Officer
CNTA:	China National Tourism administration
GDP:	Gross domestic product
HR:	Human resource
IBM:	Integrated Business Management
KTB:	Kenya Tourism Board
KWS:	Kenya Wildlife Service
NNP:	Nairobi National Park
RMB:	Renminbi (Chinese currency)
SAT:	South African tourism
SPSS:	Statistical package for social sciences
TV:	Television
CARG:	Compound annual growth rate
VFR:	Visiting friends and relatives

## ABSTRACT

The purpose of this study was to find out the influence of communication strategies on growth of domestic tourism in Nairobi National Park. The study explored communication channels, communication content, communication formality and communication frequency. This study adopted a descriptive survey. The populations for this study were employees of Nairobi National Park at their head office in Nairobi and local community living around Nairobi National Park. There are a total of 170 employees at their head office in Nairobi. Stratified random sampling was applied in carrying out the study as per the departments (HR, finance and accounting, General Administration, IT and Operations), a sample of 50% of the total population was used therefore 85 respondents constituted the sample. Data was collected using structured questionnaires. Pilot test of the measures was conducted against prospective sample population in order to measure validity. Half-split method was used to measure the validity of the research instruments. A sample size of ten was chosen to form the pilot study, in order to measure the validity and reliability of data collection instruments. Data was presented using tables to make them reader friendly. There were ethical issues related to the study and they were addressed by maintaining high level confidentiality of the information volunteered by the respondents. The data targeted a sample of 85 respondents from which only 80 completed and returned the questionnaires making a response rate of 94.12%. The study noted that both the domestic tourists and the KWS staff noted a very high percentage rate in the growth of domestic tourism. Communication channel affects the growth of domestic tourism as it plays a major role in influencing the domestic tourism growth. It was noted that the communication content given by N.N.P was very rich as indicated by the respondents with the highest percentage. The communication formality affected the domestic growth which had the highest affirmatives confirming. Communication formality played a major role in the influence of domestic tourism growth. These two statements; N.N.P had a well established communication system and that managers must take into consideration timing of their communication and the media to use; received the highest mean. The study recommends that NNP should continuously improve its communication content in order to help change public perception about tourism. It also recommends that NNP should utilize all the available media channels so as to achieve maximum coverage. More need to be done on all the factors of communication that influence domestic tourism for a growth to be achieved in the sector. There is need to undertake further research on the contents of the communication to be used by the KWS that will influence the growth of the domestic tourism in the country.

## CHAPTER ONE : INTRODUCTION

### 1.1 Background of the Study

The tourism industry is fast changing and any tourism organization must come up with effective strategies to cope with the varied changes. It is in this regard that organizations must come up with clear channels of communication to attract domestic tourists. Primarily, three basic forms of passing messages exist, that is: verbal communication, visual communication and written communication. Undoubtedly, communication proves to be the most significant tools in social life and organization management. It also plays a pivotal role in collaborating all human activities that link people together and create relationships (Duncan and Moriarty, 2008).

Tourism is the world's largest and fastest growing industry, and indeed the biggest provider of jobs (World Trade and Tourism Council, 2007). According to the World Bank (2009), \$US2 trillion was earned by the tourism industry in 2007. Tourism expenditures have a positive impact on countries' GDP, inter-linked sectors, labor market and economic health in general. This positive impact of tourism appears at both the micro and macro levels. Domestic tourism in Jordan makes a substantial contribution to the economy. In 2009, it accounted for 11 percent of GDP, with a compound annual growth rate (CAGR) of 16.2 percent during the period 2003-2009 (Department of Statistics, 2009). Employment in the tourism cluster, including indirect employment, was estimated at around 130,000 (11 percent of the work force). The tourism cluster itself employs 34,405 people, of whom 77.5 percent are in the hotel and restaurant industry. In 2009, employment just around Amman (the capital) accounted for 72 percent of total national employment.

China's domestic tourism has witnessed rapid development since the late 1990s. According to China National Tourism Administration (CNTA), 784 million Chinese citizens traveled within the country, spending RMB352.2 billion (US\$43.6 billion). China's domestic tourism has outpaced its international tourism in recent years. The rapid development of China's domestic tourism has caught much attention from a number of researchers (Cai and Knutson, 1998; Wu *et al.*, 2000). These studies have discussed the fast growth reasons or characteristics.

Wu and Cai (2000) ascertain that China's fast growth of domestic tourism is mainly attributed to the growth of income per capita of Chinese citizens, the increase of leisure time, and the structural adjustment of China's national economy. Zhang (1997) described China's tourism as a low starting point, a great market potential, and having strong state macro control. However, it remains unclear what actual level China's domestic tourism has reached, to which area China's tourism authority should pay attention in future development, and what potentials and opportunities exist for both domestic and international companies concerning China's domestic travel market.

As the global tourism industry continues to grow, African countries, particularly in sub-Saharan Africa, are also experiencing significant growth rates. Although there are several hindrances that threaten the growth and development of the industry, it must be acknowledged that tourism still remains one of the few viable policy options left for many African economies and must be maximized on in spite of the constraints experienced by, especially, the developing world (Christie and Crompton, 2001).

Africa's real competitive advantage is in domestic and regional tourism. This sector according to analysts, serves as a lead catalyst for growth in the tourism sector in general e.g. South Africa's domestic tourists sector remains, the largest contributor to tourist volume in South Africa, with 79% of the total volume in 2010 derived from domestic tourists receipts. This comes as a direct investment and promotion of domestic tourism in South Africa, (SAT, 2001). Barima Adu-Asmoa, Executive Director of Africa Domestic Tourism Agency stated that domestic tourism trend has shown consistent growth over the last two decades. Tourism sector provides an avenue and opportunity for investors, entrepreneurs and policy makers in advancing the domestic tourism sector in Africa. According to the Domestic Tourism 2011 Performance Report released by South African Tourism (SAT), the percentage of the adult population that has taken a domestic trip grew to 44% in 2011. However the number of trips has declined from 29,7 million in 2010 to 26,3 million in 2011. Visiting friends and relatives (VFR) remains the main purpose of taking a domestic trip since 2007. The share of VFR spending has also increased from 51.4% in 2010 to 53.2 % in 2011, (SAT, 2001).

Domestic Tourism has become a significant form of tourism in Kenya where it is found that it can cushion the tourism industry during low periods of international tourist arrivals. With the aggressive promotion of the domestic sector, local tourism business is expected to increase significantly as Kenyans disposable income gradually increases. In Kenya's tourism sites, such modes of communication delivery are treated as discrete. Purely written information is availed in the tourism circuit 'put litter in the bins' (written communication), without any illustrations (visual communication). In Kenya's tourism industry, some of the tour guides are not well informed on the subject matter hence end up delivering inadequate information to the customers/tourists. Others are not proficient while communicating while others do not take their audience into consideration.

The tourism industry is increasingly reliant on relevant, timely and accessible information. In regard to this topic of study, such information can be in relation to accommodation facilities available, tourism attractions at the site i.e Nairobi National park as well as means of transport to the site. In Kenya, whereas a plethora of sources of tourism information exist, there have been challenges on the mode of communication. Either the information does not reach the intended public or there are no clear cut modalities on the flow of information.

## **1.2 Statement of the problem**

Effective communication is essential for the success any organization. Fast, efficient and up to date exchange of information is critical for effective distribution, sales and customer service in this information intensive industry (O'Brien & Fullagar, 2009). In the 21<sup>st</sup> century, tourism information must be communicated in the most efficient ways so that tourists can decide to spend their time in optimal ways.

Travel and tourism decisions involve choosing a destination against another. Therefore, the more appropriate information a particular destination has and by use of effective communication to the relevant public, the more it is likely to be chosen by the consumers. It is imperative that the consumer information is reliable, accurate, relevant and timely. As this information is continually altered by socio-economic and political waves,

communication of accurate and timely information is essential in ensuring that the tourists make right tourism decisions. The concerned bodies should ensure that they communicate as fast as possible regarding new products (for example bringing in of new game or introduction of attractive picnic sites) as this will influence the choice of domestic tourists who would wish to visit the park.

The Nairobi National Park is a unique ecosystem by being the only protected area in the world close to a capital city. The park is located only 7 km from Nairobi city centre. The savannah ecosystem comprise of different vegetation types. Open grass plains with scattered acacia bush are predominant. Man-made dams within the park have added a further habitat, favorable to certain species of birds and other aquatic biome. Major wildlife attractions are the Black rhino, lion, leopard, cheetah, hyena, buffaloes, Giraffe, zebra, wildebeest, and diverse birdlife with over 400 species recorded.

Despite possessing all these unique characteristics, the number of domestic tourists visiting the park is low. This indicates a communication breakdown as most locals are not aware of tourist attractions within their vicinity. It is common to find that people within Nairobi region are not aware of potential areas of recreation; such as Nairobi National Park. Public attitude towards tourism in most cases is poor since the exercise is usually perceived to be expensive and exotic. Due to that, tourism has been considered as a foreign venture though the resources upon which it depends are owned by local people. Thus communication should be aimed at changing public perception about tourism.

There is need to have a major paradigm shift in the local tourism where consciously and systematically the public can be engaged in domestic tourism. Therefore, it is important to change public opinion to increase awareness and understanding of tourism resources and opportunities. Hence the media to be used should be considered as well as the language.

### **1.3 Purpose of the Study**

The study intended to find out the influence of communication strategies on growth of domestic tourism in Nairobi National Park.

### **1.4 Objectives of the Study**

The study specifically sought:

1. To determine influence of communication channels on growth of domestic tourism in Nairobi National Park.
2. To find influence of communication content on growth of domestic tourism in Nairobi National Park.
3. To examine the influence of communication formality on growth of domestic tourism in Nairobi National Park.
4. To assess the influence of communication frequency on growth of domestic tourism in Nairobi National Park.

### **1.5 Research Questions**

The study was guided by the following research questions:

1. What is the influence of communication channel on the growth of domestic tourism in Nairobi National Park?
2. How does communication content influence growth of domestic tourism in Nairobi National Park?
3. To what extent does communication formality influence growth of domestic tourism in Nairobi National Park?
4. What is the influence of communication frequency on growth of domestic tourism in Nairobi National Park?

### **1.6 Significance of the Study**

This research study sought to demonstrate how incorporating communication strategies in the marketing and promotion of domestic tourism could lead to growth of domestic tourism in the country. It will provide deeper insight to K.W.S on how improving on communication strategies could change public perception about tourism.

To the Kenya Tourism Board and other stakeholders in the tourism industry, the study will benefit them by underscoring how essential effective communication strategies will enhance the growth of domestic tourism in Kenya. The study will be of great importance to government agencies and government of Kenya in designing policies. These policies will help in marketing Kenya's tourism industry locally thus increasing revenue generated from tourism.



This information will also be useful in formulating better communication strategies that will help in promoting the Nairobi tourism circuit as an unrivaled tourism destination. It will also help the local people to understand the tourism facilities available at their disposal as well as how they can enjoy them.

For other researchers, it will provide useful reference material on the area of influence of communication strategies on growth of domestic tourism and exposed areas for further research which can be useful in expanding knowledge in domestic tourism sector.

### **1.7 Assumptions of the Study**

In this study, it was assumed that:

1. The time allocated for the study was adequate to carry out the research in the way that was desired.
2. All respondents involved in this study gave accurate and honest responses.

### **1.8 Limitation of the Study**

Building a strong tourism circuit goes beyond communication as it involves many other broader objectives that were looked at in this study. The results of the study should therefore not be used to state the effectiveness or otherwise of the whole project. Nairobi National Park has a unique climate and location and therefore the results of the study need be generalized to the rest of the country with caution.

### **1.9 Delimitation of the Study**

The study sought to determine the influence of communication strategies on growth of domestic tourism in the Nairobi tourism circuit. Nairobi National Park was chosen due to its accessibility and promotion of domestic tourism. The employees of the national park and the community were preferred because they are the people who had the required information for the study.

### **1.10 Definition of Significant Terms**

This study encompassed the following terms:

**Channel:** A medium or carrier of messages. It is simply the route or means of transport.

**Communication formality:** Communication that takes place in a formal organization structure whereby information travels through officially recognized positions for example; orders, rules, and policies.

**Communication frequency:** Movement of messages, the number of cycles through which the movement is repeated.

**A communications strategy:** A communications plan that expresses the goals and methods of an organization's outreach activities, including what an organization wishes to share with the public and whom the organization is trying to reach.

**Content:** The material in the message that was selected by the source/sender.

**Domestic tourism:** Is one that takes place within the boundaries of the tourist own country of residence.

**Park:** An area of open space provided for recreational use. It can be in its natural or semi-natural state, or planted, and is set aside for human enjoyment or for protection of wildlife.

**Tourism:** Tourism is defined as travel for recreational, leisure, or business purposes.

**Virtual tour:** A simulation of an existing location usually composed of a sequence of video or still images. It may also use other multimedia elements such as sound effects, music, narration, and text.

### **1.11 Organization of the study**

The study is organized into five chapters. Chapter one, which is the introductory part, contains the background of the study, the statement of the problem, purpose of the study, limitation of the study, basic assumptions, definition of significant terms and organization of the study. In chapter two, literature review is given. Chapter three encompasses the research methodology under which, research design, target population, sampling procedure, research instrument in data collection, validity and reliability of the instruments, data collection procedures and data analysis techniques are discussed. Chapter four presents the data analysis and interpretation. Lastly chapter five presents the summary of findings, conclusion and recommendations.

## **CHAPTER TWO : LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents what other previous writers have written on the influence of communication strategies on growth of domestic tourism. The section is organized into introduction, the body and the summary of the chapter. The concept of communication strategies has been discussed along with communication channels, communication content, communication formality and communication frequency.

### **2.2 The Concept of Communication Strategies**

Communication is the exchange and flow of information and ideas from one person to another; it involves a sender transmitting an idea, information, or feeling to a receiver (U.S. Army, 1983). Communication is such a complex process; its success depends on a variety of factors because it is highly contextual. Effective communication occurs only if the receiver understands the exact information or idea that the sender intended to transmit. Many of the problems that occur in an organization are the direct result of people failing to communicate and processes that leads to confusion and can cause good plans to fail (Mistry, K. Kurd and J. Douglas, 2008). Communication in an organization may be either external or internal. External communication concerns with correspondence with those outside the organization. Internal Communication is concerned with communication within the organization. Internal communication can be classified into different communication like Downward, Upward, Horizontal, or Grapevine.

### **2.3 Communication Channels**

Today, numerous channels are used for internal and external organizational communication. Yet, while channels such as bulletin boards, intranets, newsletters and e-mail are an efficient mode of communication for certain messages, the power of face-to-face communication cannot be underestimated. Media such as reports and letters are less effective for information exchange than dynamic channels such as one-on-one conversations, corridor chats and small-group meetings that incorporate dialogue in the workplace (Miniace and Hater, 1996). For example, CEO meetings with employees help to build affinity and trust.

Luncheons, roundtables and cross-departmental work groups facilitate communication among employees. To encourage face-to-face communication, HR and top management can work together to enable supervisors to be key communicators in the organization.

Organizational communication is also essential on a routine basis. It provides updates, such as progress on fulfilling organizational goals or reasons for policy changes. Ongoing reports from HR and senior management on business strategy and policies, for example, demonstrate respect for the employee role in the company's success, provide direction and foster trust. In addition, new communication techniques help to improve sharing and retention of information. Message maps, for instance, are one-page summaries of a change process, assembled by the leadership team, that create clarity and consistency of the message transmitted by top management (Harris, 2007). Additionally, the mission statement is a key communication channel, both internally and externally focused. Recent research highlights that Fortune 1000 organizations use the mission statement as a business strategy to build corporate identities, good will, public image and organizational values.

The findings note that high-performing organizations use their mission statement, within the context of good will, to reach out to employees, shareholders and communities (Stallworth 2008). Whatever communication channel is selected, it is important to be upfront and transparent about both positive and negative issues. However, in today's age of continuous connectivity, a common problem is information overload. Research shows that people typically remember only three to five points from any communication, so a good message will make those points stand out (Dewhurst and FitzPatrick 2006). Clear, concise and precise messages help employees focus on relevant information and ensure that staff will pay attention to them. Intricate presentations of strategy may prevent employees from understanding and correctly implementing the company's communications.

## **2.4 Communication Content**

Communication must also be looked beyond the actual act of telling to include the aspect of listening as this is a powerful communication tool that encourages upward communication. It also fosters two way communications, builds team work, and promotes feedback and productivity (Barron and Nelda, 1995). Lisa and Christina (2003) says that employees must be fully informed of an organization's goals for them to participate

effectively and for them to see how they fit into the strategies of that organization. Since employee can be “ambassadors of indifference” every effort must be made by the management to ensure that effective communication exists in the organization (Kitchen, 2003). Organizations must create listening posts from which they can listen to both the employees and customers (John, 1997). At Ritz-Carlton, a luxury chain of hotels, employees act as listening post for customers’ preferences which are not always in the form of direct enquiries (John, 1997), and this concept can be applied to Nairobi National Park both for its employees and for its customers.

Communication during change is very vital. It is estimated that up to 75 per cent of change programs fail and one of the contributing reason is failure to communicate (Mark, 2000). When Guinness embarked on its Integrated Business Programme (IBM) it emphasized on communication in order to provide access to accurate and faster information and also to get support from all the business units adopting the IBM (Mark, 2000). According to Klein (cited in Goodman and Catherine, 2004) communication in business and in relation to change is important because it helps reduce uncertainty and to gain team work and commitment from employees. Klein (2004) further asserts that in any communication process the management must always classify information into three categories, one, what the employees must know, secondly, what they should know and thirdly what they could know.

## **2.5 Communication Frequency**

Members of organizations are constantly communicating. Their communication is either planned or unplanned. Planned communication occurs when a message within a specific content is constructed and passed to individuals and teams, intra-organizationally, or extra- organizationally. Unplanned communication occurs when members of an organization are speculating and/or from the grapevine (Church, 1996). Good verbal communication is an inseparable part of business communication. In a business, you come across people from various ages, cultures and races. Fluent verbal communication is essential to deal with people in business meetings. Also, in business communication self-confidence plays a vital role which when clubbed with fluent communication skills can lead to success. To maximize benefits of a communication process, managers in organizations must adopt both planned and controlled approaches to communication (Heckman and Karim, 2005). This may be done by

managers evaluating the communication channels' appropriateness, effectiveness, and usability from their communicators' point of view (Heckman and Karim 2005).

Communication should always take into consideration timing and the media, (Joanna and Catherine, 2004). Klein (cited in Goodman and Catherine, 2004) argues that when communicating the content and the media must be flexed through the three stages of changes of unfreeze, move and unfreeze. Balogun and Hope-Hailey (cited in Goodman and Catherine, 2004) assert that the media chosen when communicating a message must be aligned to the complexity and significance being communicated.

Draft and Lengel (2005), say that there are many factors that can influence manager's choice of the right channel to communicate. One such influence is media richness. Media is rich if it has the capacity to carry large volumes of data and if it can convey meaning. (Draft and Lengel, 2005) further argue that the richness of a channel can be looked at by determining how it provides substantial understanding of the message and how it reduces message ambiguity. Generally oral communication (face to face) is considered richer than written communication due to its ability to carry larger loads of information and for its ability to allow instant clarification of any message ambiguity. Managers typically select the most appropriate channel that marches their message content, communication requirement and the perceived task of communication (Heckman and Karim, 2005).

The organization's structure has a significant impact on the communication and strategy implementation process. The structure may shape the type of formal communication channels that an organization adopts and may promote the development and growth of informal communication channels and activities. The organization's structure and its impact can facilitate communication or form a barrier to communication which can have a positive and negative influence on strategy implementation and the general organization's success (Litteljohn and Peng, 2001). When considering general communication it's important to bear in mind that any communication process has a sender and a receiver and the medium of communication. Communication is interactive. It is interactive because the sender first conceives an idea which he/she will code as a message, the sender then chooses the best medium of communication based on a number of considerations (Kotter, 2002).

## **2.6 Communication Formality**

It is difficult to get information from employee to manager, from manager to employee, from sub-unit to sub-unit, and from customer to supplier if formal communication channels are absent in an organization. In organizations channels are needed to transmit information about performance, goals and goal achievement, procedures and practices, and to foster co-ordination and problem solving across the organizational boundaries. Many ways should be developed to improve upward communication (suggestion systems, performance reports, and attitude surveys), downward communication (videos, newsletters, briefings and meetings) and horizontal communication (electronic networks and intranets, and quality circles). The vision literature reminds of the power of informal channels of communication, including symbols, artefacts, and rituals; all of which are visible reminders of key organizational values (Kouzes and Posner, 1995). The advantage of using symbols, artefacts, and rituals is that they communicate even when the leader is absent (Bennis and Nanus, 1985).

Communication in an organization serves four roles namely, regulating, persuading, informing and integrating according to Lisa and Christina (2003). Church (1996) noted that much as managers know communication is vital to their organizations' success, communication is often taken for granted. According to Church (1996), some managers and their staff ignore the communication processes that exist in the immediate working environment as well as those that are prevalent symmetrically across the organization. This is despite the knowledge that the ability to communicate will help the managers coordinate and collaborate their organizations' activities and actions in more effective and efficient manner.

The external environmental pressures that an organization deals with will always have an impact on the organization's culture, vision, leadership and communication (Church, 1996). These external pressures result in the need for continuous change within an organization. During these periods of continuous change, communication is crucial to maintaining stability and ensuring adaptation to change (Litteljohn and Peng, 2001). Managers realize increasing changes in the business arena make many participants confused

about the future of their companies. This creates a need for managers to have clearly formulated goals which are articulated through communication (Barrett, 2002). For communication from management to be effective, it must inform and educate all cadres of employees about the strategies adopted and it must motivate and align staff to act in a way that facilitates the fulfillment of company goals and objectives.

Katz and Kahn (cited in Church, 1996) state that communication is the most important element of an organization because without it modern organizations would not exist as they are currently known to exist. This view is supported by Hargie and Tourish (McAdam and Henderson, 2003 and Philip and Finbarr, 2002) who assert that the quality of communication in an organization is a crucial variable when determining the organization's success. The leadership, management, organization structure, competition, technology, and many other aspects of an organization that may change will always change. Communication plays different roles to different organizations at different times but generally it is used to create an understanding of an organization's direction and therefore influence employees to support, and it's also used as a process of collecting employee's expertise (Smythe, 1996).

Smythe (1996) further argues that communication can be used to create an understanding of the expectations and ethics to which the business must be aligned; it can also be used to create a motivating and compelling advertising campaign by packaging information of new products and services in line with the business' vision. In line with the mentioned role of communication Kurt (1999), maintains that the role of communication is to provide and obtain information, create understanding and build ownership of a business goals and processes. Effective communication can lead to improved production and quality particularly in a manufacturing environment that has multiple shifts (Worley and Doolen, 2006). As mentioned in the preceding paragraphs, communication is used to create understanding of goals and vision of an organization and this makes it a vital tool for effective leadership. It is used to create and promote participative management within an organization (Barron and Nelda, 1995). Barron and Nelda (1995) say that the focus on total quality management makes communication a lubricant on the wheels of leadership and effective communication should lead to empowered employees, delighted customers,



increased revenues and reduces costs. In addition to this John (1997) says that one element of total quality management is to collect information continually from customers.

## **2.7 Theoretical Framework**

This study was guided by information architecture model, as the study intended to find out the influence of communication strategies on growth of domestic tourism in Nairobi National Park.

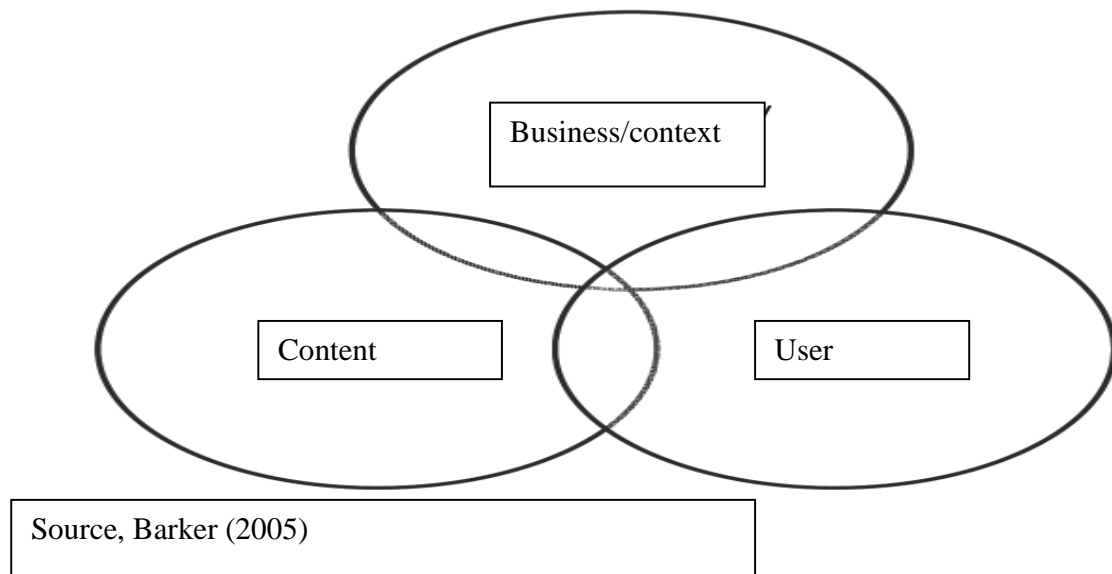
### **2.7.1 Information Architecture Model**

The concept of information architecture is explored as a fundamental building block underlying the development of effective communication systems. Information architecture is a personnel-, organization- and technology-independent profile of the major information categories used within an enterprise (Brancheau and Wetherbe, 1986). The profile shows how the information categories relate to business processes and how the information categories must be interconnected to facilitate support for decision makers.

Information architecture is most commonly associated with websites and intranets, but it can be used in the context of any information structures or computer systems (Barker, 2005). The term “information architecture” was first coined by Richard Saul Wurman in 1975. Wurman was trained as an architect, but became interested in the way information is gathered, organized and presented to convey meaning (Barker, 2005; White, 2004).

Understanding an organization’s business objectives, politics, culture, technology, resources and constraints is essential before considering development of the information architecture. Communication content is also essential. The most effective method for understanding the quantity and quality of content (i.e. functionality and information) proposed for a system is to conduct a content inventory. Content inventories identify all of the proposed content for a system, where the content currently resides, who owns it and any existing relationships between content. Content inventories are also commonly used to aid the process of migrating content between the old and new systems.

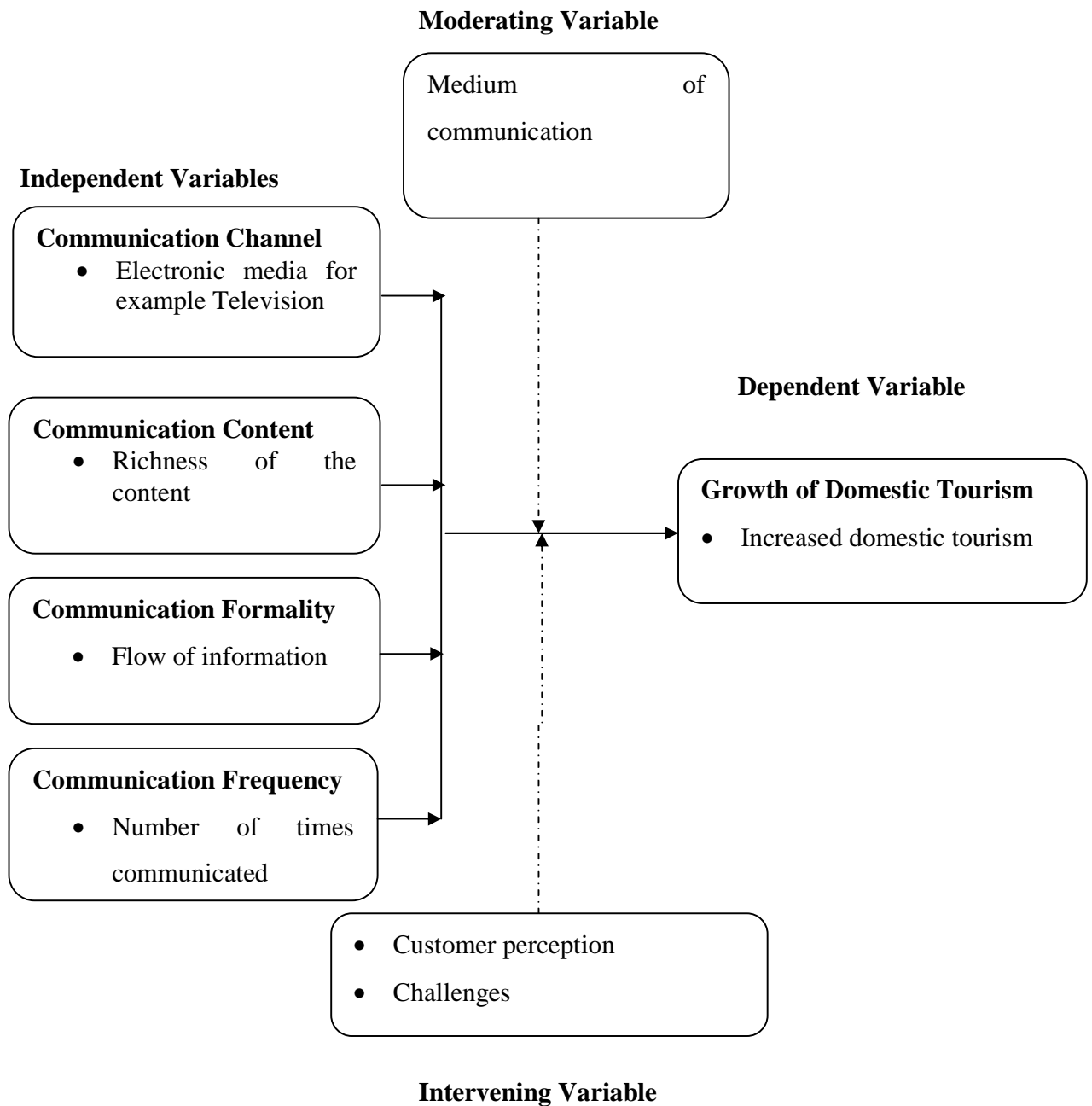
Finally, effective information architecture must reflect the way people/users think about the subject matter.



**Figure 1: Information architecture Model**

## 2.8 Conceptual Framework

The conceptual framework is a diagrammatical research tool intended to assist the researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. It can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. The interconnection of these blocks completes the framework for certain expected outcomes. An independent variable is one that is presumed to affect or determine a dependent variable. It can be changed as required, and its values do not represent a problem requiring explanation in an analysis, but are taken simply as given. The independent variables in the study were communication formality, communication frequency, communication channel and communication content. A dependent variable is what is measured in the experiment and what is affected during the experiment and it responds to the independent variable. The dependent variable in the study was growth of domestic tourism.



**Figure 2: Conceptual framework**

### 2.9 Summary of Chapter Two

There are numerous channels that are used for internal and external organizational communication. While channels such as bulletin boards, intranets, newsletters and e-mail are an efficient mode of communication for certain messages, the power of face-to-face

communication cannot be underestimated. Communication content is important because it helps reduce uncertainty and to gain team work and commitment from employees. When there is an absence of formal communication channels in an organization, it is difficult to get information from employee to manager, from manager to employee, from sub-unit to sub-unit, and from customer to supplier. Communication should always take into consideration timing and the media which determines the value of the information.

### **2.10 Research Gap**

A lot of studies have been carried out on the effects of communication strategies on improving business in any organization. Sindiga, I. (1996) indicates that most of the tourism communication is focused on the international markets and not on domestic markets. In addition, Holloway J.C (2001) notes that motivation is an important factor in the tourism choices, and therefore communication strategies should be designed in such a way that they motivate the prospective clients into buying the product.

Travel and tourism industry is increasingly reliant on true and effective communication strategies. Such communication should be relevant, up to date and accessible by all publics. In Kenya, even though there are studies that have explored domestic tourism, most of these studies, while few, are not recent. There lacks an up-to-date study that explores the influence of communication strategies on domestic tourism growth in Kenya.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the research design for the study, the target population for the study, the sampling procedure that was used in conducting the study, methods of data collection, instrumentation issues with regard to validity and reliability, operational definition of variables, method of data analysis that were used in conducting the research and finally the summary of the chapter.

### **3.2 Research design**

This study adopted a descriptive survey. Kothari, (2005) describes descriptive research as including survey and facts finding enquiries adding that the major purpose of descriptive research is description of affairs as it exists at present. A descriptive research determines and reports the way things are and attempts to describe such things as possible behavior, attitudes, values and characteristics, Mugenda and Mugenda, (2003). A case study research design was adopted. A case study design is a way of organizing data and looking at the object to be studied as a whole, a case study makes a detailed examination of a single subject or a group of phenomena. (Kothari 2005)

Case approach helps to narrow down a very broad field or population into an easily researchable one, and seeks to describe a unit in details, in context and holistically, (Kombo and Tromp, 2006). The study hence considered case study design suitable since data was gathered from a single source; Nairobi National Park and used to represent, the influence of communication strategies on growth of domestic tourism in the Nairobi tourism circuit. The methods of data collection were tested for validity and reliability, conditions which according to Kothari, (2005) must be present in descriptive studies.

### 3.3 Target Population

The study targeted the employees of Nairobi National Park based at their head office in Nairobi. There are a total of 170 employees in Nairobi National Park.

**Table 3.1: Breakdown of the target population picked from N.N.P**

Level	No in Position	Percentage of Total Population
Administration	59	34.9
Finance	21	12.3
IT	11	6.6
Operation	45	26.4
Marketing	34	19.8
Total	170	100

A population is defined as a complete set of individuals, cases or objects with some common observable characteristics, (Mugenda and Mugenda, 2003). The population for this study was employees of Nairobi National Park at their head office in Nairobi. The population also included the local community living around Nairobi National Park. There are a total of 170 employees in Nairobi National Park at their head office in Nairobi.

### 3.4 Sample size

A sample can be defined as part of a population that is selected following conventional procedures to ensure representation of the population's characteristics. Due to challenges of accessing all members of a population that included limited time and resources, I preferred to use a sample rather than a population. The study targeted a sample of 85 respondents from K.W.S staff and it also targeted 90 Domestic Tourists.

### 3.5 Sampling procedure

Sampling procedure may be defined as a systematic process of identifying individuals for a study to represent the larger group from which they are selected (Mugenda and Mugenda, 2003)

**Table 3.2: Breakdown of the sample population picked from N.N.P**

Level	No in Position	Proportion	Sample
Administration	59	0.5	30
Finance	21	0.5	10
IT	11	0.5	6
Operation	45	0.5	22
Marketing	34	0.5	17
Total	170	0.5	85

A sample is a small group obtained from accessible population, (Mugenda and Mugenda, 2003). Sampling is the procedure a researcher uses to gather people, places or things to study, (Kombo and Tromp, 2006). It is the process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of characteristics found in the entire group, (Orodho and Kombo, 2002).

Stratified random sampling was applied in carrying out the study as per the departments (HR, finance and accounting, General Administration, IT and Operations); a sample of 50% of the total population was used therefore 85 respondents constituted the sample population for the study. According to Gay (1983) as cited by Mugenda and Mugenda, (2003) suggests that for descriptive studies at least 10% - 20% of the total population is enough. Stratified random sampling ensures inclusion, in the sample, of sub groups, which otherwise would be omitted entirely by other sampling methods because of their small number of population, (Mugenda and Mugenda, 2003).

The study also Sampled 90 domestic tourists living around Nairobi national Park. Data was collected from the community by use of key informants. These comprised of the area chief, sub-chief, women leaders, church elders and youth groups leaders.

### **3.6 Data Collection Instruments**

The research adopted a questionnaire as the instrument for data collection. Data was collected using semi-structured questionnaires. This questionnaire had both closed and open-ended questions on various aspects of communication strategies. These include knowledge on, communication channel, communication content, communication formality and lastly communication frequency. Questionnaires were hand-delivered to the respondents.

### **3.7 Validity of the Research Instrument**

Validity may be defined as the ability of a test to measure what it purports to measure. Validation of the research instrument was done by use of a pilot study. Prior to the actual study, pilot test of the measures was conducted against prospective sample population in order to measure validity. The subject to be approached during piloting was marked so that they cannot be applied in the final study. The wording of items was carefully modified based on the pilot test outcomes and reviews. Pre-testing the questionnaire was of great significance in this survey. The questions were re-examined to ensure that they were not ambiguous, confusing, or potentially offensive to the respondents leading to biased responses. This enhanced validity of the research instruments.

### **3.8 Reliability of the Research Instrument**

In this study, a pilot study was carried out whereby ten questionnaires were pre-tested outside the sample population. The researcher administered the instruments personally to the respondents. The feedback was used to validate the instruments in readiness for the study. After administering the instruments to the selected respondents, the data obtained was a true reflection of the variables under study. To test the reliability of the instruments, the researcher used the split-half technique. The instrument was split into two sub sets (the sets which have odd numbers and even numbers). All even numbered items and odd numbered responses in the pilot study were computed separately. By using this method, the researcher



aimed at determining the co-efficient of internal consistency and the reliability co-efficient whose value varied between 0.00 (indicating no reliability) and +1.00 (indicating perfect reliability). The odd numbered scores for all items were correlated with even numbered scores using Pearson Product Moment Correlation Co-efficient of the entire test.

The researcher used Spearman Brown Prophecy formula:

$$Re = \frac{2R}{r+1}$$

Where Re = reliability of the original test

r = reliability of the coefficient resulting from correlating the scores of the odd items with the scores of the even items. A coefficient of 0.70 was considered adequate.

### **3.9 Pilot study**

The questionnaires were tried out. A sample size of ten was chosen to form the pilot study, in order to measure the validity and reliability of data collection instruments, (Kothari, 2005). A pilot study is a small scale preliminary study before the main research in order to measure the validity and reliability of data collection instruments, (Kothari, 2005).

### **3.10 Methods of Data Analysis**

Data obtained from the field in raw form is difficult to interpret and should be cleaned, coded, key punched into a computer and analyzed (Mugenda and Mugenda, 2003). Data was collected, tabulated and analyzed for purpose of clarity, using SPSS version 20 software. Data was presented using tables to make them reader friendly.

### **3.11 Ethical Issues**

There were ethical issues related to the study and they were addressed by maintaining high level confidentiality of the information volunteered by the respondents and never intending to use the information for other purposes other than drawing the conclusion of the study. The names of the respondents were optional and not disclosed to protect their rights. All the personal details were limited to general information.

### 3.12 Operational Definition of Variables

**Table 3.3: Operation definition of variables**

Objective	Variables	Indicators	Data collection method	Type of Analysis
To determine how communication channel influence growth of domestic tourism in the in Nairobi National Park	<b>Independent variable</b> Communication channel	Electronic media for example T.v Print media Out of home media for example billboards	Questionnaire	Descriptive statistics
To find out how communication content influence growth of domestic tourism in Nairobi National Park.	<b>Independent variable</b> Communication content	Content advertised Structure of the content Richness of content	Questionnaire	Descriptive statistics
To determine how communication formality influence growth of domestic tourism in Nairobi National Park.	<b>Independent variable</b> Communication formality	Flow of information Form of communication used	Questionnaire	Descriptive statistics
To assess how communication frequency influence growth of domestic tourism in Nairobi National Park	<b>Independent variable</b> Communication frequency	Planned communication Number of times communicated Timing of communication	Questionnaire	Descriptive statistics
	<b>Dependent variable</b> Growth of domestic tourism	Increased local tourist Increased revenue improved image	Questionnaire	Descriptive statistics

## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATIONS

### 4.1 Introduction

This chapter presents analysis of the data found on the study to investigate the influence of communication strategies on growth of domestic tourism in Nairobi tourism circuit. It presents the results of the findings of the survey conducted at the Nairobi National Park. The findings of the study have been discussed under thematic areas and sub-sections in line with the study objectives. The thematic areas include: study demographics, communication channel, communication content, and communication formality and communication frequency.

### 4.2 Questionnaire Return Rate

The data targeted a sample of 85 respondents from K.W.S staff; from which only 80 completed and returned the questionnaires making a response rate of 94.12%. The study also targeted 90 Domestic Tourists out of which 80 respondents returned their questionnaires, this constitute 88.9% response rate.

### 4.3 General Information

#### Gender of the respondent

The study sought to determine the gender of the respondents and respondents were requested to indicate their gender. The findings are presented in Table 4.1.

**Table 4.1: Gender of the respondents**

	KWS Staff Gender		Domestic Tourists Gender	
	Frequency	Percentage	Frequency	Percentage
Male	42	53	45	56
Female	38	48	35	44
Total	80	100	80	100

Majority of the respondents were males with KWS staff at (53%) and domestic tourists at (56%). This is an indication that both genders were involved in the study though not in equal proportions, (48%) constituted the female respondents from KWS while domestic tourists were represented by (44%).

### Age of the respondent

The respondents were asked to indicate their ages. The findings are presented in Table 4.2 .

**Table 4.2: Age of the respondents**

Age	KWS Staff Age		Domestic Tourists Age	
	Frequency	Percentage	Frequency	Percentage
Below 20Yrs	0	0	20	25
20-30Yrs	8	10	36	45
31-40Yrs	41	51	13	16
41-50Yrs	21	26	5	6
Above 50Years	10	13	6	8
Total	80	100	80	100

The study revealed that the majority of the KWS staff lie between 31-40 years(51%) showing that KWS organisation is supported by a strong and experienced workforce. Most of the domestic tourists (45%) were aged between 20-30 years. This is because most of the domestic tourists are the young people in college and universities who go for nature tours.

### Education level

The study sought to find out the education level of the respondents who were the KWS Staff and the Domestic tourists. The results are tabulated in the Table 4.3.

**Table 4.3 : Education Level of the respondents**

	KWS Staff Education level		Domestic Tourists Education level	
	Frequency	Percentage	Frequency	Percentage
Primary	0	0	7	9
Secondary	4	5	18	23
College	26	33	41	51
Bachelors' Degree	44	55	10	13
Post Graduate	6	8	4	5
Total	80	100	80	100

Table 4.3 indicates that the majority of the KWS staff have a bachelor's degree (55%) whereas majority of the domestic tourists had college education (51%). This is an indication that the respondents could read and understand the questionnaire.

### **Work Experience of the KWS staff**

The study sought to find out the working experience for the KWS staff. The results are tabulated in the Table 4.4.

**Table 4.4: Work Experience of the KWS staff**

	Frequency	Percentage
1-5Yrs	15	19
6-10Yrs	43	53
Above >10Yrs	22	28
Total	80	100

Table 4.4 , shows that majority of the respondents had a working experience of between 6-10 years (53%). This is an indication that the respondents were conversant with their working environment pattern. Only (19%) of the respondents had a work experience of 1-5years.

### **4.3 Growth of Domestic Tourism**

#### **Level of Growth of Domestic Tourism**

Table 4.5 shows how both the KWS staff and the domestic tourists rated the growth of the domestic tourism.

**Table 4.5: Level of Growth of Domestic Tourism**

	KWS Staff ratings		Domestic Tourists ratings	
	Frequency	Percentage	Frequency	Percentage
Very High	24	30	42	52
High	43	54	22	28
Moderate	8	10	16	20
Low	5	6	0	0
Total	80	100	80	100

Majority of the KWS staff (54%) rated the growth as high with majority of the Domestic tourists rating the growth as very high (52%). This shows that the domestic tourism in Kenya is growing at a high rate. (10%) of KWS staff respondents indicated that growth of domestic tourism was moderate; (20%) of domestic tourists also said that domestic tourism growth was moderate.

### Factors Influencing the growth of domestic tourism

Respondents were asked about factors that influence the growth of domestic tourism. The responses were as shown.

**Table 4.6 : Factors Influencing the growth of domestic tourism**

	Very great extent	Great extent	Moderate extent	Less extent	Not at all	Mean	Std Dev.
Communication channels used when advertising by KWS	45	30	5	4	1	1.659	0.229
The communication content used in the media advert by KWS	43	35	15	7	5	1.922	0.175
The communication formality used when advertising	35	30	10	7	3	1.976	0.170
The frequency of advertisement used by KWS when advertising	35	30	15	3	2	1.906	0.178

The factor with the highest score was communication formality used when advertising with a mean of 1.976 and a std.dev of 0.170, while the least factor was Communication Channel used by KWS while advertising; which had a mean of 1.659 and a standard deviation of 0.229.

#### 4.4 Communication Strategies and their influence on domestic tourism

##### Effects of communication strategies on domestic tourism growth

The study sought to determine how communication strategies employed by N.N.P affects domestic tourism.

**Table 4.7: Effects of communication strategies on domestic tourism growth**

	KWS Staff		Domestic Tourists	
	Frequency	Percentage	Frequency	Percentage
Yes	57	71	48	60
No	23	29	32	40
Total	80	100	80	100

Majority of the respondents (KWS staff (71%) and Domestic tourists (60%) indicated that the communication strategies employed by the N.N.P influence domestic growth of tourism. (29%) of KWS staff indicated that communication strategies employed by NNP did not influence growth of domestic tourism whereas 40% of domestic tourists affirmed the same.

##### Influence of communication strategies on domestic tourism growth

The study also sought to find out how the KWS staff and the domestic tourist rated the extent of the communication strategies employed by N.N.P in influencing domestic tourism growth. Table 4.8 shows the findings.

**Table 4.8: Influence of communication strategies on domestic tourism growth**

	KWS Staff		Domestic Tourists	
	Frequency	Percentage	Frequency	Percentage
Very great Extent	14	18	19	24
Great Extent	51	64	46	58
Moderate Extent	10	13	15	19
Less Extent	5	6	0	0
Total	80	100	80	100

Majority of the KWS staff (64%) indicated the communication strategies employed by N.N.P influence domestic tourist growth to great extent. Similarly majority of the domestic tourists (58%) indicated to a great extent.

#### 4.5 Communication Channel

The first objective of this study was to determine the influence of communication channel on the growth of domestic tourism at NNP.

##### Effects of Communication Channel on growth of Domestic Tourism

The study sought to find out the influence of communication channel on the growth of domestic tourism.

**Table 4.9 : Communication Channel's influence on growth of Domestic Tourism**

	Frequency	Percentage
Yes	55	69
No	25	31
Total	80	100

Majority of the respondents (69%) said that communication channel affects the growth of Domestic Tourism. This is an indication that communication channels are being used to promote tourism. Only (31%) of the respondents said that communication channel did not affect growth of domestic tourism.

##### Effects of Communication Channel on domestic tourism growth

The study sought to find out the extent to which the respondents agreed that communication channel affected the domestic tourist growth. Table 4.10 tabulates the findings.

**Table 4.10: Communication Channel's influence on domestic tourism growth**

	KWS Staff		Domestic Tourists	
	Frequency	Percentage	Frequency	Percentage
Strongly Agree	28	35	46	58
Agree	37	46	18	23
Moderate Agree	10	13	10	13
Disagree	5	6	6	8
Total	80	100	80	100



Most of the KWS staff, (46%) agreed that communication channel affected the domestic tourism growth; with (6%) of them disagreeing. Majority of the domestic tourists, (58%) strongly agreed on the statement but only (8%) of domestic tourists disagreed with it.

**Extent to which Communication channel affects Domestic Tourism**

Table 4.11 shows the findings from the KWS staff on the extent to which the communication channel affects the growth of the domestic tourism.

**Table 4.11: Communication channel effects on Domestic Tourism**

	Frequency	Percentage
Very great Extent	15	19
Great Extent	50	63
Moderate Extent	10	13
Less Extent	5	6
Total	80	100

Majority of the respondents (63%) indicated that communication channel affects domestic tourism to a great extent, an indication that the communication channel had effects on the growth of domestic tourism.

Only (6%) of the respondents were of the view that communication channel affects domestic tourism to a less extent.

### Statements relating to communication channel

Table 4.12 shows the extent to which the respondents agreed to statements relating to communication channel.

**Table 4.12: Communication channel ratings**

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Std. Dev.
KWS uses Media such as reports and letters which are less effective for information exchange than dynamic channels like emails	40	20	15	5	5	2.000	0.169
The mission statement is a key communication channel, both internally and externally focused in Domestic Tourism	35	20	15	10	5	2.176	0.135
Concise and precise messages help employees focus on relevant information and ensure that staff will pay attention to them	35	18	15	10	7	2.247	0.129
Intricate presentations of communication strategy may prevent employees from understanding and correctly implementing the company's communications	40	25	10	8	2	1.906	0.129

The respondents agreed the most that intricate presentations of communication strategy may prevent employees from understanding and correctly implementing the company's communications as shown by the mean of 1.906, with the least agreeing that concise and precise messages help employees focus on relevant information and ensure that staff will pay attention to them as shown by the mean of 2.247. The mean has been supported by the low standard deviation.

#### 4.6 Communication Content

The second objective of this study was to examine the influence of communication content on the growth of domestic tourism at NNP.

##### Effects of Communication Content on Domestic tourism growth

The study sought to find out from the domestic tourists if the communication content affected the domestic tourism growth. The findings are shown in Table 4.13

**Table 4.13: Communication Content’s influence on Domestic tourism growth**

	Frequency	Percentage
Yes	57	71
No	23	29
Total	80	100

Table 4.13 shows that majority of respondents, (71%) agreed that Communication Content had effects on the domestic tourism growth. Only (29%) of the respondents indicated that communication content did not affect domestic tourism growth.

##### Communication Content affects the growth of domestic tourism

KWS staff were asked to indicate the extent to which communication content affects the growth of domestic tourism.

**Table 4.14: Communication Content and its effect on growth of domestic tourism**

	KWS Staff		Domestic Tourists	
	Frequency	Percentage	Frequency	Percentage
Strongly Agree	41	51	20	25
Agree	16	20	45	56
Moderate Agree	13	16	10	13
Disagree	10	13	5	6
Total	80	100	80	100

Majority of the KWS staff (51%) Strongly agreed that communication content affects the growth of domestic tourism while (56%) of domestic tourists agreed to the statement.

### Rating the Content of Communication Given by N.N. P

Respondents were asked to rate communication content given by NNP. Their responses are shown in Table 4.15

**Table 4.15: Content of Communication ratings by N.N. P**

	Frequency	Percentage
Very Rich	22	28
Rich	41	51
Fair	12	15
Poor	5	6
Total	80	100

Majority of the respondents (51%) rated the communication content as very rich; with (6%) stating that the content was poor.

### Effects of communication content on domestic tourism

This study also sought to find out the level of agreement with the statements relating to communication content on the growth of domestic tourism. The results are tabulated in Table 4.16.

**Table 4.16: Communication content's effect on domestic tourism**

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Std. Dev.
Nairobi National Park employees are fully informed of an organization's goals concerning domestic tourism	35	20	15	10	5	2.176	0.135
Nairobi National Park must create listening posts from which they can listen to both the employees and customers	35	30	10	8	2	1.965	0.171
Communication in business helps reduce uncertainty and to gain team work	35	18	15	10	7	2.247	0.129

The table shows that the respondents agreed most that Nairobi National Park must create listening posts from which they can listen to both the employees and customers with a mean of 1.965 and std. dev of 0.171; with the respondents agreeing the least that communication in business helps reduce uncertainty and to gain team work with a mean of 2.247 and std. dev of 0.129.

#### **4.8 Communication Formality**

The third objective of this study was to find out the influence of communication formality on the growth of domestic tourism at NNP.

##### **Communication mode Used by N.N.P**

The study sought to find out from the domestic tourists the mode used by N.N.P in the communication formality. The findings were presented in Table 4.17

**Table 4.17: Communication mode Used by N.N.P**

	Frequency	Percentage
Formal	18	23
Informal	20	25
Both	42	53
Total	80	100

(23%) of the respondents indicated that NNP used formal modes of communication while (25%) of them indicated that the park used informal modes of communication.

A further (53%) of the respondents indicated that the N.N.P used both formal and informal modes to communicate.

#### **Effects of Communication Formality on domestic tourism**

The Table 4.18 shows the results from domestic tourists on how communication formality affected the domestic tourism growth.

**Table 4.18 : Communication Formality effect on domestic tourism**

	Frequency	Percentage
Yes	52	65
No	28	35
Total	80	100

It was established that majority of the respondents (65%) indicated that the communication formality affected the domestic tourism growth; Only a smaller percentage of the respondents, (35%) indicated that communication formality did not affect domestic tourism growth.

#### **Communication Formality affects Domestic Tourism**

Table 4.19 shows the findings on the level at which KWS staff agreed that Communication formally affected the growth of the domestic tourism. The findings are shown in Table 4.19

**Table 4.19: Communication Formality and how it affects Domestic Tourism**

	Frequency	Percentage
Strongly Agree	45	56
Agree	15	19
Moderate Agree	10	13
Disagree	5	6
Strongly Disagree	5	6
Total	80	100

(56%) of KWS staff strongly agreed that communication content affect the growth of domestic tourism. This is an indication that the employees felt that the quality of information released from their organization to the external environment was a crucial variable when determining the organization's success.

#### **Communication Formality effects on Domestic Tourism**

Table 4.20 tabulates the findings from this study that sought to find out from both the KWS staff and the Domestic tourists, the extent to which the communication formality affected domestic tourism growth.

**Table 4.20: Communication Formality effects on Domestic Tourism**

	KWS Staff		Domestic Tourists	
	Frequency	Percentage	Frequency	Percentage
Very great extent	43	54	17	21
Great extent	20	25	44	55
Moderate extent	12	15	13	16
Less extent	5	6	6	8
Total	80	100	80	100

Majority of the KWS staff (54%) indicated that the communication formality affected domestic tourism to a very great extent. Majority of the domestic tourists (55%) indicated that the communication formality affected the domestic tourism to a great extent.

#### **Communication Formality and domestic tourism**

Table 4.21 indicates respondent's level of agreement with the statements relating to communication formality and the growth of domestic tourism.

**Table 4.4: Communication Formality and domestic tourism ratings**

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Std. Dev.
Formal communication channels helps the managers of Nairobi National Park coordinate and collaborate their activities and actions in a more effective and efficient manner	39	20	15	10	1	1.988	0.167
The managers of Nairobi National Park ignore the communication processes that exist in the immediate working environment as well as those that are prevalent symmetrically across the Park	40	30	10	3	2	1.788	0.201
The external environmental pressures have an impact on the organization's culture, vision, leadership and communication	40	28	10	5	2	1.835	0.192
For formal communication from management to be effective, it must inform and educate all cadres of employees about the strategies adopted	40	25	10	8	2	1.906	0.181
Formal communication can be used in Nairobi national park to create an understanding of the expectations and ethics to which the business must be aligned	39	20	15	10	1	1.988	0.167

The respondents agreed most that the managers of Nairobi National Park ignore the communication processes that exist in the immediate working environment as well as those that are prevalent symmetrically across the Park as shown by the least Mean of 1.788.

#### **4.9 Communication Frequency**

The fourth objective of this study was to establish the influence of communication frequency on the growth of domestic tourism at NNP.



### **Frequency of N.N.P Communication to Domestic Tourists**

The study sought to find out the frequency at which the N.N.P communicated to the domestic tourist. The findings are tabulated in Table 4.22 .

**Table 4.5: Frequency of Communication by NNP to Domestic Tourists**

	Frequency	Percentage
More Often	10	13
Often	23	29
Less Often	44	55
Not At All	3	4
Total	80	100

Majority of the respondents (55%) indicated that N.N.P tourism products are communicated to the domestic tourists quite often with 4% of the respondents disagreeing.

### **Effects of Communication Frequency on Domestic Tourism**

Table 4.23 shows the findings of how communication frequency affects growth of domestic tourism.

**Table 4.6: Communication Frequency effect on Domestic Tourism**

	Frequency	Percentage
Yes	60	75
No	20	25
Total	80	100

Majority of the respondents, (75%) indicated that communication frequency affects growth of domestic Tourism. (25%) of them indicated that communication frequency did not affect growth of domestic tourism.

### **Extent to which Communication Frequency affect domestic tourism**

The study sought to find out from both the KWS staff and the Domestic tourists to what extent the communication frequency affected domestic tourism. Table 4.24 tabulates the findings.

**Table 4.7: Communication Frequency and how it affects domestic tourism**

	KWS Staff		Domestic Tourists	
	Frequency	Percentage	Frequency	Percentage
Very great extent	44	55	16	20
Great extent	19	24	46	58
Moderate extent	9	11	13	16
Less extent	6	8	4	5
Not at all	2	3	1	1
Total	80	100	80	100

Majority of the KWS staff (55%) indicated that the communication formality affected the domestic tourism to a very great extent. Majority of the domestic tourists (58%) indicated that the communication frequency affect the domestic tourist to a great extent.

### Statements Relating To Communication Frequency

Table 4.25 indicates the level of agreement with the statements relating to communication frequency and the growth of domestic tourism.

**Table 4.8: Communication frequency ratings**

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Std. Dev.
Nairobi National park managers must always take into consideration timing of their communication and the media to use	35	25	20	4	1	1.953	0.169
Nairobi National park has a well-established communication system	35	30	12	5	3	1.953	0.172
the organization frequently communicates to their staff on issues concerning their work	40	28	10	5	2	1.835	0.192
Communication in Nairobi national park is interactive	40	25	10	8	2	1.906	0.181

The study found that most of the respondents agreed that an organization should frequently communicate to their staff on issues concerning their work statement as shown by the least mean of 1.835 and Std. Dev of 0.192.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summary of the findings and also gives conclusions and recommendations of the study based on the objectives of the study. The chapter also presents discussions of the key findings, conclusions drawn based on such findings and recommendations on what can be done on communication strategies on growth of domestic tourism in Nairobi Tourism Circuit.

### **5.2 Summary of Findings**

The research findings were as follows:

#### **5.2.1 Communication Channels**

The first objective of the study was to determine the influence of Communication channel on the growth of domestic tourism. Majority of the respondents (69%) indicated that communication channel affects the growth of Domestic Tourism. From the findings, it is noted with the highest affirmative response from the respondents who strongly agreed that communication channel affects domestic tourism to a very high extent. Concise and precise messages help employees focus on relevant information and ensure that staff will pay attention to them; was a statement related to communication channels which had the highest mean. This is an indication that communication channel play a major role in influencing the domestic tourism growth.

#### **5.2.2 Communication Content**

Another objective of the study was to find out the influence of communication content on the growth of domestic tourism at N.N.P. The respondents affirmed that the communication content affected the growth of domestic tourism and strongly agreed to the statement indicating the extent to be very great. Majority of the respondents (71%) indicated that communication content had effects on the domestic tourism growth. It was noted that the communication content given by N.N.P was very rich as indicated by the respondents with the highest percentage. It also indicates that communication in business helps reduce

uncertainty and gain team work; as this statement got the highest mean according to the findings from the respondents.

### **5.2.3 Communication Formality**

The study also wanted to determine the influence of communication formality on the growth of domestic tourism at N.N.P. According to the study's findings it is noted that the N.N.P used formal and informal modes to communicate. This is indicated by the findings where both modes had the highest percentage from the respondents, while formal and informal almost tying up with a difference of a percentage; an indication that NNP uses both modes to communicate. Majority of KWS staff (54%) indicated that communication formality affected domestic tourism to a greater extent; whereas (55%) of Domestic tourists also said that communication formality affected growth of domestic tourism to a great extent. Formal communication channels helps the managers of Nairobi National Park coordinate and collaborate their activities and actions in a more effective and efficient manner. It is an indication that communication formality played a major role in the influence of domestic tourism growth.

### **5.2.4 Communication Frequency**

The fourth objective was to examine the influence of communication frequency on the growth of domestic tourism at N.N.P. Communication frequency played a role in influencing the growth of the domestic tourist in the N.N.P. The study indicates how often the N.N.P communicates to domestic tourists. (55%) of KWS staff indicated that communication frequency affects growth of domestic tourism to a very great extent. (58%) of domestic tourism respondents said that communication frequency affected growth of domestic tourism to a great extent. It was noted that the N.N.P had a well established communication system and managers must always take into consideration timing of their communication and the media to use.

## **5.3 Discussion of Findings**

This sub section presents discussion of findings.

### **5.3.1 Communication Channels**

The first objective of the study was to determine the influence of Communication channel on the growth of domestic tourism. Majority of the respondents (69%) indicated that communication channel affects the growth of Domestic Tourism. This observation confirms Stallworth (2008) findings that high-performing organizations use their mission statement as a channel of communication, within the context of good will, to reach out to employees, shareholders and communities. This is a clear indication communication channel play a major role in influencing the domestic tourism growth.

### **5.3.2 Communication Content**

Another objective of the study was to find out the influence of Communication content on the growth of domestic tourism at N.N.P. Majority of the respondents (71%) indicated that communication content had effects on the domestic tourism growth. It was noted that the communication content given by N.N.P was very rich as indicated by the respondents with the highest percentage. This concurs with Draft and Lengel (2005) findings, who say that there are many factors that can influence manager's choice of the right channel to communicate. One such influence is media richness. Media is rich if it has the capacity to carry large volumes of data and if it can convey meaning. Hence NNP should ensure that the content directed to domestic tourists is reach and easily understood.

### **5.3.3 Communication Formality**

The study also wanted to determine the influence of Communication Formality on the growth of domestic tourism at N.N.P. According to the study's findings it is noted that the N.N.P used formal and informal modes to communicate. Majority of KWS staff (54%) indicated that communication formality affected domestic tourism to a greater extent; whereas (55%) of Domestic tourists also said that Communication Formality affected growth of domestic tourism to a great extent. This is supported by the findings of Heckman and Karim, (2005).

They say that in order to maximize benefits of a communication process, managers in organizations must adopt both planned and controlled approaches to communication. For communication from management to be effective, it must inform and educate all cadres of employees about the strategies adopted and it must motivate and align staff to act in a way

that facilitates the fulfillment of company goals and objectives. Thus NNP should ensure that formal channels of communication are enhanced.

#### **5.3.4 Communication Frequency**

The fourth objective was to examine the influence of communication frequency on the growth of domestic tourism at N.N.P. According to the findings, communication frequency played a role in influencing the growth of the domestic tourist in N.N.P. (55%) of KWS staff indicated that communication frequency affects growth of domestic tourism to a very great extent. (58%) of domestic tourism respondents said that communication frequency affected growth of domestic tourism to a great extent.

These findings are in agreement with Kotter, (2002) who says that communication should be interactive because the sender first conceives an idea which he/she will code as a message. The sender then chooses the best medium of communication based on a number of considerations. In addition to this John (1997) also says that one element of total quality management is to collect information continually from customers. From the study, it was found that if messages are repeated especially for Nairobi National Park as a distinct destination, people internalized the messages and thus they became more willing to visit. Thus NNP should ensure that frequency of communication is enhanced.

#### **5.4 Conclusions**

In view of the data collected, communication strategies play an important role in the success of any domestic tourism activity.

The study found that communication strategies positively influence the growth of domestic tourism in Kenya; the study thus concludes that communication strategies had a positive impact on domestic tourism activities at the Nairobi National park.

The channels used in communication play a major role in transmitting the information and thus they influence domestic tourism growth. The channels used must be considered in

order to enable the park to advertise itself aggressively and objectively so as to encourage more domestic tourists to visit.

The study found that communication content influence growth of domestic tourism in Nairobi National Park. Thus organizations such as NNP must ensure that the content communicated is of high quality in order to create a good public image for the organization and ensure that customers get the right information.

The study established that communication formality influence growth of domestic tourism in Nairobi National Park. Hence organizations should put in place formal modes of communication to enhance flow of information and also create better understanding.

The study further revealed that communication frequency influenced growth of domestic tourism in Nairobi National Park, therefore, organisations must communicate frequently to their clients for them to attain business success.

## **5.5 Recommendations**

In light of the key findings of this study, the following recommendations are proposed to address promotion of domestic tourism in the country:

1. There is need for N.N.P to utilize all available media channels so as to achieve maximum coverage. This will create and build a wider clientele base for the company.
2. The content of the communication to the tourists should be improved continuously by K.W.S so as to create favorable impact on the buying behavior of consumers.
3. The mode used in the communication to domestic tourists should be intensified to create growth in the domestic tourism sector. Kenya Tourism Board needs to budget for marketing and promotion of Nairobi tourism circuit and NNP in particular.
4. NNP should consider venturing into virtual tourism to market their products and services. The government should set aside funds to virtually market tourism as one of the key flagship areas in vision 2030. Virtual tours can allow tourists to see and explore locations to assess whether they would like to visit a region, city or specific



site prior to physically travelling there. KWS should launch a campaign to allow potential tourists to visit NNP from the comfort of their seat. This will encourage a more diverse audience to come and see what the park has to offer especially the working class who are ever busy.

### **5.6 Areas for further research**

There is need to undertake further research on the contents of the communication to be used by the KWS that will influence the growth of the domestic tourism in the sector. The communication formality and how to improve on it need to be studied further for it to have an impact in the development and growth of the domestic tourism. The channels to be used in communicating need further research to be in a position to know the best channel to use and the frequency to communicate to the domestic tourists.

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## APPENDICES

### Appendix 1: Introductory Letter

Judith Maiko,  
University of Nairobi,  
P.o Box 30198,  
Nairobi.

Date: .....

The General Manager,  
Nairobi National Park,  
P.O Box 63233-00619,  
Nairobi, Kenya

Dear Sir/Madam,

#### **RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH AT NNP:**

My name is Judith Kerubo Maiko, and I am a Master of Arts student, pursuing a degree in Project Planning and Management at The University of Nairobi (UoN). The research I wish to conduct for my Master's thesis involves the effects communication strategies on the growth of domestic tourism in Kenya, a case of Nairobi National Park. I am hereby seeking your consent to approach a number of employees in the Nairobi National Park to provide participants for this project.

Thank you for your time and consideration in this matter.

Yours sincerely,

Judith Kerubo Maiko

## Appendix II: Questionnaire For KWS Staff

### Dear respondent,

The researcher is a Masters student from The University of Nairobi pursuing Masters Degree in Project Planning & Management. This study is geared towards meeting the requirements for the degree program. I therefore humbly request for your assistance and cooperation in gathering information on *The influence of communication strategies on the growth of domestic tourism, case of Nairobi National Park*.

### Instructions to the respondent

1. Please answer all questions
2. Please note that no answer is wrong and no answer is right, all answers will be treated as equal
3. The information gathered is purely for academic purposes and will be treated with absolute confidentiality
4. Please answer all the questions by filling in the space provided and/or by ticking the appropriate answer that best suits your opinion for each question.

### SECTION A: GENERAL INFORMATION

#### 1. Gender

Male  Female

#### 2. Your age bracket (Tick whichever appropriate)

Below 20 years  20 - 30 Years

31 - 40 years  41 – 50 years

Over 50 years

#### 3. What is your education level? (Tick as applicable)

Primary  Secondary

College  Bachelors' degree

Post Graduate

#### 4. Years of service/working period (Tick as applicable)

Less than 1 year  6-10 years

1-5 years  Over 10 years

### Section B: Factors affecting growth of domestic tourism in Nairobi National Park



**Growth of Domestic Tourism**

5. How would you rate the growth of domestic tourism in Nairobi National Park?

- Very high [ ]
- High [ ]
- Moderate [ ]
- Low [ ]
- Very low [ ]

6. To what extent does the following factor influence the growth of domestic tourism in Nairobi National Park?

	Very great extent	Great extent	Moderate extent	Less extent	Not at all
Communication channels used when advertising by KWS					
The communication content used in the media advert by KWS					
The communication formality used when advertising					
The frequency of advertisement used by KWS when advertising					

7. What are the measures that KWS should put in place in order to improve the image of Nairobi National Park?

.....

.....

.....

8. In your opinion, does the communication strategies employed by N.N.P help to increase the number of local tourists visiting the park?

- Yes [ ] No [ ]

9. If yes, to what extent?

- Very great extent [ ]
- Great extent [ ]

Moderate extent [ ]

Less extent [ ]

Not at all [ ]

If No, kindly explain how .....

.....

10. Kindly indicate in your opinion, what you think the management of N.N.P should do in order to increase its revenue.

.....

.....

.....

### **Communication channel**

11. Which communication channels does Nairobi National park use?

Tick as applicable [ ]

Television [ ]

Billboards [ ]

Newspapers [ ]

Internet [ ]

12. To what extent do you agree with the following statement, ‘ Communication channels affects the growth of domestic tourism in NNP’ (Tick as applicable)

Strongly agree [ ]

Agree [ ]

Moderately agree [ ]

Disagree [ ]

Strongly disagree [ ]

13. To what extent does the communication channel affect the growth of domestic tourism in the Nairobi National Park? (Tick as applicable)

- Very great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Low extent [ ]
- Very low extent [ ]

14. What is your level of agreement with the following statements relating to communication channels and the growth of domestic tourism in Nairobi National Park?(Tick as applicable)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
KWS uses Media such as reports and letters which are less effective for information exchange than dynamic channels like emails					
The mission statement is a key communication channel, both internally and externally focused in Domestic Tourism					
Concise and precise messages help employees focus on relevant information and ensure that staff will pay attention to them					
Intricate presentations of communication strategy may prevent employees from understanding and correctly implementing the company's communications					

15. In your own view, what communication channels should KWS use in order to enhance domestic tourism in Kenya?

.....

.....

.....

**Communication content**

16. To what extent do you agree with the following statement, ‘ Communication content affects the growth of domestic tourism in Nairobi National Park’(Tick as applicable)

- Strongly agree [ ]
- Agree [ ]
- Moderately agree [ ]
- Disagree [ ]
- Strongly disagree [ ]

17. To what extent does the communication content affect the growth of domestic tourism in Nairobi National Park? (Tick as applicable)

- Very great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Low extent [ ]
- Very low extent [ ]

18. What is your level of agreement with the following statements relating to communication content and the growth of domestic tourism in Nairobi National Park? (Tick as applicable)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Nairobi National Park employees are fully informed of an organization’s goals concerning domestic tourism					
Nairobi National Park must create listening posts from					

which they can listen to both the employees and customers					
Communication in business helps reduce uncertainty and to gain team work					

19. In your opinion, what do you think KWS should do on communication content in order to enhance domestic tourism in Kenya?

.....  
.....  
.....

**Communication formality**

20. To what extent do you agree with the following statement, ‘ Communication formality affects the growth of domestic tourism in Nairobi National Park’(Tick as applicable)

- Strongly agree [ ]
- Agree [ ]
- Moderately agree [ ]
- Disagree [ ]
- Strongly disagree [ ]

21. To what extent does the communication formality affect the growth of domestic tourism in Nairobi National Park? (Tick as applicable)

- Very great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Low extent [ ]
- Very low extent [ ]

22. What is your level of agreement with the following statements relating to communication formality and the growth of domestic tourism in Nairobi National Park?(Tick as applicable)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Formal communication channels helps the managers of Nairobi National Park coordinate and collaborate their activities and actions in a more effective and efficient manner					
The managers of Nairobi National Park ignore the communication processes that exist in the immediate working environment as well as those that are prevalent symmetrically across the Park					
The external environmental pressures have an impact on the organization's culture, vision, leadership and communication					
For formal communication from management to be effective, it must inform and educate all cadres of employees about the strategies adopted					
Formal communication can be used in Nairobi national park to create an understanding of the expectations and ethics to which the business must be aligned					

23. What do you think KWS should do on formal communication channels in order to enhance domestic tourism in Kenya?

.....

.....

.....

**Communication frequency**

24. To what extent do you agree with the following statement, ‘ Communication frequency affects the growth of domestic tourism in Nairobi National Park’(Tick as applicable)

Strongly agree [ ]

Agree [ ]

Moderately agree [ ]

Disagree [ ]

Strongly disagree [ ]

25. To what extent does the communication frequency affect the growth of domestic tourism in Nairobi National Park? (Tick as applicable)

Very great extent [ ]

Great extent [ ]

Moderate extent [ ]

Low extent [ ]

Very low extent [ ]

26. What is your level of agreement with the following statements relating to communication frequency and the growth of domestic tourism in Nairobi National Park? (Tick as applicable)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Nairobi National park managers must always take into consideration timing of their communication and the media					

to use					
Nairobi National park has a well-established communication system					
the organization frequently communicates to their staff on issues concerning their work					
Communication in Nairobi national park is interactive					

27. What do you think KWS should do on communication frequency in order to enhance domestic tourism in Kenya?

.....

.....

.....

***Thank you for your assistance and cooperation***



### Appendix III: Questionnaire For Domestic Tourists

#### Dear respondent,

The researcher is a Masters student from The University of Nairobi pursuing Masters Degree in Project Planning & Management. This study is geared towards meeting the requirements for the degree program. I therefore humbly request for your assistance and cooperation in gathering information on *The influence of communication strategies on the growth of domestic tourism, case of Nairobi National Park*.

#### Instructions to the respondent

1. Please answer all questions
2. Please note that no answer is wrong and no answer is right, all answers will be treated as equal
3. The information gathered is purely for academic purposes and will be treated with absolute confidentiality
4. Please answer all the questions by filling in the space provided and/or by ticking the appropriate answer that best suits your opinion for each question.

#### Section I: Demographic Information

1. Gender(Tick as applicable)

Male [ ]

Female [ ]

2. Your age bracket (Tick whichever appropriate)

Below 20 years

[ ]

21- 30 Years

[ ]

31 - 40 years

[ ]

41 – 50 years

[ ]

[ ]

Over 50 years

[ ]

3. What is your education level? (Tick as applicable)

Primary

[ ]

Secondary

[ ]

College

[ ]

Bachelors' degree

[ ]

Post Graduate

[ ]

**Section II: Factors affecting growth of domestic tourism in Nairobi National Park**

**Growth of Domestic Tourism**

4. How would you rate the growth of domestic tourism in Nairobi National Park?

- Very high [ ]
- High [ ]
- Moderate [ ]
- Low [ ]
- Very low [ ]

5. To what extent does the following factor influence the growth of domestic tourism in Nairobi National Park?

	Very great extent	Great extent	Moderate extent	Less extent	Not at all
Communication channels used when advertising by KWS					
The communication content used in the media advert by KWS					
The communication formality used when advertising					
The frequency of advertisement used by KWS when advertising					

6. What do you think KWS should do in order to improve the image of Nairobi National Park?

.....

.....

.....

7. Do you think that the communication strategies employed by N.N.P helps to increase the number of local tourists visiting the park?

- Yes [ ] no [ ]

8. If yes, to what extent?

- Very great extent [ ]

- Great extent [ ]
- Moderate extent [ ]
- Less extent [ ]
- Not at all [ ]

9. Kindly indicate in your opinion, what you think the management of N.N.P should do in order to increase its revenue.

.....

.....

.....

**Communication channel**

10. Do you think the communication channel affects the growth of domestic tourism in Kenya? (Tick as applicable)

- Yes [ ]
- No [ ]

If yes, please explain

.....

.....

.....

If no, please explain

.....

.....

.....

11. Which communication channels does Nairobi National park use to communicate to you?

.....

.....

.....

12. To what extent do you agree with the following statement ‘the communication channels used by Nairobi National Park to communicate to domestic tourists are good channels’ (Tick as applicable)

- Very great extent [ ]
- Great extent [ ]

Moderate extent [ ]

Little extent [ ]

No extent [ ]

13. What do you think the Nairobi National park should do in order to enhance domestic tourism in the park?

.....  
.....  
.....

**Communication content**

14. Do you think the communication content affect the growth of domestic tourism in Kenya? (Tick as applicable)

Yes [ ]

No [ ]

If Yes in above, please state how .....

.....

If No, please state how .....

.....

15. To what extent do you think communication content affect the growth of domestic tourism? (Tick as applicable)

Very great extent [ ]

Great extent [ ]

Moderate extent [ ]

Low extent [ ]

Very low extent [ ]

16. How would you rate the content of the communication given by the Nairobi National Park? (Tick as applicable)

Very rich [ ]

Rich [ ]

Fair [ ]

Poor [ ]

Very poor [ ]

17. Kindly state what Nairobi National Park management should do on communication content in order to enhance domestic tourism in the park?

.....  
.....  
.....

**Communication formality**

18. Which channel does Nairobi National Park use to communicate to you? (Tick as applicable)

- Formal
- Informal
- Both

19. Do you think the communication formality affects the growth of domestic tourism in Kenya? (Tick as applicable)

- Yes
- No

If yes, please state how .....

20. To what extent do you think communication formality affect the growth of domestic tourism? (Tick as applicable)

- Very great extent
- Great extent
- Moderate extent
- Low extent
- Very low extent

21. What do you think the management of Nairobi national park should do on the formality of communication channels in order to enhance domestic tourism?

.....  
.....  
.....



## **Appendix IV: Research Permit**