THE INFLUENCE OF COMMUNICATION STRATEGY IN INCREASING EFFICIENCY IN MULTICULTURAL INTERNATIONAL NON GOVERNMENTAL ORGANISATIONS:

BY

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DECLARATION

This research project is my original work and has not been submitted for examination to any other University.

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

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ACKNOWLEDGEMENT

My greatest gratitude goes to God for his amazing Grace and for providing the opportunity and resources to extend my learning to this level. I acknowledge with great gratitude the sacrifice my parents made in laying the foundation for my education and their prayers during tough times without which it would have been difficult to progress this far.

My special thanks extend to my supervisor Dr. John Yabs for his input, encouragement and guidance in the preparation of this research project. I acknowledge the support of the University administration that provided access to institutional library resources, the various individuals and organizations, that assisted me in completing this project. I am grateful to my family members especially Sophy, for encouraging, guiding and supporting me throughout the period of my studies and my special friends and colleagues for their support.
DEDICATION

I dedicate this project to my lovely parents for instilling in me the value of hard work and the rest of my family and special friends who are my inspiration in life.
ABSTRACT

There have been contradictory findings of the empirical studies that have left a research gap on communication strategy in increasing efficiency in Multi-cultural International Non Governmental Organizations. The ability to comprehend communication quickly and accurately then appropriately and effectively engage persons from distinct cultural backgrounds to attain the desired effect despite the lack of familiarity with other cultures helps build relationships with foreigners in the organizations hence the success of their existence. This study attempted to investigate the influence of communication strategy in increasing efficiency in multicultural international NGOs. The findings also provided insight to the NGOs that are cautious on implementation of these strategies as well as providing the most suitable styles of communication that need to be applied. The Non Governmental Organizations are perceived as being motivated to achieve a common understanding thus the study was hinged on the premise that by conceiving cultural differences and language as the main barriers for intercultural communication, learning about the other cultures is a remedy for many misunderstandings that are experienced. This study is based on one main objective. The study is based on the social constructivist view that implies the norms which guide strategy are cultural as opposed to cognitive. The researcher used cross sectional research design. This involved collection of standardized information from the population under study. The researcher opted to use the survey design as it is the most appropriate for this study offering the advantage of producing comparable information across the surveyed population and also it is considered useful when dealing with a large population, giving a cross sectional picture of the phenomenon. The target population for this study was one hundred and ninety two (192) Multicultural International Non Governmental Organizations based in Kenya. The research adopted a survey whereby out of the focus population of study who were given questionnaires mainly through electronic mail and a few visits made in search for respondents and follow the results was that , One hundred and ten were filled and returned for the researchers’ analysis. Primary data was collected for this study. The research method used was both qualitative and quantitative. The conclusions drawn from the research were that where there was no training, cultural communication was perceived by employees in the course of their work through personal training. Cross cultural communication can also be managed through personal experience during personal interaction with the clients in the course of the work. Employees can learn in the course of their work through interacting with the locals and this could help achieve efficiency in the organization. The recommendations for the study were that the management of the Non Governmental organizations should consider employing more young people to bring in more fresh and new ideas to ensure growth and efficiency in the organizations. Information flow should be prioritized and enhanced in the organization to ensure that communication barriers are limited. They should also have forums to educate employees on languages where cross cultural communications is prevalent as well as engaging intermediaries who are familiar with both cultures so that they can translate both the substance and manner of what was communicated.
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<tr>
<td>NGOs</td>
<td>Non-Governmental Organizations</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>CSOs</td>
<td>Civil Society Organizations</td>
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<td>CBOs</td>
<td>Community Based Organizations</td>
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<td>US</td>
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

According to Manoncourt (2004) Communication strategy is evidence based, results oriented process, undertaken in consultation with the participant groups. It intrinsically links other programme elements, cognizant of the local context favoring a multiplicity of communication approached so as to stimulate positive and measurable behavior and social change. Communication is as much science as it is an art. The science of communication is a research-driven consultative process involving planning, design and implementation of strategic interventions. It provides relevant information and adequate motivation to impact on attitudes and behaviors of individuals or groups of people. It involves monitoring the changes in peoples’ attitudes and behaviors as laid down by the programme objectives. Strategic communication management is the systematic planning and realization of information flow, communication, media development and image care in a long term horizon. Strategic communication allows organizations to create and distribute communications that while different in style and purpose, have an inner coherence. It also serves to prevent contradictory, confusing messaging to different groups across all media platforms. According to Fox (2000) strategic communication is the synchronization of images, actions and words to achieve a desired effect.

Luthans (2012) considered communication as metaphorical pipeline along which information is transformed from one individual to another. Thomason (1988) defined communication as the lifeblood of any system of human interaction as without it, no meaningful or coherent activity can take place. Nevertheless, defining communication is
obscure as it is such a multi-dimensional and imprecise concept. Despite, the difficulties inherent in defining communication, it is essential that a working definition of the concept is developed to fortify the analysis of communication practice contained in this paper. In this study, communication is viewed as a professional practice where suitable tools and regulations can be applied in order to improve the utility of the data communicated, and is a social process of interaction between individuals.

This implies that companies seeking to experience increased efficiency in communication from cultural diversity face a dilemma. If they embrace diversity, they risk communication problems, and if they avoid diversity, they risk losing some of the benefits of innovative thinking. As stated by Luthans (2012), in order to reach an understanding of the dilemma, a discussion about the implications of functionalist research on intercultural communication is required, as it claims that there is a close relationship between communication style and cultural distance. According to the extensive functionalistic management oriented literature culture determines how people encode, transmit, and interpret message. Hence, it is argued that since culture is the foundation of communication, it represents a possibility for disturbance, which can distort the meanings intended in a message.

1.1.1 Non Governmental Organizations (NGOs) in Kenya

The last 20 years have seen a great proliferation of NGOs in most African states, though there is substantial variation in the estimates of actual numbers. In Kenya, a study by
Matrix estimated the number of NGOs in 1994 to be well over 500, whereas Fowler’s estimate, for 1987, was at 291 NGOs (Nganga et al., 2003).

Though exact figures are difficult to obtain, Fowler and Matrix concur on annual estimates of funds spent by the NGOs in the late 1980s in Kenya. The total expenditure by non-church NGOs was estimated to be $200-230 M, supplemented by a further $120-150 M spent by the churches. Virtually all these funds originated from outside Kenya. Although the numbers of local and international NGOs are about equal, on average the international NGOs enjoyed twice the level of finance of their local counterparts. Thus the total annual amount spent by NGOs at the end of the 1980s was about $350 M, at a conservative estimate. This substantial volume of funds was equivalent to $10 per capita per year or 2.7 per cent of annual per capita income in 1988 (GoK, 2012).

In the same year, NGO external income brought into the country was equivalent to half the foreign exchange brought in by tourism, a major foreign exchange earner. Globally in 1988, the level of development finance disbursed by NGOs was equivalent to about 13 per cent of official aid. In terms of expenditure, the Kenya Non-profit sectors where NGOs are, accounted for US$270 million in expenditure in 2000 which represents 2.5% percent of the GDP (Nganga et al., 2003).

While acknowledging the importance of the cultural differences in intercultural communication, the aim of this study will seek to bring the other structural constraints to attention, which may influence communication in intercultural setting such as power
relations in the inclusion and exclusion of other individuals and the linkage between culture and communication in the processes of relationship building and social organization, which may take many different forms in complex settings. The term Nongovernmental organisation has its origin in the United Nations and was used to refer to organizations that are not part of a government and not conventional for profit businesses. In Kenya the term is usually applied to organizations that pursue wider social aims that have political aspects but are not openly political organizations. According to Willetts (2012), he defines NGOs as legally constituted organizations created by natural or legal people that operate independently from any form of government.

The term Civil Society Organizations (CSOs) is used generally in Kenya to refer to the wide array of organizations that operate in the realm between the individual and the state and are formed to promote the interests of their members or the public good. The term “NGO” is used specifically to refer to entities that are registered by the NGO Coordination Bureau. Though NGOs are just a small part of the larger CSO sector, they are the most visible. Under the NGO Coordination Act of 1990, NGOs can be established for the benefit of the public at large and for the promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to, health, relief, agriculture, education, industry, and the supply of amenities and services. NGOs in Kenya gather its membership from international, regional and national NGOs operating in Kenya and working with a host of CBOs and groups. These NGOs are active in a cross section of sectors including: agriculture, water, education, environment, health, human
rights, gender and development, children’s rights, poverty alleviation, peace, population, training, counseling, small scale enterprises, disability and many others.

The NGO Council provides overall leadership to the NGO sector. It champions the key values of probity, transparency, accountability, justice and good governance. It enhances the self-regulation of its members, and assists them to realize their potential in improving services that improve the socio-economical status of Kenyan society in pursuit of sustainable development.

In Kenya the NGO are of different type and their policies are guided by their level of orientation. According to Teegen et al (2004) they categorize the NGOs according their levels of orientations/functions. Those NGOS described as having charitable orientations are those whose activities are directed towards meeting the needs of the poor distributions of food, clothing or medicine, transport; undertake relief activities during a natural or man-made disaster. Service orientations NGOs focus on provision of health, family planning or education services in which the programmes is designed. Then there is the self help projects where local people are involved particularly in the implementation of project by contributing cash, tools, land materials, labour, just to mention a few. Finally the empowering orientations that aims to help poor people develop a clearer understanding of the social, political and economic factors affecting their lives, and to strengthen their awareness of their own potential power to control their lives.

NGOS are also named according to their level of cooperation such as Community Based Organizations (CBOs) which arise out of people’s own initiatives and include sports clubs, women organizations, and neighborhood organizations, religious or educational
organizations. These are devoted to raising the consciousness of the urban poor or helping them to understand their rights in gaining access to needed services. Other include Citywide organizations such as rotary international, National NGOs such as the Red Cross, YMCAs, professional associations and lastly the International NGOs which ranges from secular genesis such Save the children, OXFAM, Ford Foundation and the Rockefeller foundation.

1.1.2 Concept of Strategy

According to Mintzberg (1972), strategy is a concept. This implies that no one has ever seen a strategy or touched one; every strategy is an invention, a figment of someone’s imagination, whether conceived of as intentions to regulate behavior before it takes place or inferred as patterns to describe behavior that has already occurred. Strategy is a perspective shared by the members of an organization through their intention or by their actions. An important issue of strategy formation focuses on reading the collective mind of individuals united by common thinking and behavior with the aim of understanding how intentions diffuse through the system called organization to become shared and how actions come to be exercised on a collective yet consistent basis.

According to Pearson (1985) strategic management therefore is the set of decision and actions that result in the formulation and implementation of plans designed to achieve a company’s objectives. Overall strategic management involves the planning, directing, organizing and controlling of a company’s strategic related decisions and actions. Seiler (1983) states that all business firms operate in an open system and as such are affected by external conditions largely beyond their control. Strategic management signifies the
alignment of the components of an organization, its mission and strategies, its structures, and human resources technically, politically and culturally to achieve organizational effectiveness (Tichy, 1983).

1.1.3 Concept of Communication Strategy

According to Carr (2010) communication is defined as the process of transferring meanings from sender to receiver. Communication may be intentional or unintentional, may involve conventional or unconventional signals, may take linguistic or nonlinguistic forms, and may occur through spoken or other modes. "Communications management is therefore the systematic planning, implementing, monitoring, and revision of all the channels of communication within an organization and between organizations; it also includes the organization and dissemination of new communication directives connected with an organization, network, or communications technology. Aspects of communications management include developing corporate communication strategies, designing internal and external communications directives, and managing the flow. Communication may be intentional or unintentional, may involve conventional or unconventional signals, may take linguistic or nonlinguistic forms, and may occur through spoken or other modes."

According to Lauring (2011) Managing communication in multicultural or multilingual organizations is more often a complex task, compared to companies employing only one nationality - or speech community. In addition, suspicion and conflict may arise as a result of communication difficulties in diverse organizations. Barriers to communication in cultural diverse groups have been claimed to lead to absenteeism, low morale, and loss
of competitiveness, as well as distrust, discord, and lack of market orientation and customer focus. This implies that companies seeking competitive advantage from cultural diversity face a dilemma. If they embrace diversity, they risk communication problems, and if they avoid diversity, they risk losing some of the benefits of innovative thinking. To reach an understanding of the dilemma, a discussion about the implications of functionalist research on intercultural communication is required, as it claims that there is a close relationship between communication style and cultural distance.

While acknowledging the importance of the cultural differences in intercultural communication, it is also the author’s aim to bring the other structural constraints to attention, which may influence communication in intercultural settings – such as power relations in the inclusion and exclusion of other individuals. In culturally diverse organizational settings, it is highly problematic to view communication as a linear transmission of information and reproduction of intended meaning, because of the complexity of the context. As known, the linkage between culture and communication should also be characterized by processes of relationship building and social organization, which may take many different forms in complex settings. In other words, communication is about acting, organizing, and relating, as most other purposive activities in which humans engage. Therefore, communication is not only something that takes place across cultures, but also something that creates culture.

1.2 Research Problem

Managers at International and Domestic levels of management need to prioritize the skill of effective communication of multicultural workforces since it largely determines the
success of intercultural transactions or the output of the culturally diverse workforce (Deresky, 2008). It is therefore important to be alert to how culture is reflected in communication in particular through the development of cultural sensitivity and an awareness of cultural noise—the cultural variables that undermine the communication of the intended meaning in the communication process. A successful international manager is attuned to these variables and is flexible enough to adjust his or her communication style to best address his intended receivers. Of importance to note is that culture is the foundation of communication and communication transmits culture.

According to Carr (2010) culture, according to the extensive functionalistic management oriented literature, determines how NGOs encode, transmit, and interpret messages. Hence, it is argued that since culture is the foundation of communication, it represents a possibility for disturbance, which can distort the meanings intended in a message. Similarly, it is stated by Beamer that communication across cultural boundaries does not function when signs are unrecognizable, because they differ from the known frame of reference of the receiver. By conceiving cultural differences and language as the only barrier for intercultural communication, many scholars have argued that misunderstandings can be remedied by learning about other cultures. In their view, NGOs are always perceived as being motivated to achieve a common understanding. For example, when misunderstandings occur, they are understood as doing so because different cultural norms and ways of communicating inflict on the messages being sent out.
The literature on the communication strategy in increasing efficiency in organizations reveals mixed findings. Studies that report on the absence of such a relationship include Cicotello and Grant (1996), Droms and Walker (2001) and Grinblatt and Titman (1994). Contradictory results on the same proposition are included in Gallagher and Martin (2005) and Cheong (2007). In terms of risk, Droms and Walker (2001) noted that portfolios of communication strategy are practiced by government organizations but found that the efficiency was affected by policy in use. Malhotra and McLeod (2000) found contradicting results on the same issue. The contradictory findings of the empirical studies have left a research gap on communication strategy in increasing efficiency in multicultural international nongovernmental organizations. The present study attempts to investigate the influence of communication strategy in increasing efficiency in multicultural international nongovernmental organizations.

According to Copeland (1988) cultural diversity is a dynamic reality in the business world today, many global organizations see diversity workforce as an opportunity in the market. When applied multicultural to organization, it means its work force includes people from diverse racial, religious and gender backgrounds across all levels of the company including management and junior positions; they might differ in beliefs, values, norms and attitudes. The benefits of a multicultural organization are many; they include a higher level of innovation, greater success in marketing, and better distribution of opportunity. However, it has been proven that achieving successful in diversity teams could be very difficult. The benefits of diversity are not automatic, economic factor is not the only explanation for a multinational company to affect success; the key are effective.
Though various studies have been done on effects of communication on performance of multi cultural work teams none has expansively shown the significant influence of communication with a focus on the aspect of culture in increasing efficiency in multi cultural NGO. This study therefore intends to bridge that knowledge gap as it seeks to answer the following question. What is the influence of communication in increasing efficiency in a multicultural NGO?

1.3 Research Objective

The study was to determine the influence of communication on increasing efficiency in International Non Governmental Organizations in Kenya.

1.4 Value of the study

According to Lave (1993) interaction patterns are guided by social structures (e.g. identification, language, communication styles) it is not possible to fully separate the distribution and employment of knowledge from other social activities taking place in an organization. Therefore while knowledge can be perceived as raw data and information, when used and shared it has to be treated as part of a larger social field or communities of practice. To cultural diverse organizations the study was of importance to the decision makers when it comes to the most suitable communication style to be applied.

The findings also provided insight to the NGOs that are cautious on implementation of these strategies. NGOs enabled cross cultural teams to work together voluntarily to
promote social values and civic goals which are important to them. They promoted local initiative and problem-solving. Through their work in a broad array of fields such as environment, health, poverty alleviation, and culture & the arts, education, and others, NGOs reflect the diversity of society itself. The study will therefore help in defining the most suitable channel for their niche market in consideration of their opportunities and strengths. The findings also enabled them to demonstrate understanding of social cultural diversity and use that understanding to address issues, solve problems, and shape civic, personal, and professional behavior.

To the researchers and the academicians the findings of the study not only enriched the existing knowledge but also provided a basis for academicians to explore and carry out further research. The study enabled them appreciate their own diversity in relationship to the larger society, and understand and respect the social-cultural diversity of others as well as analyze and apply knowledge about diversity to domestic and global issues.

Finally to the government, cultural differences can be frustrating for businessmen and foreign investors. Ignorance and non-observance of the rules and national customs valid in a given country could entail breaking promising negotiations, cause unintentional offence to a foreign customer or other instances of social blunders. Therefore, profound knowledge of customs and practices applied in international business and a clear understanding of appropriate communication style is of great significance.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter covers the literature review which provides secondary data for this research. The literature review is aimed at obtaining detailed knowledge of communication management in a cultural diverse organization which is the topic of the study. The information gathered is important to the researcher as it will facilitate the interpretation of the study on whether they contrast or support previous findings.

2.2 Theoretical underpinning

This social constructivist view suggests that the norms which guide strategy are not cognitive (Huff 1990), but cultural. Culture, defined as a series of social systems, effects and is affected by firms, industries and economies (Gergen 1994). Whittington (1993) argues that even with the growth in overseas trade and foreign investment, the peculiarities of history and society still matter. It may be that the very notion of ‘strategy’ may be culturally particular to the conditions in the United States during the 1950s and 60s.

2.2.1 Systems Theory

The systems theory consists of various components or sub-systems which must function together for the whole system/plan to work. This implies that if one sub-system fails, the whole system is put in jeopardy. For instance for small businesses to operate effectively, it should have capacity to formulate, implement and evaluate its strategies. Systems theory helps managers to look at the organization more broadly and the concept of
consensus management and decision making in organizations in small organizations rely on a systems approach.

Three key administrative mechanisms that an organization can use to cope with uncertainty in the environment include: the design of the organizational structure (decentralization); design of control systems (budget evaluation style); and selection of managers (Govindrajan and Fisher (2000). Systems theory was originally proposed by Hungarian biologist Ludwig Von Bertalanffy in 1928, although it has not been applied to organizations until recently (Kast and Rosenzweig, 1972; Scott, 1981). The foundation of systems theory is that all the components of an organization are interrelated, and that changing one variable might impact many others, or if one sub-system fails, the whole system is put in jeopardy. Organizations are viewed as open systems, continually interacting with their environment. They are in a state of dynamic equilibrium as they adapt to environmental changes.

Senge (2000) describes systems thinking as understanding how our actions shape our reality. For instance if one believe that their current state was created by somebody else, or by forces outside my control. The central premise behind holding a vision is that somehow one can shape their future; Systems thinking helps us see how our own actions have shaped our current reality, thereby giving us confidence that Fox (2000) create a different reality in the future. A central theme of systems theory is that nonlinear relationships might exist between variables. Small changes in one variable can cause huge changes in another, and large changes in a variable might have only a nominal effect on another. The concept of nonlinearity adds enormous complexity to our
understanding of organizations. In fact, one of the most salient arguments against systems theory is that the complexity introduced by nonlinearity makes it difficult or impossible to fully understand the relationships between variables.

In the current NGO operating environment mission success relies on the ability to improve relationships with foreign individual organizations or militaries. According to MacFarland (2005), cross cultural competence has been developed to enable personnel meet the need of efficient, effective ways to acquire a culture and language capability. This the ability to quickly and accurately comprehend then appropriately and effectively engage individuals from distinct cultural backgrounds to achieve the desired effect despite not having an in-depth knowledge of the other culture. Selmeski (2007) notes that the surprise caused by encountering un-expected situations ; discrepancies and puzzling behavior motivates persons both in management level and staff in a cross-cultural context to make sense of a situation, sometimes by trying to consider the world from the point of view of people raised in a different culture. In a multicultural context, managers treat culture as a success factor for performance in economic systems.

2.3 Communication Strategy

The difference in culture affects communication between members of an organization. Appropriate communication happens when the sender and receiver use the same channel so they are capable and experienced using it. In a cross cultural context, it may prove difficult to reach a common understanding because humans may assume different perceptions when communicating with others. According to Mead (1990) under foreign
situations it is not acceptable to expect that members of different culture values will capture the point of the message and either the message communicated to us.

Daniels, Lee and Sullivan (2004) note that culture these days represents a barrier of communication, hence no culture is specific and international managers have now ascertained that there is no sealed statement. According to Carsten (2008), defines Strategic communication management as the systematic planning and realization of information flow, communication, media development and image care in a long-term horizon. It conveys deliberate message(s) through the most suitable media to the designated audience(s) at the appropriate time to contribute to and achieve the desired long-term effect. Communication management is process creation. It has to bring three factors into balance: the message(s), the media channel(s) and the audience(s).

According to Westenkirchner (2010), Strategic Communication (SC) provides a conceptual umbrella that enables organizations to integrate their disparate messaging efforts, allowing them to create and distribute communications that, while different in style and purpose, have an inner coherence. This consistency can, in some instances, foster an echo chamber that reinforces the organizational message and brand. At minimum, it prevents contradictory, confusing messaging to different groups across all multicultural media platforms. Strategic Communication is communication aligned with the company's overall strategy, to enhance its strategic positioning.
2.4 The Impact of Culture on Communication

According to Faith (1974) on cultural values, he notes that the people from the Middle East do not relate or communicate with each other in a loose and general manner and that their relationships are more intense and binding unlike the Americans. In negotiating with managers from different cultures, knowing how to handle the deal requires an understanding of cultural values.

As indicated in the table above in America various values are reinforced and reflected in proverbs and are taught from an early ages thus guiding people’s behavior. Culture therefore plays a major role and affects the day to day activities of corporate communications. Americans have difficulty in interpreting the effect of national values on work behavior such as why the French and German workers drink alcoholic beverages at lunchtime and why European workers are unwilling to work the night shift and why oversees affiliates contribute to the support of the employees work council. While an outsider may consider this wasteful and misinterpret why these cultural specific actions are happening such misperceptions can become a barrier to effective communication.

2.5 Non verbal Communication

According to Condon and Yousef (1975) defines non verbal communication as the transfer of meaning through means such as body language and the use of physical space. Some of the categories important to communication in international management are kinesics, proxemics, chronemics and chromatics. Common forms of non verbal communication are such as posture and stance, facial expressions, such as smiles, frowns and yawns, timings and pauses within verbal behavior, eye contact and direction of gaze,
particularly in listing behavior just to mention a few. Kinesics is the study of communication of through body movement and facial expression. Eye contact, posture and gestures are the primary areas of concern. In the United States when one communicates verbally it is considered good manners to look the other person in the eye, Condon (1975). Proxemics study of how people use physical space to convey messages. In the United States, confidential communications on a face to face basis are conveyed through intimate distance, personal distance is used for talking with family and close friends. Social distance is used during the handling of business transactions and finally Public distance is used when calling across the room or giving a talk to a group. In Japan, a majority of managers have no trouble communicating directly with their superiors since they spend a great deal of time with them. Staying in the office would be viewed as a sign of distrust or anger towards a group and thus they do not occupy large offices.

According to Yousef (1975) he defines Chromatics as the use of color to communicate messages. Colors that mean one thing in one culture may mean something entirely different in another culture. Knowledge of chromatics in a culture is very helpful because if an American manager in Peru would present red roses to a lady assistant assigned to him in the country to appreciate her, he would find it embarrassing since according to his culture it would indicate romantic interest whereas in Peru it is just a present.

2.6 Communication Barriers

There are several barriers that affect the flow of communication in an organization. These barriers interrupt the flow of communication from the sender to the receiver, thus making
communication ineffective. It is essential for managers to overcome these barriers. The most common barriers to communication experienced in cultural diverse organizations involve language, perception, culture and non verbal communication. The main barriers of communication are summarized below.

According to Fox (2000) on cultural barriers in language emphasized the importance to have ample knowledge of home country’s language especially for personnel placed on foreign assignment. Most MNC have prescribed English as the common language for internal communication enabling managers to convey information to their counterparts in other geographically dispersed locales. Whilst notably most people wishing to work in MNC have undertaken language training becoming multilingual, ability to speak the language of the headquarters of the MNCS alone is not enough to ensure smooth flow of work. This is because while more emphasis is placed in ability to speak English or French, less consideration is placed on if the person has other necessary skills like ability to interact well with others, the person’s culture and the technical knowledge demanded by the job.

Sullivan (1999) spoke on perception barriers and defined perception as a person’s view of reality and this to a great extent influences their judgment and decision making. Misperception thus becomes a barrier to effective communications and decision making. Some of the perception barriers include misunderstanding of advertising messages. This occurs where one uses words or symbols that are simply misinterpreted by others. An example is when Ford introduced ‘Fiera’ a low cost truck to some Spanish speaking
countries. Unknown to them at the time, the same word in Spanish meant ‘an ugly old woman’ and this resulted to low sales. The same company Ford introduced an automobile Comet to Mexico and named it ‘Caliente’ and to their dismay the sales were equally low only for them to discover ‘Caliente’ in Mexico is a slang for a street walker. It is therefore paramount for managers to be careful when translating messages as errors in translations can be costly to companies. However, MNCs can come on top with care and persistence always remembering that perception may create new reality.

Secondly, perception influences how individuals view others. This is mostly visible in the context of international management in the effects of the ways that international managers perceive their subordinates and their peers. This is according to Edwin Miller et al (1980) in a study that he conducted on perception of Germans and US on qualification of peers in which the findings were that both the German and US respondents perceived their subordinates to be less qualified that their peers. The Germans perceived their managers to have more managerial ability than their peers and the Americans felt that South American peers had qualifications equal to or better than the qualification of their own managers. Perceptions such as this affected how the Germans and US expatriates communicated with their South American and other peers and subordinates, as well as how the expatriates communicate with their bosses.

2.7 Achieving Communications Effectiveness

According to Brandt and Hulbert (1976) opening up of feedback systems is particularly important between parent companies and their affiliates. Feedback systems are of two
types namely personal and impersonal. A noticeable difference was found when evaluating communication between parent companies and their subsidiaries in the U.S., Europe and Japan. Regular management meetings on a regional or worldwide basis are held by the Americans coupled with annual meetings for their affiliate top managers as compared with less than 50 percent for the Europeans and Japanese firms hence explaining why many international subsidiaries and affiliates fail to operate as efficiently as they should. Effective communication is hindered when there is lack of continuous assistance and feedback that are considered critical.

Language training and cross culture training are important but often neglected by MNCs in a hurry to deploy resources to meet critical needs. Language training enhances effective communication in the international arena. It is beneficial to learn the language of the home office whether English, which is often regarded as the official international language of business or otherwise so as to make possible face to face, telephone conversations and e-mail possible.

Cultural training must be conducted on a regional or country specific basis otherwise the result will be a continuous communication breakdown. In the 1970’s, many Americans returned from the Peace Corps with increased awareness of cultural differences and hence have adopted the culture of investing in programs that help train their executives in International Communication as well as other employees who frequently interact with individuals from other cultures in their workplace or in their communication (Robert et al., 2002). The demand for globally adept managers will likely grow, and MNC’s will need to continue to invest in recruiting and training the best future leaders.
According to Kenichi Ohmae (1989), the essential starting point is to recognize and accept the inescapable subtleties and difficulties of intercompany relationships. Also, we must focus not on contractual or equity-related issues but on the quality of the people at the interface between organizations and finally, we need to understand that success requires frequent rapport building meetings by at least three organizational levels: top management, staff, and line management at the working level. Great emphasis on the increased flexibility and cooperation by all parties as a requirement for effective international communications is essential.

2.8 Managing Cross-Cultural Communication

In developing cultural sensitivity a manager must make it a point to know the receiver and therefore encode the message in a form that will be easily understood as intended. This is to say so as to manage careful cross cultural communication, the manager would be required to be aware of his own cultural baggage and how it affects the communication process. According to Moran (1991), cultural sensitivity is really just a matter of understanding the other person, the context and how the person will respond to the context. It is therefore important to understand the cultural background which entails the societal, economic and organizational context in which this communication is taking place and what might develop from this communication.

Secondly, careful encoding of messages demands that the language translator be as objective as possible and refrain from reliance on personal interpretations. Ways of avoiding problems are speaking slowly and clearly, avoiding long sentences and
colloquial expressions and trying to explain things in several different ways through a variety of media whenever possible. According to Harris (1991), language training is invaluable, but senders should also avoid idioms and regional sayings such as “Go fly a kite” or “Foot the bill” in translation or even in English when speaking to a non-American who knows little English.

According to Samovar (1981), Global telecommunications and computer networks are changing the face of cross-cultural communication through the faster dissemination of information within the receiving organization. Modern electronic media can be used to break down communication barriers by reducing waiting periods for information, clarifying issues and allowing instant consultation. Managers get the opportunity to get immediate verbal and visual feedback that helps them make rapid adjustments in the communication process through personal interactions. Face to face interaction is best used for relationship building or for other important transactions, particularly in intercultural communications, because of the lack of familiarity between the parties involved.

According to Friesen (1971), decoding is the process of translating the received symbols into the interpreted message. A good listener practices projective listening or empathetic listening –listening without interruption or evaluation of the full message of the speaker, attempting to recognize the feelings behind the words and non-verbal cues and understanding the speaker’s perspective. At the MNC level, avenues of communication and feedback among parent companies and subsidiaries can be kept open through
telephone calls, regular meetings and reports and plans, which collectively facilitate cooperation, performance control and the smooth running of the company. Communication among far-flung operations can best be managed by setting up feedback systems and liaison people.

Researchers have established a relationship between personality traits and behaviors and the ability of the host country to adopt to the host country’s cultural environment (Ruben, 1983). Communication is the mediating factor between those behaviors and the relative level of adaptation the expatriate achieves. They learn the dominant communication patterns of the host society through the communication process hence the link to the personality factors such as open mindedness, tolerance for ambiguity, resourcefulness, having an external locus of control and persistence that ease adaptation with the necessary effective intercultural communication. The manager should take responsibility in gathering information about the host country’s verbal and non-verbal communication patterns and norms of behavior to improve the level of preparedness before his or her assignment
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provided an account of the procedures and methods that were used in carrying out the research and the researcher was guided by the research objectives as listed in chapter one. The research methodology focused on research design, population of the study, sample and sampling methods, data collection methods and data analysis.

3.2 Research Design

The researcher used cross sectional research design. This involved collection of standardized information from the populations. The researcher opted to use the survey design as it is the most appropriate for this study offering the advantage of producing comparable information across the surveyed population. It was also useful when dealing with a large population as it gave a cross sectional picture of the phenomenon. The decision to use cross sectional survey was because the research included cutting across the international NGOs and thus use of survey design would lead to superior understanding on the influence of communication strategy in increasing efficiency in a multicultural international NGOs.

3.3 Population of Study

The total number of NGO’s that had been registered with the NGO Coordination Board in Kenya were 10,502 NGOs as at March 2013 which was over ten thousands and to get a representative population sample, NGOs were selected randomly in the country Kenya. The researcher then visited the offices where such NGOs were situated. The method used
by the researcher to select respondents was guided by the NGO officers, the following sample determination where the population is above 10,000 was used. The sample size was determined using statistical population surveys whereby:

$$N = \frac{Z^2 \times pq}{d^2}$$  

Where $N$ = desired minimal sample size (where pop>10,000)

$Z$ = Standard normal deviation which is equal to 1 at 95% confidence level.

$P$ = Proportion of the target population estimated to have a particular characteristic being measured. In this case it was estimated to be 0.25.

$q = 1 - P$

$d$ = the level of statistical significance set which in this case was 0.05.

$$N = \frac{1.96^2 \times 0.25 \times 0.5}{0.05^2}$$

= 192. In order to obtain reliable results from the study it was necessary to have a representative sample, hence the sample size was 192 which was taken randomly. The researcher then calculated the average and other measures of central tendency basing on the average performance based on books of accounts records.

### 3.4 Data Collection

Primary data was collected for this study. Primary data consisted of facts, assumptions and premises obtained directly from the field. The data was gathered through structured questionnaires with both closed and open ended questions. The questionnaires were dropped to the selected international NGOs for the attention of Senior Managers, to be collected later. The collecting instrument consisted of structured as well as semi structured questions. The questionnaire was divided into three sections.
Section A captured the profile of the international NGOs and its respondents. Section B focused on determining the influence of communication strategy in international NGOs as well as establishing the challenges they face. Section C focused on how communication is being managed in these organizations so as to influence efficiency.

3.5 Data Analysis

The research method for this study was by use of both qualitative and quantitative. The quantitative method provided the in-depth explanations while qualitative method which produced the hard data needed to meet the required objectives. The questionnaire was based on a 5 point scale for the various questionnaire items and was edited for completeness, consistency and coherence. The qualitative data from open questions was interpreted and presented in prose/text.
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The data was gathered exclusively from the survey questionnaires as the research instrument from the selected Multicultural International Non Governmental Organizations in Kenya. The questionnaire was designed in line with the objective of the study which was to establish the influence of communication strategy in increasing efficiency in such NGOs. The questionnaires were sent to the 192 respondents. The data obtained was and the findings given with reference to the topic being researched as well as the objective guided by the sections in the questionnaire.

4.2 Response Rate

The study targeted to sample 192 International NGOs. From the study, 110 out of 192 sampled NGOs filled in and returned the questionnaire contributing to 57% the response rate achieved. This commendable response rate was made a reality after the researcher made a number of personal visits to remind the respondents to fill-in and return the questionnaires.
Table 4:1: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>110</td>
<td>57</td>
</tr>
<tr>
<td>Not responded</td>
<td>82</td>
<td>43</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>192</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Research data (2013)*

4.3 Demographics/ Respondent Profile

In this section, respondents’ individual and organizational characteristics were analyzed. Gender, age, level of education, professional background and experience were among factors that the respondents were requested to indicate.

4.3.1 Gender

Figure 4.1: Gender

*Source: Research data 2013*
On the gender of the respondents, 56% who were the majority were males while 44% the minority were females.

4.3.2 Age
Figure 4.2: Age

According to the respondents, 43% who were the majority stated that they were aged between 41-50 years, 33% cited they were aged between 31-40 years, 13% indicated that they were between 51-60 years, 8% pointed out they were aged between 25-30 years and lastly 3% cited they were aged Above 60 yrs.

*Source: Research data 2013*
4.3.3 Level of Education

Figure 4.3: Education Level

Source: Research data 2013

On the education level, 51% who were the majority stated they had a university degree, 46% cited Post Graduate level and lastly 3% indicated College Diploma level. For this particular study, the graduate and post graduate levels of education implies that majority of the respondents were able to get a clear understanding of the objective of the study and hence give reliable responses based on their understanding of the concepts discussed.
4.4 Culture in Communication

4.4.1 Communication Influence

Figure 4.4: Communication Influence

![Pie chart showing 65% yes and 35% no for communication influence]

Source: Research data 2013

On the influence of communication to the organizational culture, 65% of the respondents which was the majority were in agreement while 35% the minority cited not at all.

4.4.2 Extent of Influence

Figure 4.5: Extent of Communication Influence

![Bar chart showing the extent of communication influence]

Source: Research data 2013
On the extent of communication influence by the organizational culture, 44% of the respondents who were the majority cited that it was influenced to a moderate extent, 22% argued to a great extent, 16% indicated to a little extent, 12% cited to a very great extent and lastly 6% indicated to no extent.

### 4.4.3 Adoption of Culture

Table 4.2: Culture Adoption

<table>
<thead>
<tr>
<th>Statement</th>
<th>No extent</th>
<th>Little extent</th>
<th>Moderate extent</th>
<th>Great extent</th>
<th>Very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>f</td>
<td>%</td>
<td>f</td>
<td>%</td>
<td>f</td>
</tr>
<tr>
<td>Information flow in the organization</td>
<td>10</td>
<td>8</td>
<td>15</td>
<td>15</td>
<td>42</td>
</tr>
<tr>
<td>Communication culture</td>
<td>-</td>
<td>-</td>
<td>22</td>
<td>20</td>
<td>27</td>
</tr>
<tr>
<td>Media development</td>
<td>19</td>
<td>16</td>
<td>28</td>
<td>24</td>
<td>42</td>
</tr>
<tr>
<td>Image care</td>
<td>-</td>
<td>-</td>
<td>22</td>
<td>19</td>
<td>40</td>
</tr>
</tbody>
</table>

Source: Research data 2013

On culture adoption, 39% who were the majority argued that information flow in the organization was to a moderate extent, 28% cited to a great extent, 15% indicated to a little extent, 10% argued to a very great extent and 8% indicated to no extent. In addition 40% cited that communication culture was to a great extent, 24% indicated to a moderate extent, 20% argued to a little extent and than 16% indicated to a very great extent. On
media development 40% pointed out that it was to a moderate extent, 24% cited to a little extent, 16% argued to no extent, 11% indicated to a great extent and lastly 9% cited to a very great extent. On the image care 44% pointed out that it was to a great extent, 37% argued it was to a moderate extent and then 19% argued to a little extent.

4.5 Cross-Cultural Communication

Figure 4.6: Cross-cultural Communication

Source: Research data 2013

According to the respondents, 58% who were the majority indicated that they experienced cross-cultural communication barriers while 42% cited not at all.
Majority of the respondents argued that communication barriers were brought about by different communication languages by different communities since most of the NGOs worked in rural areas where most people were illiterate. This led to an increase in cost in terms of time cost and money since local people from the different communities were to be employed to help interpret the different languages.

4.5.2 Communication Challenges

Table 4.3: Communication Challenges

<table>
<thead>
<tr>
<th>Statement</th>
<th>No extent</th>
<th>Little extent</th>
<th>Moderate extent</th>
<th>Great extent</th>
<th>Very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language barrier</td>
<td>f  6</td>
<td>% 6</td>
<td>f 18</td>
<td>% 18</td>
<td>f 36</td>
</tr>
<tr>
<td>Customer perception</td>
<td>f 21</td>
<td>% 19</td>
<td>f 18</td>
<td>% 18</td>
<td>f 37</td>
</tr>
<tr>
<td>Bureaucratic culture influence</td>
<td>f 13</td>
<td>% 10</td>
<td>f 16</td>
<td>% 14</td>
<td>f 39</td>
</tr>
<tr>
<td>Non verbal communication breakdown</td>
<td>f 3</td>
<td>% 2</td>
<td>f 4</td>
<td>% 3</td>
<td>f 42</td>
</tr>
</tbody>
</table>

*Source: Research data 2013*

According to the respondents, 35% who were the majority stated that there was influence of language barrier to a great extent, 32% argued to a moderate extent, 18% pointed out to a little extent, 9% cited to a very great extent and 6% indicated to no extent. On customer perception, 33% indicated that it influenced to a moderate extent, 20% cited to
a great extent, 19% argued to no extent, 18% indicated to a little extent and then 10% cited to a very great extent. Also according to the respondents, 37% indicated that bureaucratic culture influence was to a great extent, 35% cited it was to a moderate extent, 14% argued to a little extent, 10% pointed out to a little extent, 10% indicated to no extent and then 4% cited to a very great extent. Lastly, 48% of the respondents who were the majority argued that there was Non-verbal communication breakdown to a great extent, 39% indicated to a moderate extent, 8% stated to a very great extent, 1% cited to a little extent and another 1% stated to no extent.

4.6 Cultural Communication Management

4.6.1 Employee Satisfaction Surveys on Management of Cultural Communication

Figure 4.7: Employee Satisfaction Surveys

Source: Research data 2013
Figure 4.7 presents the findings in percentage of the rate at which the respondents experience satisfaction surveys on management of cultural communication and the rate at which they are conducted.

On employee satisfaction surveys, 79% of the respondents who were the majority stated that the satisfaction surveys on cultural communication were conducted while 21% the minority indicated that they were not conducted at all.

4.6.2 Duration of Surveys

Figure 4.8: Duration of Surveys

As is represented in figure 4.8, according to the respondents, 52% who were the majority indicated that they conducted employee satisfaction surveys half-yearly, 41% cited they conducted surveys annually, 4% indicated that they conducted them monthly and lastly 3% stated they conducted the surveys quarterly.
4.6.3 Training on Cultural Communication

Figure 4.9: Training on Cultural Communication

Source: Research data 2013

On cultural communication training, 61% of the respondents who were the majority cited that they conducted the training while 39% indicated not at all.

4.6.4 Duration of Training

Figure 4.10: Duration of Training on Cultural Communication

Source: Research data 2013
The study sought to determine the duration of training for the employees on cultural communication and the responses given were as represented on figure 4.10 above. On cultural communication training, 49% of the respondents who were the majority stated their NGOs conducted the training annually, 32% cited they conducted half yearly, 18% stated they conducted quarterly and lastly 1% indicated that they conducted the trainings on a monthly basis.

Those who stated that there was no training, argued that cultural communication is perceived by employees in the course of their work through personal experience in the course of personal interaction with the clients. Those who underwent training said that they acquired the ability to be multilingual which helped ensure smooth flow of work. They stated that employees can learn in the field through interacting with the locals and this could help achieve efficiency in their organization as far as communication was concerned. Therefore it is required of staff members in organizations to be aware of their own cultural baggage and know how it affects the communication process.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the summary of findings, conclusion and findings of the study. The chapter is split into sections such as summary of findings, conclusion and recommendations.

5.2 Summary of findings

The following were the summary of the research findings upon which the conclusion and recommendations of the study were made. Majority of the respondents in this study were well versed with the topic and were males. Also majority of the respondents were aged between 41-50 years of age. In addition to that majority of the respondents had attained a degree level of education.

Majority of the respondents argued that communication influenced organizational culture and this influence was to a moderate extent. On culture adoption majority argued that information flow in the organization was to a moderate extent.

According to the majority respondents their NGO experienced cross-cultural communication challenges. Majority of the respondents argued that communication barriers were brought about by different communication languages by different communities since most of the NGOs worked in rural areas where most people were illiterate. This led to an increase in cost in terms of time and labour, since local people
from the different communities were to be employed to help interpret the different languages.

The majority stated that there was influence of language barrier to a great extent. On customer perception, majority indicated that it influenced communication to a moderate extent. Also according to the majority respondents, bureaucratic culture influence was to a great extent. Lastly, majority of the respondents stated that there was Non-verbal communication breakdown to a great extent. Those who stated that there was no training argued that cultural communication is perceived by employees in the course of their work through personal training. Majority also stated that cross cultural communication can be managed through personal experience in the course of the work. They stated that through employees can learn in the field through interacting with the locals and this could help achieve efficiency in your organization.

5.3 Conclusions

The study makes several conclusions. The first conclusion is based on the background information that the Majority of the respondents were males aged between 41-50 years. Majority of the respondents had attained a degree level of education. From the analysis, there was communication influence by the organizational culture and this influence was to a moderate extent. On culture adoption information flow in the organization was to a moderate extent.
NGOs experienced cross-cultural communication challenges. Communication barriers were brought about by different communication languages by different communities since most of the NGOs worked in rural areas where most people were illiterates. This led to an increase in cost in terms of time cost and money since local people from the different communities were to be employed to help interpret the different languages. There was influence of language barrier to a great extent. Customer perception influenced communication to a moderate extent and also bureaucratic culture influence was to a great extent. Lastly, there was non-verbal communication breakdown within the NGOs which was to a great extent.

Where there was no training, cultural communication was perceived by employees in the course of their work through personal training. Cross cultural communication can also be managed through personal experience during personal interaction with the clients in the course of the work. Employees can learn in the course of their work through interacting with the locals and this could help achieve efficiency in the organization.
5.4 Recommendations

The management of the NGOs should ensure gender balance by increasing the number of women as their employees. Also the management should employ more young people to bring in more fresh and new ideas to ensure growth and efficiency in the organizations.

The organizations should recruit the employees according to their level of education i.e. should employ more people who have attained postgraduate level and also degree level.

On the organizational culture, the management should ensure there are frequent forum meant for both training and educating the employees on the organizational culture and this would influence on communication positively. On culture adoption information flow should be enhanced in the organization to a very great extent to ensure curbing the communication barriers in the organizations.

The NGOs should solve the cross-cultural communication challenges through conducting training and education to the employees based on the cross-cultural communication. Communication barriers brought about by different communication languages by different communities should also be solved through conducting forums to educate the employees on these languages. Customer perception influence on communication and bureaucratic culture influence can also be eradicated through these training and education to the employees.

The NGOs should engage often intermediaries who are familiar with both cultures to help employees in cross-cultural communication situations. They can translate both the substance and the manner of what is said. For instance, they can tone down strong
statements that would be considered appropriate in one culture but not in another, before they are given to people from a culture that does not talk together in such a strong way. They can also adjust the timing of what is said and done. Some cultures move quickly to the point; others talk about other things long enough to establish rapport or a relationship with the other person. If discussion on the primary topic begins too soon, the group that needs a warm up first will feel uncomfortable. A mediator or intermediary who understands this can explain the problem, and make appropriate procedural adjustments.

5.5 Limitations of the Study

The key challenge of the study was insufficient funds to finance the project since a majority of the respondents had to be consistently followed up through numerous calls and some visits to assist with the provision of data. The methodology used during data collection was the use of questionnaires that limited the acquisition of more detailed information on the views of the staff from the NGO’s due to lack of face to face interaction. An additional challenge related to the research was that during the process of primary data collection, some respondents were biased in giving information due to personal reasons and probably their busy schedules.

5.6 Suggestion for Further Research

Since this study was carried out to investigate on the influence of communication strategy in increasing efficiency in multicultural international non-governmental organizations, more research should be done to find out the cross-cultural communication challenges in the multicultural international non-governmental organizations. The study may have
assumed that culture is the basic foundation of communication and that it represents a possibility for disturbance, which can distort the meanings intended in a message. However, the study does not openly rule out the fact that there could be other factors in the environment that could contribute to the distortion of meanings in a message. Hence future research could focus on other factors that could cause challenges in the communication process.

Kenya has quite a good representation of International Non Governmental Organizations in nearly all parts of the country and therefore, another area of interest would be the influence of communication strategy in increasing efficiency in local NGOs with employees from different tribes, races and dialects as well as in Corporate Organizations.
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APPENDICES

Appendix I: Letter of Introduction

Rose Irene Njeri Ngari
University of Nairobi
P. O. Box 53944, 00200, City Square,
Nairobi-Kenya.

Dear Respondent

REF: RESEARCH PROJECT ON THE INFLUENCE OF COMMUNICATION STRATEGY IN INCREASING EFFICIENCY IN MULTICULTURAL INTERNATIONAL NON GOVERNMENTAL ORGANISATIONS

I am a Masters Student in Business Administration at Nairobi University currently carrying out a research on the influence of communication strategy in increasing efficiency in Multicultural International Non-governmental organizations. The research is part of requirement for my program in the University.

Kindly fill the questionnaire as honestly as possible to enable this research to be successful. The information you give is needed purely for academic research and will be treated as confidential.

Your assistance and cooperation is highly appreciated. Thank you.

Yours truly,

Rose I .N. Ngari
Appendix II: Questionnaire

Questionnaire by (optional) ___________________________ Date:

SECTION A: Demographics/ Respondent Profile

1. NGO Name (Optional) ………………………………………………………………………………. 

2. Position of Respondent …………………………………………………………………………………

3. Gender

   Male   [  ]

   Female   [  ]

4. Age

   25- 30 years   [  ]

   31- 40 years   [  ]

   41-50 years   [  ]

   51-60 years   [  ]

   Above 60 yrs   [  ]

5. Please indicate your highest level of education attained

   Primary   [  ]

   Secondary   [  ]

   College Diploma   [  ]

   University Degree   [  ]

   Post Graduate   [  ]
6. Number of years of experience in:

NGO sector………………

SECTION B: Culture in Communication

7. Does the current communication influence the organizational culture in your NGO?

   Yes [  ]   No [  ]

   b) To what extent

   Very great extent [  ]
   Great extent [  ]
   Moderate extent [  ]
   Little extent [  ]
   No extent [  ]

10. In adoption of culture to what extent does your organization consider the following?

Use a scale of 1-5 where; 5 Very great extent, 4 Great extent, 3 Moderate extent, 2 Little extent and 1 No extent

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information flow in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication culture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media development</td>
<td></td>
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<td></td>
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<tr>
<td>Image care</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
SECTION C: Cross-Cultural Communication

11. Does your NGO experience cross-cultural communication challenges?
   
   Yes [ ]  No [ ]

12. How does this challenge impact on your organization communication flow?
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................

15. To what extent are the following factors experienced in your organization? 5 Very great extent, 4 Great extent, 3 Moderate extent, 2 little extent and 1 No extent

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<td>Language barrier</td>
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</tr>
<tr>
<td>Customer perception</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Bureaucratic culture influence</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Non verbal communication breakdown</td>
<td></td>
<td></td>
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</tr>
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</table>

SECTION C: Cultural Communication Can Be Managed

16. Does your institution conduct employee satisfaction surveys to know how cultural communication can be managed?
   
   a) Yes [ ]  No [ ]
   
   b) If yes how often
   
   Monthly [ ]  Quarterly [ ]  Half yearly [ ]  Annually [ ]

17. Does your organization conduct training on cultural communication on how to be managed so as to achieve efficiency
a) Yes [ ] No [ ]

b) If yes how often

   Monthly [ ]   Quarterly [ ]   Half yearly [ ]   Annually [ ]

c) If No how does your NGO ensure cultural communication is perceived by employees?

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

18. Give suggestions on how cross cultural communication can be managed so as to achieve efficiency in your organization

i. 

ii. 

iii.
## Appendix III: Budget for Project Writing and Preparation

<table>
<thead>
<tr>
<th>ITEM</th>
<th>ESTIMATE (KSHS)</th>
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<tbody>
<tr>
<td>Developing proposal</td>
<td>10,000</td>
</tr>
<tr>
<td>Transport</td>
<td>8,000</td>
</tr>
<tr>
<td>Information and data gathering/collection</td>
<td>2,000</td>
</tr>
<tr>
<td>Data analysis</td>
<td>20,000</td>
</tr>
<tr>
<td>Editing</td>
<td>2,000</td>
</tr>
<tr>
<td>Printing and Binding</td>
<td>8,000</td>
</tr>
<tr>
<td>Labor</td>
<td>20,000</td>
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<tr>
<td>Miscellaneous</td>
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<td><strong>Total</strong></td>
<td><strong>75,000</strong></td>
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## Appendix IV: Time Frame/Schedule

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
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</thead>
<tbody>
<tr>
<td>Collecting information and developing a research topic</td>
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<tr>
<td>Writing and developing research proposal</td>
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<td>Correcting and typing research proposal</td>
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<tr>
<td>Collecting and analyzing data</td>
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