THE IMPACT OF COMMUNICATION ON EMPLOYEE MOTIVATION IN THE KENYAN PUBLIC SERVICE: A CASE STUDY OF POSTAL CORPORATION OF KENYA.

BY

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DECLARATION

This research Project is my original work and has not been presented for an award of a degree or diploma in any other university or institution.

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

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DEDICATION

I dedicate this project to my loving husband Eric Mutinda who has been a great source of inspiration and joy in my daily endeavors. His love and support could never be valued. Profound gratitude goes to my beautiful baby girl Mary Mwende for giving me peace of mind during this study.To myfriend Alice for her selfless material support, Paul Juma, Jane Valentine, Cecilia Maundu and all family members, I love you all and will continually hold you close and cherished in my life. Thank you very much for being there for me and the immense emotional and kind support you offered me wholeheartedly.

ABSTRACT

Communication plays an important role in determining whether an organization succeeds or not. Motivation is a set of attitudes and values that influence a person or an employee to act in a specific goal directed manner and how to blend a rich, strong and effective mix of motivators is a major dilemma facing many organizations. The core of motivation is human needs/wants and their satisfaction. This is manifested in the fact that employees have different needs and different priorities and thus managers must be able to apply different motivational tools to satisfy the different employee needs and wants. The inner drives within an individual are needs to be activated to give rise to appropriate behavior, where such behavior could lead to the fulfillment of a need such as job satisfaction. This study sought the impact of communication on employee motivation in the Kenyan Public Service a case study of Postal Corporation of Kenya.

This study used descriptive research design to obtain information on the impact of communication on employee motivation. PCK's staff consists 315 employees was the target population. A sample of 95(30%) was selected using stratified random sampling for the study and a questionnaire was the preferred instrument for data collection to extract the demographic profile of the respondents as it was assumed that the respondents' attributes usually influence their behaviors, attitudes and how they respond to the other questions in the questionnaire. Before the real research, the questionnaire was pre-tested to gauge its validity and reliability. Data analysis which is the process of cleaning, transforming and interpreting data to highlight useful information, suggestions and conclusions was done. The data analysis illustrated the relationship between the independent variables which is communication and employee motivation as the dependent variable. The findings revealed that communication had a motivating effect on employees at Postal Corporation of Kenya thus translating this motivation into job satisfaction. However PCK staff members indicated that they were not satisfied with the channels employed in communicating by (34%), reducing the efficiency of communication negatively affecting their drive to meet their targets and goals. The study therefore recommends that Postal Corporation of Kenya should consider timely feedback,proper channels of communication and immediate communication.

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CHAPTER ONE: INTRODUCTIONAND BACKGROUD TO THE STUDY

1.0 Introduction

The aim of the research was to assess the impact of communication on employee motivation in the public service in Kenya with a case study of postal corporation of Kenya, a state corporation in the Kenya's public service. The institution is charged with a mandate to provide postal, financial and distribution services as a public postal. In relating how communication impacts on employee motivation, the study delineated employee motivation and gives further details about the various theories of motivation, communication and organization and how communication impacts on employee motivation.

1.1 Profile of Postal Corporation of Kenya

The Postal Corporation of Kenya is a state owned enterprise created by an Act of Parliament in 1998 to provide postal, financial and distribution services as a public postal licensee. Since inception in 1999, PCK is the only entity charged with the provision of universal service obligations in fulfillment of United Nations declaration on the right to basic communications services as a human right. In line with government goals in the liberalization of the communications sector, the Communications Act of 1998 marked a major milestone in the development of the sector. It led to the split the original giant Kenya Posts and Telecommunications Corporation into three entities which are independently responsible for Postal and telecommunications development, as well as regulatory functions. These are PCK, Telkom Kenya Limited and the Communications Commission of Kenya.

Except for a few reserved areas including provision of letter boxes and production of postage stamps, the postal cooperation of Kenya sub-sector is open to full competition. This is particularly evident in the courier and financial services portfolio (PCK Annual Report 2012).In 2003, the Corporation initiated a major restructuring exercise to transform the organization through scanning the business environment and implementing strategies that would make it respond appropriately to market dynamics. The key initiatives are captured in the 2003-2007 Corporate Strategic Plan (PCK Annual Report 2012). PCK is steered by a Board of Directors appointed by the Government of Kenya as the sole shareholder. Under the leadership of a chairman, also appointed by the Government, the board is charged with the responsibility of strategically guiding the entity.

On the management side, the organization is headed by a Chief Executive Officer under the title Postmaster General. The bearer of this office reports to the board. The key departments of PCK are Mails, Courier and Financial Services supported by the following departments; Logistics and Facilities Management, Finance and Strategy, Human Resources Development and Management, Information and Communications Technology, Legal & Marketing and Customer Service. However, in view of the rapid changes in the communications sector, the board and management of PCK are continuously reviewing strategy to give better focus on the corporation`s major revenue drivers that revolve around three areas: Financial, courier and mail services(PCK Annual Report 2012).

In the recent past the public sector in Kenya has been frequently hit by various challenges emanating from employees concerning their dissatisfaction with the key issue of poor salary which has led to demonization. Besides the salary issue other challengesinclude poor working conditions, lack of medical services, delayed salaries and unfair treatment amongst employees within the same organization where some receive better treatment and undeserved promotion. (PCK Annual Report 2012).These problems have seen most of the organization's employee's match in the streets to demand for better pay and Postal Corporation of Kenya has not been an exception.

On various occasions, Postal services in most parts of the country have been delayed or paralyzed after workers boycotted work in pursuit of a better pay and improvement of working conditions. The major issue is the way the management handles the issue which includes honoring the promises set earlier of increasing the salaries by a certain percentage in anticipation that problem will end only for it to emerge in less than a year with the same problem. Sometimes management terms the strikes illegal, warning those participating as 'doing so at their own risk' a case in hand of Postal Corporation Kenya where most of the workers were threatened with sacking if they fail to return to work within the given span of 24hours(PCK Annual Report 2012).

1.1.2 Challenges in Other Public Sectors

Workers strikes have been common in the public sector including the recent National Nurses Association of Kenya who issued a one-week strike notice to pressfor salary increments agreed to in 2010, as well as improved services in Kenya's public hospitals. In

late August 2013, about 400 trainee doctors at Kenyatta National Hospital and Moi Teaching and Referral Hospital stopped work to pressure the government for better benefits (GOK Strategic Plan 2005-2010). After the government suspended the trainee doctors, the Kenya Medical practitioners, Pharmacists and Dentists Union called for a nationwide strike to pressure the government to adhere to a pay deal signed in 2011 between the two parties. There was also a go-slow from junior officers who had, purposely jammed the communication network used to co-ordinate traffic flow, causing gridlock on major roads in Nairobi and other towns in Kenya. Officers were protesting a delayed salary increase. Again, the Public university lecturers and other support staff also went on strike on September to demand a 200% salary increase and a final decision on their 2010-2012 and 2012-2014 Collective Bargaining Agreements. (GOK Strategic Plan 2005-2010).

In all these cases it's clear that the issue is never solved and the battle is far from over when it comes to handling of employee issues in the public services. One interesting thing is how these issues are handled which a poor method is possibly being the reason why the problems have not yet been resolved. Communication between managers and employees has completely been ignored or highly overlooked as a factor which may have a minimal impact or none at all. On the other hand some organizations which have realized the big role that communication plays have been keen on full exploitation of it and have been able to benefit maximally. They have either used communication to make employees understand the state of affairs in the running of the organization or created platforms like suggestion boxes and other channels to help them resolve issues or prevent emergence of the same in their organizations.

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1.1.3 Communication and Motivation

Smith (1994) notes that organizations need motivated employees for survival. This is because motivated employees help organizations survive and motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Motivating employees is arguably the most complex functions a manager performs (Cummings, 2002). It is very important for any manager to understand the needs of his or her employees and their priorities, and in turn, use the best motivation mix to fit each unique situation. Effective communication is very important in motivating employees.

Communication can make employees feel that they are valued and that they are an important part of the business. The importance of effective communication is highlighted in numerous motivational theories as being important to increase morale. Effective communication also forms the foundation for the Kaizan approach for continuous improvement. Using this approach changes arise most frequently from suggestions that are made by employees working in an organizational culture that encourages the communication of their thoughts and ideas (Cummings, 2002).

Sirota, Mischkind and Meltzer (2006), found that managers who communicate openly and regularly see large increases in employee morale. Effective communication needs to take place in businesses that attempt to empower their employees, giving them authority and extending their roles. It is essential that employees are aware of the organization'sgoals and understand why they are put in place. They must also understand

how their jobs contribute to meeting these objectives and how well they are performing. This will allow them to determine how much they are contributing to the success of the business. Both formal and informal communication where there's a feedback involved, it is an important part of employee motivation. By using effective communication in this way, it is likely that management will have a much more committed and focused workforce. Employees that are highly motivated are more likely to communicate more openly with management by putting forward suggestions or ideas, listening to advice and contributing their own opinions (Kinicki&Kreitner, 2006).

A motivated workforce is also more likely to be willing to be involved in the decision making process. Consequently, it is important to note that every managerial function and activity involves some form of direct or indirect communication. Whether planning and organizing or directing and leading, managers find themselves communicating with and through others. Managerial decisions and organizational policies are ineffective unless they are understood by those responsible for enacting them. Ineffective communication can clearly affect a company's performance leading to a drop in its share price. Moreover, effective communication is critical for employee motivation and job satisfaction (Kinicki&Kreitner, 2006).

Elashmawi and Harris, (1993) have argued that a fuller understanding of organizations is a vital ingredient at every forward step of the career process, and that communication is a primary element for understanding how organizations function and how members of the organization should, even must, behave in organizations if they are to advance their careers. Employees that are demotivated are often reluctant to engage in communication

with management. This can have negative effects on a business. The new ideas that employees could contribute to the business may not be taken advantage of. This could lead to the business losing a possible competitive edge. Also, demotivated employees are less likely to have an interest in the business. This could lead to additional costs for the business due to a higher   turnover, increased absenteeism and reduced levelof productivity (Bateman 1999).

1.1.4 Communication and Management

The word communication has a rich and complex history. It first appeared in English Language in the fourteenth century, taken from the Latin word "communicare" which means to impact, share or make common. Bateman (1999) defines communication as the transmission of information and meanings from one party to another through the use of shared symbols.

Communication plays a coordinating and integrating role in the management of the affairs of any organization, whether in the functions of planning, organizing, staffing, leading or controlling. Gerald (1995) defines communication as the interaction in which a source transmits a message to a receiver, who upon receiving and decoding the message gives feedback to the original source. Communication is one of the primary areas for understanding human behavior, (Rami, 2000). Communication is an essential tool of management, which is used to carry the whole organization as a single being.Berelson&Steiner (1966), defines communication as the transmission of information, ideas, emotions, skills etc by the use of symbols, words, figures, graphsetc.

According to Drucker (1985), the manager's effectiveness depends on his ability to listen and to read, on his ability to speak and to write. Unfortunately, the importance of communication has not been well recognized in business. It is generally believed that anyone with common sense can write. Most managers write to impress not to express. Effective communication is a fundamental aspect of job performance and managerial effectiveness. Communication plays a very important role in an organization. In fact, it is said to be the life wire of the organization. Ttherefore, it is the key to organizational excellence and effectiveness (Grunig, 1992). Most of the things in the universe, human or otherwise do communicate although the means of communication may be very different. For human beings, communication is very crucial and unavoidable since we have intentions which we want to pass across to another person, group or even to the outside world.

Communication is widely used in running almost all organizations effectively. Effective communication is essential for any business or organization to prosper. It cuts out on wasted time and provides both customers and employees with the necessary tools to succeed and find satisfaction. When communication is not effective, the end result is an increase in production time and a decrease in the bottom line. In order to avoid this outcome, effective communication must be in place (Joey, 2002). Consequently communication can be defined as the "exchange of information between a sender and a receiver, and the inference (perception) of meaning between the individuals involved (Bowditch et al, 1997). Analysis of this exchange reveals that communication is a two way process consisting of consecutively linked elements. Managers who understand this

process can analyze their own communication patterns as well as design communication programs that fit organizational needs (Kinicki&Kreitner, 2006).

Communication in an organization is inevitable. Departments communicate from time to time in respect to daily activities and the organization's relationship with the external world. Messages have to be passed with the intended measure via written and unwritten means, either planned or impromptu. It could be hierarchical, that is, from top to bottom or vice versa. It could be formal or informal; vertical, horizontal or diagonal. Whichever means, modes or types of communication applied in an organization, the most important thing is reaching the audience to which it is intended (McFarlane, 1984). In addition, what is being communicated if well understood then feedback is essential for a communication process to be complete. On the other hand if communication is misunderstood or not complete then there is a communication breakdown. In fact, communication within an organization could be grapevine or rumors. In all, communication in an organization is very complex and it needs to be handledappropriatelyand monitored to avoid chaos, crisis or conflict.

The basic functions and roles of the management could not be performed without communication. Planning, organizing, coordinating, budgeting, monitoring, controlling, staffing, delegation and including marketing, production, financing, staffing (human resource managing), research and development, purchasing and selling could not be well coordinated, harnessed and their goals achieved without communication. Duringannual, general, ordinary, and urgent meeting, communication plays a key role. The success of an

organization depends very much on the effectiveness of its meetings where goals to be achieved, targets to be met and activities to be carried out are all discussed through communication. If the ideas are not well understood at the meeting, then it may lead to a misunderstanding which may cause panic, sabotage, go slows and lack of interest in carrying out the duties(Cummings, 2002).

On the same note if messages are not passed correctly and understood as intended especially if it's on a sensitive docket it may have a negative impacton the recipients and the entire organization. Thus, the person chairing or in charge of the meeting must be an effective interlocutor so as to pass information in the right manner to ensure that everyone gets and understands what has been discussed correctly. Through effective communication rumors and grapevine are eradicated in an organization and in turn it helps achieve set standards, goals and/or objective. In conclusion, everyone in an organization needs to have good communication skills, this includes the senior management, middle level management low level management and the subordinates. It is what all of workers need in order strive to achieve the set goals as a team. Effective communication in an organization is essential because if no communication is taking place in an organization everyone does what they may think is 'right' which is relative and sometimes can lead to serious detrimental effect. In conclusion, Communication is the backbone for organization's success (Neilson, 1990).

1.1.5 Channels of Communication

The number of communication channels available to a manager has increased over the last twenty odd years. Video conferencing, mobile technology, electronic bulletin boards and fax machines are some of the new possibilities. As organizations grow in size, managers cannot rely on face to face communication alone to get their message across. A challenge the manager's face today is to determine what type of communication channel they should opt for in order to ensure that whichever method of communication is chosen is effective. According to Leigh Richards(2010) Open channels of communication can lead to new ideas and innovation in a number of areas.

Employees who understand what is important to their companies can focus on making improvements and spotting opportunities for innovation that can help further success. When employees know their ideas will be sought after, that organization'sleaders will have open minds and be responsive to their feedback, they're more likely to contribute their ideas. Customers also can be a source of great ideas to help improve products and services. In order to make a manager's task easier, the types of communication channels are grouped into three main groups: formal, informal and unofficial Smith (2004).
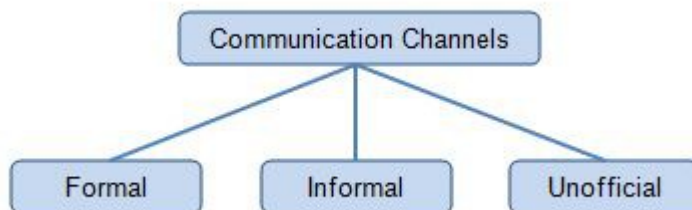
Pinder (1998) states that formal communication channel transmit information such as the goals, policies, and procedures of an organization. Messages in this type of communication channel follow a chain of command. This means information flows from a manager to his subordinates and they in turn pass on the information to the next level of staff. An example of a formal communication channel is a company's newsletter which gives employees as well as the clients a clear idea of a company's goals and vision. It also includes the transfer of information with regard to memoranda, reports, directions, and scheduled meetings in the chain of command. A business plan, customer satisfaction survey, annual reports, employer's manual, review meetings are all formal communication channels.

Within a formal working environment, there always exists an informal communication network. The strict hierarchical web of communication cannot function efficiently on its own and hence there exists a communication channel outside of this web. While this type of communication channel may disrupt the chain of command, a good manager needs to find the fine balance between the formal and informal communication channel. An example of an informal communication channel is lunchtime at the organization's cafeteria/canteen. Here, in a relaxed atmosphere, discussions among employees are encouraged. Also managers walking around, adopting a hands-on approach to handling employee queries is an example of an informal communication channel. Quality circles, team work, different training programs are outside of the chain of command and so, fall under the category of informal communication channels. Good managers will recognize the fact that sometimes, communication that takes place within an organization is

interpersonal. While minutes of a meeting may be a topic of discussion among employees, sports, politics and TV shows also share the floor (Pinder, 1998).

The unofficial communication channel in an organization is the organization's 'grapevine'.It is through the grapevine that rumors circulate. Also those engaging in grapevine' discussions, often form groups which translate into friendships outside of the organization. While the grapevine may have positive implications, more often than not information circulating in the grapevine is exaggerated and may cause unnecessary alarm to employees. A good manager should be privy to information circulating in this unofficial communication channel and should take positive measures to prevent the flow of false information. An example of an unofficial communication channel is social gatherings among employees(Dipboye et al., 2007).

1.1.6 Elements of Communication

There are seven elements of communication which gives an in depth understanding of how communication can be used and made effective in an organization. The Source idea is the process by which one formulates an idea to communicate to another party. This process can be influenced by external stimuli such as books or radio, or it can come about internally by thinking about a particular subject. The message is what will be communicated to another party. It is based on the source idea, but the message is crafted to meet the needs of the audience. For example, if the message is between two employees within the same level, the message will take a different form than if communicating is between a junior and a senior manager. The message is converted into a suitable form for

transmission depending on the people involved. The medium of transmission will determine the form of the communication. For example, the message will take a different form if the communication is spoken or written (Dominic A et al, 2000).

The Channel is the medium of the communication. The channel must be able to transmit the message from one party to another without changing the content of the message. The channel can be a piece of paper, a communications medium such as memos, or it can be an email. The channel is the path of the communication from sender to receiver. An email can use the Internet as a channel.

The Receiver is the party receiving the communication. The party uses the channel to get the communication from the transmitter. A receiver can be a television set, a computer, or a piece of paper depending on the channel of communication Decoding is the process where the message is interpreted for its content. It also means the receiver thinks about the message's content and internalizes the message. This step of the process is where the receiver compares the message to prior experiences or external stimuli(Gay, 1992).

Feedback is the final step in the communications process. This step conveys to the transmitter that the message is understood by the receiver. The receiver formats an appropriate reply to the first communication based on the channel and sends it to the transmitter of the original message (Buford, 1993).

1.2 Statement of the Problem

Running organizations all over the world today is very challenging since all the factors of production needs to be harmonized for optimal productivity. The human resource constitutes the biggest challenge because unlike other inputs, employee management demands skillful handling of thoughts, feelings and emotions to secure highest productivity. Organizational communication plays an important role in this challenge. In Kenya, the public service managers have traditionally held time to time meetings either to negotiate the way forward or for other reasons like changes within an organization in closed door meetings with those at the top management levels and dictating to those at the middle and lower levels in the organization forgetting the fact that motivating employees requires both managers and employees working together (Buford, 1993).

At Postal Corporation of Kenya, many employees lack motivation, and often end up complaining about how the organization is not treating them well on a number of issues such as promotions, rewards, placement, praise, recognition and enhancement of teamwork which makes them seek alternatives to experience a higher degree of motivation. Such actions have adversely affected PCK's ability to perform optimally over an extended period of time. As emphasized by Finck, Timmers and Mennes (1998) only when employees are excited and motivated by what they do, will organizational excellence be achieved?It's clear that PCK has been charged with a big responsibility and therefore the organization needs a motivated workforce that is able to adequately serve in all the capacities. Thus, it is very important that PCK employees be well motivated, have a clear idea of how their motivation levels fits into the larger organizational vision and mission.

The motivation programs put in place by PCK have not yielded the desired results. At least after a year, PCK just like other public service entities in Kenya reviews the salaries for its employees yet this has not translated to overall motivation as desired. This can be seen in the numerous strikes that have been witnessed in the recent past in the public service. This seems to agree with the statement by Donna (1994) that financial rewards and incentives are common in the business world today; although, most experts agree money is not the best motivator because the motivational effect of most financial rewards does not last long. Also subsequent research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987).

From the background as discussed above therefore, it is clear that PCK has over the years worked continuously to improve on its salaries for its employees yet, there has not been a significant display of enthusiastic and satisfied employees which ultimately has contributed to the slow growth and expansion of PCK arising from low performance levels of the employees. There is need to identify and put in place programs that create a linkage between communications in the organization for motivation, because this could be factor being termed as inconsequential that has been highly ignored. Hence, to manage the existing performance of the employees and to motivate them for better performance, efficient communication practices have become more important at the Postal Corporation of Kenya. The aim of the present study is to ascertain that positive perceptions around organizational communications serve both as a motivation enhancement among current employees as well as foster employee advocacy. This in turn ultimately results in strengthened employee brand.

1.3 Objectives of the Study

1.3.1 General Objective

The purpose of this study is to investigate the impact of communication on employee motivation with a case study of Postal Corporation of Kenya.

1.3.2 Specific objectives

This study aimed to achieve three specific objectives:-

1. To find out the channels of communication employed at Postal Corporation of Kenya to motivate employees
2. To find out the role of communication in motivating employees at the Postal Corporation of Kenya
3. To determine the impact of communication in motivating employees at the Postal Corporation of Kenya

1.4   Research Questions

The study sought to answer three specific research questions:-

1. What channels of communication are employed at Postal Corporation of Kenya to motivate employees?

2.   What is the role of communication in employee motivation at the Posta Corporation of Kenya?

3.   What is the impact of communication in employee motivation at the Postal Corporation of Kenya?

1.5   Significance of the Study

Having established a gap currently existing at the postal corporation of Kenya, this study will help in motivating employees at thesectorusing communication. Not only will the study have an impact in an organization in general but also to individuals charged with various responsibilities in these organizations. This study also extends its benefits beyond the organizations to the field of study which is explained below.

Managers inthisorganization will be able to reduce the consequences of low levels of employee motivation which results to high turnover and increase positive work outcome such as performance through effective communication.

Employees working at PCK will be encouraged to value communication and use it more often as tool to channel their grievances rather than opting for other ineffective methods such as go slows and strikes which are detrimental to their growth and that of the industry.

In addition, it will benefit communication practitioners at PCK and give them a better insight on how to handle and pass the information to the employees. Communication practitioners will be able to pass the same skills and equip those at the lower levels who deal directly with the customer'sin order to create a good image of the organisation.

The study will also contribute to the current knowledge by organisations on different wayson how to handle issues emanating from employees using appropriate communication means. To the organisations which have their current existing means but

are still faced with challenges of the similar situations, can equally add onto what they already have to improve the way they communicate and pass information within and outside the organisation thus fostering better relationships and team work.

To the researchers this study is expected to stimulate interest in this subject among researchers and add to the literature currently available on communication and employee motivation.The study findings will also be used by future researchers and scholars as a reference source as they carry out further research into this theme, as it keeps changing with the society's needs. The research findings will, hopefully, be noteworthy to other researchers in establishing their own scholarly resources while conducting similar studies for academicians, this study will form the foundation upon which other related and replicated studies can be based on.

1.6 Assumption of the study

The study is premised on the following assumptions:-
i.   Effective communication plays an important role in motivating employees in an organisation.
ii. If the right type and channels ofcommunicationare combined and messages relayed effectively there will be a positive impact on motivation.
iii. Effective communication within and outside an organisation will determine the organisations overall productivity.

1.7   Scope and delimitation of the Study

The study focusedonimpactof communication on employee motivation in the public service industry in Kenya with a case study of Postal Corporation of

KenyaatNairobiHeadquarters'. The respondents were top, middle and low level management. The scope was limited due to the nature of the organization. Postal Corporation of Kenya has over fifty branches spread allover in the country with an average of twenty employees in each branch. This means that the biggest concentration of employees is based in Nairobi as theheadquarters. Further, the case study of Postal Corporationof Kenya waspreferredas one of the public service entities in Kenya where the results findings can be applied to understand other public services in Kenya.

During research, various drawbacks and shortfalls were encountered. Some of the limitations and which were beyond the control of the researcher included;the study population, environmental conditions and characteristics of the sample such as the non-willingness of respondents to engage and provide the information that was needed to adequately carry out the research, personal bias of respondents and not having access to relevant information. Other limitations weredishonesty by some of the respondents and their possible inadequate understanding of the subject matter. The researcher was able overcome these challenges by informing the respondents the purpose of the study and encouraging them to answer the questions in the best way possible.

1.8 Conceptual Framework

According to Reinchel and Ramney (1987), a conceptual framework is a set of broad ideas and principals taken from relevant fields of enquiry and used to structure a subsequent presentation. Additionally, Guba and Lincoln (1989) posit conceptual framework as a research tool intended to assist a researcher to develop awareness and

understanding of the situation under scrutiny and to communicate this. Thus for this study to effectively assess the impact of communication on motivation at Postal Corporation of Kenya a conceptual framework (Figure1.1) will be used to graphically demonstrate the relationship between communication and motivation.

Communication of clearly stated goals and paths to achievement is the best way to begin developing employee talent (Nelson, 1997). The flow of information in an organization can be a powerful tool in motivating its workforce. Registering and acting on the communication of employees also gives a powerful message about their value to the company and management (Nelson, 1997). It can therefore be seen that open communication also gives a measure of control over their work environment and allows for the improvement of each individual working situation.

Figure 1.1 Conceptual Frameworks

Independent Variable   **Dependent**

Variable

| 1. Communication
2. Communication Channels
3. Types of Communication
4. Element of communications | **Intervening Variable**

Government Policy | Employee Motivation |

1.9 Definition of Terms

Communication - It is the activity of conveying information through the exchange of thoughts, messages, or information, as by speech, visuals, signals, writing, or behaviour.

Organization - Structure of roles and responsibilities functioning to accomplish predetermined objectives, can be either in the private and public sectors.

Motivation –This is the process of arousing, directing and maintaining behavior towards a goals.

Employee - A person who works in return for a reward mostly financial or other compensation.

Goal - An intent or aim.

Publics - They are small groups of people who follow one or more particular issue very closely, are well informed about the issue(s) and also have a very strong opinion on it/them.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This section reviews past studies done on communication and motivation. It critically analyses existing literature on communication and motivation in order to identify gaps hence justifying the reason for conducting the research. In this chapter the various theories

have been explored that have been advanced in relation to explaining the motivation phenomenon, communication and organization structures. In addition past and contemporary literature has been used to demonstrate the existence of use of communication in employee motivation gap and how the gap has contributed and continued to affect motivation. The section goes ahead to show that an organisation is a system that needs to coordinate, work together if they are to meet their objectives.

2.1 Motivation

Motivation has been defined variedly and one behavioral scientist (Greenberg, 2010) defines it as the process of arousing, directing and maintaining behavior towards a goal. This means that motivation involves three components. The first component is arousal, which has to do with the drive or the energy behind an action. The second is the direction component, which involves the choice of behavior with respect to the arousal. The third component is maintenance, concerned with people's persistence and continued willingness to exert effort until a goal is met.

Greenberg (2010) continues to suggest that people are motivated to fulfill their needs such as the need for social approval. Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999). It includes the factors that cause, channel, and sustain human behavior in a particular committed direction. Stoke (1999) goes on to explain that there are basic assumptions of motivation practices by managers which must be understood. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these

people "tick." Further, Olajide (2000), posit that it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private, or nonprofit.

Armstrong (2006) explains that Maslow's hierarchy of needs involve five major need categories which apply to people in general. Armstrong (2006) explains that needs start from the fundamental psychological needs through a hierarchy starting at the lowest level with safety, social and esteem needs to the needs for self-fulfillment, the highest need of all. From the above argument by Armstrong (2006), it can be seen that when a lower need is satisfied, the next highest need becomes dominant or gets activated and the individual attention is turned to satisfying this higher need.

In advancing this theory Greenberg (2010) notes that the lowest level needs as physiological needs which involve satisfying the fundamental and basic biological drives. Further, Greenberg (2010) continues to elucidate that there are many things that organizations can do to help meet their employees' physiological needs which include rest, opportunities to advance in careers, employee ownership plans or stock options and paying a decent equitable wage.

Greenberg (2010) notes that the second tier orders as safety needs which involve the need for freedom from threat i.e. security from threatening events or surroundings. This means that organizations can help satisfy their employees' safety needs in many ways such as protection of workers, providing safe working environment, medical health insurance

covers among other. This results in the conclusion that the presence of such facilities and conditions acts as a source of employees' psychological re-assurance.

According to Greenberg (2010) third tier order needs are social needs which involve the need for belongingness, friendship, affiliation, interaction and love and that as social animals, humans want to be with others and to have them approve of us. Greenberg (2010) point out that it is important that organizations to satisfy their employees social needs such as sponsoring staff parties and welfare activities such as football and other team games. This means that with such initiatives employees are provided with opportunities to fulfill their social needs on the job.

The fourth tier order is that employees have a need for self-esteem i.e. to achieve success and have others appreciated our accomplishments (Greenberg, 2010). Examples would be reserved parking spaces, door plaques, recognizing and praising staff contributions such as employee of the month among others. Finally, Greenberg (2010) lists the fifth tier order as self-actualization which involves the need to fulfill oneself by maximizing the use of abilities, skills, and potential. This is achieved after an employee's lower level needs are all satisfied. According to Greenberg (2010) if employees are self-actualized, they perform at their maximum level of creativity and become extremely valuable assets to their organizations.

2.2 The Role of Communication for Employee Motivation

Communication of clearly stated goals and paths to achievement is the best way to begin developing employee talent (Nelson, 1997). The flow of information in an organization

can be a powerful tool in motivating its workforce. Registering and acting on the communication of employees also gives a powerful message about their value to the company and management (Nelson, 1997). It can therefore be seen that open communication also gives a measure of control over their work environment and allows for the improvement of each individual working situation**.**

The importance of communication can never be over-emphasized. Unless effective skills of communication are used, an organization would run the risk of getting insulated and fossilized. Communication is the 'lifeblood' of all organizations. It is of vital importance to the wellbeing of a state, a business enterprise, a religion and other social or cultural identities including the family. The success of a business enterprise is directly proportional to the level of communication maintained by it. Within an organization, effective interpersonal relationships are possible only if communication skills are cultivated.

Effective communication enhances the potential of the employees and acts as a motivating force for greater efficiency and productivity.Managing motivation within an organization is no easy task.LeighRichards (2010) acknowledges that effective communications help to establish clear expectations for employees and perhaps surprisingly, for customers as well. For employees, clear expectations will convey how their performance will impact the company and give them an indication of what they need to do to achieve positive feedback. For customers, clear communication can help manage their expectations about service issues or even about how best to interact with the organization.

Motivation is an internal condition or attitude that is hard to gauge. Some employees may appear to be outwardly motivated but are actually inwardly complacent to the point of paralysis. This is exactly the case at PCK where strikes and go-slows are often witnessed. By the same token, employeesat PCK will at times appear completely inept and ineffective while having all the right attitudes and motivations within. This is the case due to ineffective communication.JaggXaxx(2013), acknowledges thatcommunication is improved when everyone in the decision-making process feels that their contribution is being respected. In a harsh or judgmental environment, some people will not communicate their thoughts and feelings because they fear negative reactions or repercussions. A group environment of acceptance leads to more comprehensive input from all stakeholders, which in turn leads to better communications and decisions that take all aspects of the situation into account.

Learning to diagnose and assess motivation in employees can be key to getting as much productivity from them as possible(Jared Lewis 2010). What motivates employees and how they are motivated has been a focal point of many researchers following the publication of the Hawthorne Study Results (Terpstra, 1979). According to Pinder (1998), work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity and duration. Hawthorne, a pioneer management guru is cited by Pinder (1998) as saying that he was concerned about creating a work setting where it was comfortable

for workers to do their jobs. This means that there is a relationship between the work environment and what motivates employee behavior.

The ability to clearly convey our intention and message is extremely important at work. Just as important, yet rarely emphasized especially at PCK is our ability to carefully listen to what is spoken and what is unsaid yet conveyed through body language. It is this combination of both clearly conveying and accurately receiving that makes up effective communication. The way information is passed on in an organization matters a lot. So much can be lost in translation–the coding and encoding that is done between sender and receiver (Mark Craemer, 2010). Jargon exists in every industry and this can often impede clear understanding. Acronyms enable quicker delivery, yet they also make deciphering a challenge for those who are unfamiliar with them. The challenge at PCK involves misunderstanding within the organization due to either lack of clarity. The managers should encourage employees at PCK to ask clarifying questions or to follow up to aid their understanding.

Public service organizations are characterized by one-way, top-down communication. This form of communication leads to decisions that reflect the knowledge and priorities of the upper echelons of the organizations. This is not necessarily a problem in an organization where the leaders' wishes are the only ones that matter, for example at PCK. In this manner where members expect to be enfranchised, this type of communication style has often been problematic and lead to tensions within the organization and delayed or faulty decision-making.PCK therefore needs to have a Cooperative communication

that involves an equal exchange of ideas between engaged parties in a decision. While this process can take longer than an authoritarian one and can be unwieldy, it can also result in decisions acceptable to everyone involved because the decisions are made by everyone equally. When opinions and inputs are solicited from an entire group on an equal basis, the resulting decision can be a consensual synthesis of individual preferences. While each individual may not get exactly what she wants, the resulting decision will be close enough to each person's ideal to be acceptable to the group as a whole (PCK Annual Report 2010).

2.3Impact of Communication on Employee Motivation

A survey from Opinion Research Corporation, an info GROUP company(2011) indicates that employees are two times as likely to go the extra mile for the organization and almost four times as likely to recommend their company if they are satisfied with the ways in which their company communicates difficult decisions. Positive perceptions around company communications serve to both boost motivation levels among current employees as well as foster employee advocacy, ultimately resulting in a strengthened employee brand, said Lisa Wojtkowiak of Opinion Research Corporation's Employee (2000). When the economic situation improves, this strong employee advocacy will be critical to attracting and retaining top talent.

Seventy-five percent of employee recruiting involves replacing employees who have left their places of employment, according to a 1997 study by the University of Wisconsin. Dr. Jac Fitz-enz, acknowledged as the originator of human capital strategic analysis,

estimates that the average company loses $1 million for every 10 managerial and professional employees that leave the organization. Unmotivated or disengaged employees are the most likely to voluntarily leave a company. After developing skills and a good reputation, the employee expects to be given greater responsibilities, more authority, a promotion or other recognition and more money. However, money is not the only motivating factor. Marshall Goldsmith, in an article for the Harvard Business Review, states In addition to compensation, people need to be involved in decision-making. Not only does this help retain key talent, it also is a great way to generate ideas for organizational improvements.

Richard E. Clark of the University of Southern California notes that employees can have a clear understanding regarding company or organizational goals, but they must have some reason themselves to be personally motivated by those goals. Without such motivation they will have no vested interest in pursuing company goals or meeting organizational goals. The first step in diagnosing motivation is determining what personal stake each employee will have within the larger goals of the company.Employees respond more enthusiastically to leadership they feel confident in. Executives build employee confidence in leadership's capability by helping employees through communication to understand the company's general strategy and to identify their particular contribution to executing it. Managers don't just deliver marching orders theyexplain how the tactics help the team and total company complete the assigned mission says John T. Williams, Just as executives can exploit different communication styles to shape a company's vision, managers can adapt their interaction style to motivate diverse departments or

teams. Managers can adopt a strategy that focuses on the nature of power, linking coalitions together and negotiating among stakeholders to reach goals by appealing to worker's self-interest, answering the questions "what's in it for me?" Or managers can concentrate on the individual, searching for ways to support an employee's professional development, motivating staff at all levels to greater contributions(Kirkman 2001).

Effective communication, with managers taking the lead, fosters trust within the workforce, which leads to a more compelling exchange of ideas, helps staff to embrace more responsibility, and encourages management to stretch for higher targets. Managers must communicate effectively to enable opinion and comment and encourage staff to generate ideas, reach decisions or even make mistakes. This safe haven will build consensus and a sense of ownership among the workforce. Leaders can destroy trust if they develop a reputation for quashing criticism or shooting the messenger. They also can stifle motivation with an authoritarian stance on decisions instead of developing a sense of accord within teams by encouraging input to reach resolution of challenges or choices that affect the team's effort and goals.

2.4   Social Network Theory

Network analysis (Social Network Theory) is the study of how the social structure of relationships around a person, group, or organization affects beliefs or behaviors. Causal pressures are inherent in social structure. Network analysis is a set of methods for

detecting and measuring the magnitude of the pressures. The axiom of every network approach is that reality should be primarily conceived and investigated from the view of the properties of relations between and within units instead of the properties of these units themselves. It is a relational approach. In social and communication science these units are social units, individuals, groups/ organizations and societies. Rogers (2008) characterizes a communication network as consisting of interconnected individuals who are linked by patterned communication flows.

A communication network analysis studies the interpersonal linkages created by the sharing of information in the interpersonal communication structure Rogers (1986) that is, the network. At PCK there exist relationships in various departments as well as amongst employees in order to maintain a common focus. You will often find a manager relating with the customer care department, the sales and marketing team liaising with the transport department. These examples serve to indicate an existing inevitable relationship patterns. These patterns create a network where somehow each department relates to another either directly or indirectly. When these patterns are mentioned, there is likelihood of a positive outcome. In general, network analysis focuses on the relationships between people, instead of on characteristics of people.

These relationships may comprise the feelings people have for each other, the exchange of information, or more tangible exchanges such as goods and money. At PCK these relationships do exist but they are more vibrant within the same level. For instance the employees within the mailing industry are freer to talk about issues in PCK amongst

themselves rather than with someone from another department. The same case goes to the relationship between managers and junior staff where little or none relationship exists. This is because of the employees' fear of intimidation in cases of saying something undesirable about the organization or a general comment on the management. Because of these strained relationships in different department and levels, it affects motivation to a great level. Communication comes in handy at this level which can be used to create and strengthen these relationships.

By mapping these relationships, network analysis helps to uncover the emergent and informal communication patterns present in an organization, which may then be compared to the formal communication structures. These emergent patterns can be used to explain several organizational phenomena. For instance the place employees have in the communication network (as described by their relationships influences their exposure to and control over information (Burt, 1992; Haythorn, Thwaite, 1996). Since the patterns of relationships bring employees into contact with the attitudes and behaviors of other organizational members, these relationships may also help to explain why employees develop certain attitudes toward organizational events or job-related matters Ibarra & Andrews, 1993; Burkhardt, 1994; Meyer, 1994; Feeley& Barnett, 1996; Pollock, Whitbred&Contractor, 2000). Recently there is a growing interest into why communication networks emerge and the effects of communication networks (Monge& Contractor, 2003). Network analysis techniques focus on the communication structure of an organization, which can be operational in various aspects.

Effective organizational communication will lead to strong teamwork and the ability for employees at all levels of the organization to work together to achieve company goals. In addition, effective organizational communication will provide employees the knowledge, structure and positive work environment they need to feel comfortable dealing with conflict and resolving issues effectively.

2.4.1 Two-Factor Theory

Tietjen and Myers (1998) note that the two-factor theory is as a result of Herzberg's inquiry about the attitudes of employees and he came up with two distinct lists of factors. One set of factors cause happy feelings or a good attitude within the worker and these factors on the whole were task related. This intrinsic set of factors is called motivators and these include recognition, achievement, growth/possibility of growth, advancement, responsibility and the work itself (Tietjen& Myers, 1998).

Vaughn (2003) defines motivators as the intrinsic factors within the work itself like the recognition of a task completed. This means that motivators pertain to the job content and their absence doesn't prove highly dissatisfying. According to Myers et al. (1998), the other groupings are called hygiene factors and are extrinsic entities are not directly related to the job itself but to the conditions that surround doing that job. These to an employee would include salary, company policies, management style, working conditions, factors in personal life, status, and job security and interpersonal relations between supervisor, subordinates and peers (Vaughn, 2003) posits that hygiene factors pertain to the job context and their presence do not motivate but their absence results in

dissatisfaction. At PCK the good attitude of the employees should be emphasized through recognition, appraisals, possibility of growth and improvement of working conditions so as to motivate them. For them to achieve the set goals besides these motivating factors effective communication needs to be employed which involves valued feedback from the employees for them to feel as assets in the organization.

2.4.2Systems Theory

A system is a set of interdependent units all working together to adapt to the environment. A change in one part of the system affects the whole system and creates a new output. One good example of a system is an organization, which has different units or departments working together to achieve the common goal or purpose of the organization. For example, at PCK there are various departments that are established with one common goal. They include the human resource, customer service, transport, operation, mailing and sales and marketing department.

A system consists of four components: Objects – These are the parts /elements or variables within the system. These may be physical or abstract or both depending on the nature of the system. Attributes – This refers to the qualities and properties of the system and its objects. The Environment – A system cannot exist in isolation. There has to be an environment where it operates in. Systems are used by human beings in their everyday life to describe phenomena or to make things happen. For example, the first form of written communication used by the Phoenicians (Lebanon) could not have been without the application of some form of system or pattern/model. Systems Theory is the trans disciplinary study of the organization of phenomena.

This Theory was developed by the Hungarian biologist, Ludwig Von Bertalanffy (1928), with the goal of creating principles that can be applied to all phenomena in all fields of research. Bertalanffy, in his book General Systems Theory, (1968) stated thereexists models, principles and laws that apply to generalized systems or their subclasses irrespective of their particular kind, the nature of their component elements, and their relationships or forces between them. Therefore, the Theory was based on the idea that phenomena can be seen as a network of relationships among different elements or system. At PCK for example the various department are meant to contribute to the whole. Systems, whether in natural science, social science or technology have patterns, behaviors and properties that can be clearly understood and used to create greater insight into how a complex phenomenon works.

What this implies is that systems theory involves the basic idea that objects in the world are interrelated to one another. Nothing can be understood in isolation but must be seen as part of a whole. The function of any system is to convert or process energy, information or materials into a product for use within the system or outside of the system. A fundamental notion of general systems theory is its focus on interactions. The centre in relationships lead to sustain that the behaviour of a single autonomous element is different from its behaviour when the element interacts with other elements.

Another core tenet is the distinction between open and closed systems. In open systems there are exchanges of energy, matter, people, and information with the external environment. In closed systems there are no exchanges of information and matter, just

exchanges of energy. Open system theory (OST) looks at the relationships between the organizations and the environment in which they are involved. This focus reflects on organizations' ability to adapt to changes in environmental conditions (Boulding, 1956; Katz & Kahn, 1978). This theory assumes that entities able of processing information about own specific environment show more adaptation skills to shifts in contextual conditions. Katz and Kahn (1978) apply the concept of open system to the organization. The organization is seen as a system built by energetic input-output where the energy coming from the output reactivates the system.

A closed system does not interact with its environment closedsystems;instead it has rigid, impenetrable boundaries and are subject to the force of entropy which can increase until the system fails (Kast&Rosenzweig, 1972). Thus, a closed system must attain equilibrium with its inputs to remain unaltered and, in turn, avoid disorganization. It does not take in information and therefore is likely to atrophy, that is to vanish.Mostprivate organisations in Kenya practice open systems where the public opinion matters in the improvement of the business. The information gotten from the public is scrutinized and acted upon to avoid the collapse of the business. A manager gets things done by working with people and physical resources in order to accomplish the objectives of the system. He coordinates and integrates the activities and work of others rather than performing operations himself (Kast et al., 1963). At PCK just like most of thepublic Service organisations in Kenya, the closed system is practiced as getting information involves a bureaucratic procedure of top-down communication where there are specific people charged with the responsibility of passing the information. The decision making process

is not decentralised which leads to diffusion of the undesired information or exaggeration leading to apathy.

Organisations are expected to use regulatory systems to achieve uniformity and coherence of their internal communication practices and procedures. They are also expected to use innovative systems and become more responsive and adaptive to external communication networks and important stakeholders Cornelissen, (2004).For employees to be motivated, PCK should therefore embrace the open system so that the right information can be passed top-down and bottom-up in various departments. Also its worthy for the bearers of the office (top management) to note that all departments should be harmonised as one entity and relate with the external environments which includes taking feedback and public comments for the success of the entire organisation.

2.5 ResearchGap

Researchers have written a lot on the various ways of motivating employees in various organizations. The productivity of employees is the survival of any organization and as such there have been many researches on how to increase the productivity of employees. The rationale is that with well-motivated employees, effort will increase to the benefit of the organization because they become satisfied. Organizations are unique in different ways which is mostly dictated by the existing policies this therefore means that different ways exists in different organizations to motivate employees. Motivation has been defined by many researchers. According to Greenberg and Baron (2003) motivation is the set of processes that arouse, direct, and maintain human behavior towards attaining some goal. The definition shows that employees need to be motivated so that they will increase effort. Harpaz (1990) ranked Job satisfaction as the most important motivational factor.

Wiley (1997) reported in his survey that the order of ranking by respondents were; good wages, full appreciation of work, job security, promotions/expectations and interesting work. Lindner (1998) established different order of ranking by respondents as; Interesting work, good wages/salary, recognition, job security, good working conditions. Park and Wood (2009) reported in their study that nonprofit managers are more motivated by a work environment that allows for a balance between work and family than public managers. They indicated that Public managers are more inspired by monetary motivation than non-profit managers. It was also established in their study that nonprofit managers were much more motivated by benefits that helped them achieve a work life balance. These motivational factors are considered as intrinsic and extrinsic motivators.

According to Park and Wood (2009) intrinsic factors such as Security, Ability Utilization, Social Service, Variety Moral Values, Activity and Authority significantly affect motivation of employee positively. In the case of extrinsic motivation factors such as recognition; supervision-human relations, advancement, and Co-workers significantly affect motivation positively. In Conclusion therefore its clear that studies have been carried out emphasizing on other methods of employee motivation except the use of communication. Therefore the use of effective communication to motivate employees need to be addressed. This study sought to fill the gaps left by the previous studies by investigating the impact of effective communication on employee motivation at Postal Corporation of Kenya.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design, research site, sample size and sampling methods, data collection methods and data analysis.

3.2 Research Design

The study used a case study design. A case study design is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1990)   A case study focuses on one organization selected from the total population of other organizations in the same industry. The case study was deemed to be the most appropriate for this study as it had the benefit of providing in depth the impact of communication on employee motivation in Postal Corporation of Kenya.

3.3 Research Site

The population of this studyconsisted of all the employees at the Postal Corporation of Kenya at the Headquarters in Nairobi County.The number of employees were three hundred and fifteen (315).This comprised of eighty five (85) at the management level and two and hundred and thirty (230) at the non-management level (Postal Corporation of Kenya Annual Report, 2012). The table below showed the distribution and the population by dependents/groups.

Table 3.1 Target Population

Department	Total no of employees
Customer Care and Media	75
Courier Services	60
Human Resources Dept	10
Sales and Marketing	45
Mailing	60
Operations	35

Transport	30
Total	**315**

Source: PCK Annual Report 2013

3.4 Sample Size and Sampling

According to Webster (1985), cited in Kombo and Tromp (2006), a sample is a finite part of a statistical population whose properties are studied to gain information about the whole population. It is a set of respondents selected from a larger population for the purpose of survey. On the other hand, sampling is the procedure a researcher uses to gather people, places or things to study (Kombo& Tromp, 2006).

The sample size was95 employees who were selected by use of proportionate stratified random sampling method from the management and non-management cadre in Postal Corporation of Kenya.A sample of 22 were selected from customer care, 18 from courier services,3 from Human Resources, 14 from sales.18 from mailing 11 from operations and 9 from transport.A sample size of 30% of the population was considered adequate to make inference about the entire population (Terrel, 1979).

Table 3.2 Sample Design

Postal Corporation of Kenya	Target Population	Sample size	Percentage
Customer Care and Media	75	22	15.78
Courier Services	60	18	21.05
Human Resources	10	3	5.26
Sales and Marketing	45	14	26.32
Mailing	60	18	10.53
Operations	35	11	10.53

Transport	30	9	10.53
Total	**315**	**95**	**100**

Source: Author (2013).

3.5   Data Collection Methods

A semi structured questionnaire was used to collect primary data. The questionnaire was divided into two parts. Part A focused on demographic characteristics of the respondents. Part B was concerned with the impact of communication on employee motivation in Postal Corporation of Kenya. The respondents were sampled from the management and non-management staff of Postal Corporation of Kenya at the Headquarter in Nairobi. The questionnaires was self-administered.

3.6   Testing of Validity and Reliability

Data analysis as described by Mugenda and Mugenda (2003) as a process which involves examining what has been collected in a survey or experiment and making deductions and inference uncovering underlying structures; extracting important variables, detecting anomalies and testing any underlying assumptions. Thus in compliance with this vital research requirement, the data analysis plan involved the scrutiny of the information acquired and making conclusions on what the data seemed to be indicating/pointing to. The researcher after all the questionnaires were returned, assembled all responses, compiled, organized and did the data analysis.

Data was analyzed using descriptive statistics. Descriptive research approach is a basic

research method that examines the situationas it exists in its current state. Leedy and Ormrod (2001) argue that descriptive research involves identification of attributes of a particular phenomenon based on an observational basis, or the exploration of correlation between two or more phenomena. Descriptive statistics such as frequencies and percentages were used to summarize the data. The qualitative data was then coded and organized into themes, describing of behavior and context in which they occurred.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter analyzes, presents and interprets the research findings in line with the objective of the study on the impact of communication on motivation at the Postal Corporation of Kenya. The respondents of the study were drawn from the Postal Corporation of Kenya which at the time of conducting the research had 315 employees(PCK Report 2013). The sample was selected using proportionate stratified random sampling method of 95 (30%). The research instrument was a semi structured questionnaire to extract the demographic profile of the respondents as it was assumed that the respondents' attributes usually influence their behaviors, attitudes and how they respond to the other questions in the questionnaire.

4.2 The Research Findings

The researcher distributed a total of 95 questionnaires, out of which 76 respondents returned the completed questionnaires giving a response rate of 80%. The response rate was high as confirmed by Babbie (1998) that a response rate of at least 50% is adequate for analysis.

4.3   Demographic Findings

Information on gender, age bracket, highest educational level, marital status and length of service were analyzed. The findings of the analysis are hereby presented.

4.3.1 Gender of the Respondents

Majority of the respondent were male at 58% while female was 42% implying that most of the workers at the Postal Corporation of Kenya were male as presented in figure 4.1 below. This means that there are more male than female this indicates that Postal Corporation of Kenya population was heterogeneous and an indicator that there is high level of gender parity and practices which could have an impact on Communication.

Figure 4.1: Distribution of the respondents by Gender

Source: Author (2013)

4.3.2: Age Group of Respondents

The respondents were also asked about their age in order to establish the age distribution

of the employees of Postal Corporation of Kenya. The table below shows ages.

Table 4.1: Age

Age	Frequency	Percent
31-35 years	25	32
36-40 years	30	39
40-45 years	15	20
Over 46 years	6	9
Total	**76**	**100**

Source: Author (2013)

The results presented in Table 4.1 show that a large proportion of 39% the respondents were aged from the ages of 36 to 40 years; followed by 32% aged 31-35 years. Respondents aged 40-45 were 20% while 9% were aged over 46 years. From these findings it is clear that most of the respondents (68%) were over 35 years. This is a clear indication that age influences the impact of communication as a result of the responses that were obtained from the questionnaires responded from this age group. Most of the employees who are over 35 years appreciated that communication has a positive impact on motivation.

4.3.3 Job Description of the Respondents

The study also set to find out the job description of the employees .The findings revealed that most of the respondents were support staff (48.3%). 31.4% of the respondents were of the middle level management while 12.4% were senior managers of the corporation. This indicates that most of the employees in the corporation are support staff. This is shows that communication is top down; hence the methods and channels used to communicate to support staff should be clear in order to motivate this cadre which is the largest in the corporation.

Figure 4.2: Job Description of Respondents

Source: Author (2013)

4.3.4 Length of Service in the Current Job

The study also sought to define the length and service. The response shows that the findings 6.9% of the respondents had worked for a period of less than 3 years, 15.3. % had worked for over 3-5 years while 16.7 had worked for over 7 years. The majority of the respondents (61.1%) had worked for 5-7 years. Explanations of the relationship between the length of service, communication and motivation is found in Hoole et al. (2003) who explain that, increased service in an organization brings about better communication channels and methods additional responsibility and authority, prestige, more promotion and socialization opportunities as well as better remuneration and as such attributes more to employee's motivation differentials between seniors and juniors. This can be said to be true of Postal Corporation of Kenya as a combined majority of 61.1% of the respondents had worked for at least 7 years thus had vast knowledge concerning the corporation and thus could give relevant information as sought by the study.

Figure 4.3: Length of Service

Source: Author (2013)

4.3.5   Highest Level of Education of the Respondents

The study also set to find out the highest level of education of the employees. The findings revealed that 56.9% of the respondents had undergraduate degree. 2.8% had postgraduate degree, 29.2% of the respondents had they were diploma holders while 11.1% said that they were certificate holders. These findings indicate that majority of the staff in the firm, have undergraduate degree. According to Jepsen et al. (2003), education level has an impact on employee communication and motivation. Highly educated employees are more motivated by intrinsic rewards than the less educated people who have a higher preference for extrinsic rewards. This means that a relationship exists between education level, communication and motivation and consequently performance. This is illustrated in figure 4.4

Figure 4.4: Highest Level of Education of the Respondents
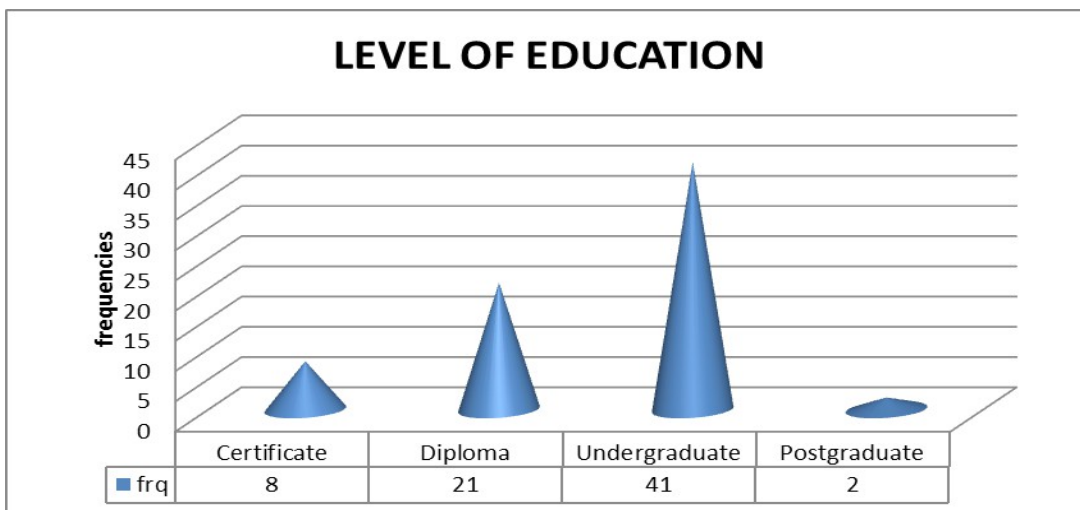
Source: Author (2013)

4.3.6 Channels of Communication on Employee Motivation

The study also sought to find out the channels of communication used at Postal Corporation of Kenya and their impact on motivating employees.Most of the respondents reported that memos are the main and most popular communication channel preferred by the Postal Corporation of Kenya to pass information around. This is because being a big organisation; the memos are able to reach many employees. Memos are Seconded by Email whereby the challenge with Email is, from the demographic findings, most of them are sub-ordinate staffs that are not readily provided with computer systems and access to the internet. The graph below shows the percentages taken by the various channels used at PCK.

Figure 4.5: Channels of Communication

Source: Author (2013)

4.3.7 Impact of the Old and the Modern Channels of Communication in Motivation

The study also sought to find out the impact brought about by combination of traditional and modern channels in motivating employees at PCK. The results are explained in the figure 4.5.1 below.

Figure 4.6: Impact of the Old and the Modern Channels of Communication in Motivation

Most of the respondents (60%) agreed that combining both traditional and modern communication channels has an effect on motivating employees at PCK. This agrees with Bonk et al. (1999) and Radtke (1998) who points out that traditional channels such as memos, letters, radio, print and television are important but should be fused with new media such as E-mails, social media, to enhance communication in organisations.

The modern media are more effective in changing the knowledge, while the traditional media are more effective in changing the attitude. One example for the use of a new communication technology which was not available in the past is blogging, which creates multiple communication possibilities for organisations and stakeholders (Caldiero et al, 2010).

4.3.8 Employee Perception on Communication Channels on Motivationat the PCK

The study sought to find out the employees perceptions on the channels of communication used at Postal Corporation of Kenya and its impact on motivation.

Table 4.2: Employee Perception on Communication Channels on Motivation at the PCK

Cadre	Yes	No	No Response	Total

Senior management	12	0	0	12
Middle Management /Supervisory Staff	27	0	0	27
Support Staff	54	2	5	61
Total	93	2	5	100

The findings revealed that all the senior management (12%) and middle management/supervisory respondents (27%) indicated that communication channels had an impact on motivation while among the support staff, 54%. Indicated that communication channels had an impact on motivation of the support staff did not know while 2 (5%) did not respond to the question. These findings indicate that most Postal Corporation of Kenya employees supports communication channels as a tool for effective motivation. Relative to this, Minner et al. (1995) state that employees need to understand that communication is a system sense of motivation that consists of needs, drives, and incentives and that when employees are communicated to effectively they are more likely to experience motivation and ultimately improve on their performance.

4.3.9 Motivators among Middle Managers

The study sought to find out other motivators among middle managers. The researcher asked the middle level managers/supervisory staff respondents to choose from among a list which factors motivated them. The results of the responses of the 16 middle level managers are as shown in Table 4.7.

Table 4.3: Motivators among Middle Managers

Middle Management/Supervisory Staff Analysis N=15		
Motivator	**Frequency**	**Percentage**
Communication	7	47

Clear goals and targets commitment	3	20
Performance appraisal	3	20
Teamwork	9	60
Feedback	2	13
Totals	**24**	**160**

Some of the factors that make the middle management/supervisory employees perform better than others are those that foster involvement in goal setting and include the access to information (47%), clear goal setting and targets commitment 18%, performance appraisal (20%), teamwork (60%) and feedback (13%). The findings shown in Table shows that teamwork contributes most to motivation and performance.

According to Nelson (1997), setting of goals includes the involvement and participation of staff. Goal setting is a good way of boosting the motivation of employees as it defines the employee's purpose in a company and helps set a standard for the organization and individual employee. Performance appraisal, teamwork and feedback is also a motivator as employees work together, know how they are performing and they then develop strategies of attainment against measurable objectives and also become energised.

Employees were asked to explain in what way the motivation programs affected job satisfaction; both the supervisory and support staff indicated that the motivation programs they have been able to appreciate the work and the organization more; their performance both individually and as a team has gone up significantly making them like the job more. Others indicated that they have been involved in decision making by way of participating in performance/goal setting. This is a very positive motivator for Postal Corporation of

Kenya to practice as motivation and job satisfaction were positively influenced by employees participating in the setting of job standards by management involving staff in decision-making (Du Preez, 2003; Elizur, 1990).

Motivation programs were mentioned by both the support and supervisory staff as one motivation program that makes them feel appreciated; others said they felt positive in their life and job prospects outlook and thus increasing their commitment and loyalty to the organization also increased as a result of the motivation programs in place at Postal Corporation of Kenya

4.4 The Role of Communication on Employee Motivation

This study sought to investigate the role of communication the Postal Corporation of Kenya to optimally motivate employees. The study did this by asking employees' to state whether communication played a role in performance evaluation, training needs and promotion. The findings revealed that 52% concurred that communication played a role in motivating them whereas 36% indicated that the corporation needed to improve and come up with better methods of communicating performance evaluation methods, changes in the organization structure and types of communication to relay the information.The findings are presented in Table 4.8 below.

Table 4.4: The Role of Communication in Employee Motivation

Cadre	Yes	No	No Response	Total
Middle Management/Supervisory Staff N=15	40	18	42	100
Support Staff N=21	12	18	60	100

The findings indicates that 27% of the middle management/supervisory staff respondents were satisfied with the corporation communication of its culture and its influence in decision making while 60% were not satisfied. Further, 13% of the middle management/supervisory staff were non responsive. Among the support staff, 52% were satisfied, while again a majority 43% was not satisfied. Only 5% of the support staff were non responsive. From the findings it can be concluded that the majority of the employees were not satisfied with the corporation communication of its culture and its influence in decision making, at the Postal Corporation of Kenya and this means their motivation is high vis-à-vis communication.

This view was validated by the views of Putti and Kheun (1986) that perception is related to communication, and is highly correlated with motivation; the results present Postal Corporation of Kenya employee perceptions of the adequacy of the available communication programs and the extent of employees' ultimate motivation. According to Sempane (2002), in another study also found out that perception on the presence, lack of or inadequacy of communication can reasonably have an impact on employee's motivation levels and also influence their job satisfaction.

4.4.1 Adequacy of Motivation Programs

The findings indicate that 27% of the middle management/supervisory staff respondents were satisfied with the adequacy of the available motivation programs while 60% were not satisfied. Further, 13% of the middle management/supervisory staff were non

responsive. Among the Support staff, 52% were satisfied, while again a majority 43% was not satisfied. Only 5% of the support staff were non responsive.

From the findings it can be concluded that the majority of the employees were not satisfied with the adequacy of the available motivation programs at Postal Corporation of Kenya, and this means their satisfaction is high vis-à-vis performance. This view was validated by the views of Putti and Kheun (1986) that perception is related to motivation, and is highly correlated with job satisfaction; the results present the Postal Corporation of Kenya employee perceptions of the adequacy of the available motivation programs at Postal Corporation of Kenya and the extent of employees' ultimate satisfaction. According to Sempane (2002), inadequacy of motivation can reasonably have an impact on employee's motivation levels and also influence their job satisfaction.

Table 4.5: Adequacy of Motivation Programs Available for Employees

Cadre	Yes	No	No Response	Total
Middle Management/Supervisory Staff N=15	27	60	13	100
Support Staff N=21	52	43	5	100.0

4.4.2 Communication and Performance

The study sought to find out the relationship between communication and performance. This section of the analysis gives the analyses that respondents had regarding what their understanding of performance and how communication impacts performance, just like motivation can manifest either high level or low level and also affects employee

performance in a similar manner. Table 5.0 presents the analysis of whether the respondents understand the impact of communication on performance.

Table 4.6: Communication and Performance

Cadre	Supervisory Staff N=15		Support Staff N=21	
	Frequency	**Percent**	**Frequency**	**Percent**
Yes	13	87	18	86
No	0	0	2	10
No response	2	3	1	4
Total	15	100	21	100

The findings revealed that, 87% of the middle management/supervisors polled understand the impact of communication on motivation. None of the supervisors knew the impact, but 13% of the respondents did not respond to the question. Among the support staff, 86% indicated they understood the impact of communication on motivation 10% did not know, while 4% of the respondents did not respond to the question. Majority of the employees of the Postal Corporation of Kenya understood the impact of communication on employee performance. From these findings it can be concluded that there existed a substantial knowledge and appreciation of communication and its impact on employee's output. According to Spector (1997), it is important that employees understand what job satisfaction entails. Spector (1997) argues that motivation is the drive people have about their job and different aspects of their jobs. This means that if employees know what job

satisfaction is, then they will be able to like their jobs or certain aspects of their jobs more, and then of course they will be happy, satisfied motivated and ultimately their performance will increase.

Cheung et al. (2009) maintain that motivation is "a function of intrinsic and extrinsic rewards (outcomes) offered by the job. For example, if employees feel challenged, interested and enthused by the task at hand, they will be happy and satisfied because they innately believe that what they do is indeed value adding. On the other hand, if employees feel discouraged, disinterested and unenthused by the task at hand, they will be unhappy and demotivated, because they don't see any tangible value in them doing the job (Cheung et al. 2009).

From the perspective of fairness and processes used to mete out rewards, (Bateman & Snell, 2008) argue "motivation or demonization are a perception of how people feel treated from the outcomes they receive or the processes used" this would mean that an employee would feel demotivated if one was unfairly treated by outcome received or the processes used to disseminate those outcomes.

4.4.3 Impact of Communication on Employee Motivation

The study set to find out the impact of communication on employee motivation. The respondents were asked to state whether the corporation communicates its values, mission and vision and uses communication methods to motivate employees. The responses were matched with the level of responsibility the respondents have at Postal Corporation of Kenya and tabulated using frequencies as shown in Table 5.1

Table 4.7: Impact of Communication on Employee Motivation

Cadre	Yes	No	No Response	Total
Senior management	12	0	0	12
Middle Management	27	0	0	27
Supervisory Staff				
Support Staff	54	2	5	61
Total	**93**	**2**	**5**	**100**

From the findings, all the senior management (12%) and middle management/supervisory respondents (27%) indicated that the corporation values communication with all employees, communicates its values, mission and vision and uses communication methods to motivate employees while among the support staff, 54% said that the corporation values communication. Only one respondent (2%) of the support staff did not know while 2 (5%) did not respond to the question. These findings indicate that most of the Postal Corporation of Kenya employees support that the Corporation values communication and uses communication methods to motivate them, thus when employees understand the value of communication, they are more likely to experience motivation and ultimately improve on their performance.

Figure 4.7: Ranks on the statements regarding the impact of communication in employee motivation at PCK
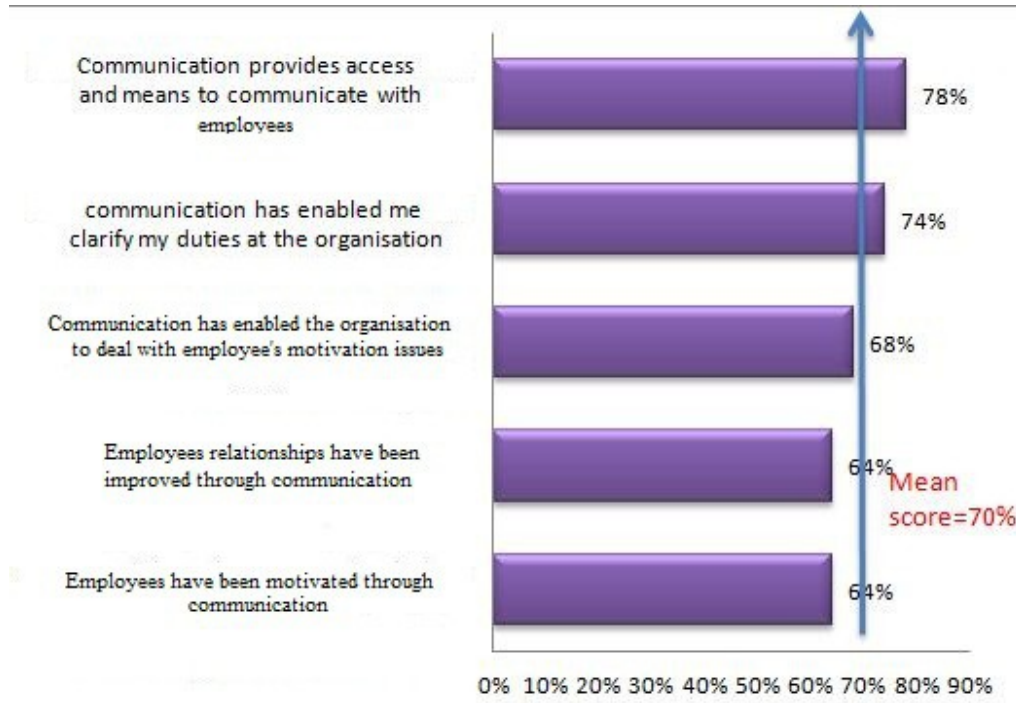
In general, 78% cumulatively (senior, middle and lower level) agreed that the organisation provides channels and means that employees use to communicate issues of job related inside and outside the organisation. While 74% affirmed that the manager at Postal Corporation of Kenya uses communication to help the employees clarify and understand the various duties and responsibilities assigned to them by the organisation. In addition 68% indicated that the organisation has successfully utilized communication in solving issues emanating from low motivation levels which consequently leads to go-slow and strikes. 64% of the employees agreed that through communication inter-personal and group relationships have been enhanced which has contributed to

employees' motivation as they feel part and parcel of the organisation. Moreover these relationships have led to easier access of the information around in the organisation and at the same note it has fostered a deeper understanding of the organisations policies motivating them to work towards a common goal. Finally 64% indicated that in general, communication has had an impact in motivating employees.

4.4.4 Positive Aspects of Communication and Practices Enhanced at PCK

PCK uses communication in creating awareness to the public. For example the launch of new product in the market, changes in the organisation that affects public, appointment of senior managers and delays in goods or service delivery . Moreover, the corporate communication department endeavours to send press releases through newspapers and announcements are made over the radio. This enables publics to make the right choices on the various services offered by the organisation and compare in relation to the competitor companies.

In addition the top management attested to the fact that there is use of communication to train employees at the customer care desk on how to handle customers since the way they treat customers leaves a certain impression of the company's image. PCK staff also admitted that the institution employs different channels to ensure effective and efficient communication. Due to the current technological changes and challenges with the old channels, PCK is striving to combine both traditional and new channels in enhancing their service delivery. The staff also affirmed that since the introduction of new channel

(Emails and SMSs) communication has become more effective and efficient within and outside PCK.

Further, the use of communication has enabled strengthening of organisations culture which includes the beliefs and principles that provide a sense of direction. Through this culture, employees find it easy to adjust to situations arising as they take them as an opportunity to a new learning experience and gain as much as possible. It also fosters respect and adherence of the policies and guidelines.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study was aimed at assessing the impact of communication on employee motivation at Postal Corporation of Kenya. The study aimed at evaluating how communication impacts, contributes and relates to motivation at Postal Corporation of Kenya. This study sought to find out whether communication had an impact on motivation on employees of the Postal Corporation of Kenya. The research also sought to identify what the management of the Postal Corporation of Kenya can do to improve the motivation and job satisfaction of its employees and to explore the different communication systems used at the Postal Corporation of Kenya to increase the overall performance of its staff. The findings were analyzed and presented consistently in relation to the study objectives. This chapter presents a summary of the study findings, conclusions and recommendations based on the research objectives.

5.2.1 The Relationship between Channels of Communication and Level of Motivation

The findings of this study revealed that communication channels have an impact on motivation as 66.75% of the participants affirmed that they are motivated depending on the communication channels. The research revealed that employee's involvement communication, feedback and teamwork are some of the motivators that make the middle management/supervisory employees more motivated than others. According to Nelson, (1997) employee involvement through goal setting and performance appraisal are the

ways of boosting motivation of employees as they define the employee's purpose in a company and help set standard expectations for individual employees and the organization. Among the reasons why some support staff are more motivated than others were in relation to work and work environment. The findings indicated that the most significant factors were conducive working environment, feedback, staff welfare, training and challenging job tasks.

The least significant reason why some support staff are more motivated than others was supervision. The study revealed that other employees are motivated more because of the communication. The increased control over the work environment motivates workers to try out and master new tasks, which is consistent with work design research that has demonstrated the motivational benefits of work autonomy (Fried & Ferris, 1987; Morgeson& Campion, 2003). This suggests that when given autonomy, individuals are likely to integrate more tasks into the focal role.

In comparing the results with past studies, it is evident that according to Walkup (2002) all employees can never be adequately motivated and satisfied employees at the same level albeit how critical to the success of organizations their motivation is. This study further revealed that the motivation programs put in place by any organization are directly linked to an employee's performance. This means that motivation affects employees differently and an organization needs to craft a menu of motivators that satisfy all the staff at various levels. The senior management views seemed to concur with those expressed by Huang

and Van de Vliert (2003) that, different employees from different working environments have varying degrees motivation and consequentially performance.

The findings revealed thatthe Postal Corporation of Kenya had put in place systems that promote motivation through communication. Communication channels that are aimed at increasing the overall performance of the employees include increased autonomy and decision making for staff, increased responsibility and independence and sensitization on the need to play part in the goal roles assigned. The study revealed that the Postal Corporation of Kenya management's desire for employees to have increased responsibilities and organizational flexibility which allows them greater flexibility in how they define their role as they have greater discretion in deciding how to perform the work. Interviews with senior management revealed that Postal Corporation has laid a lot of emphasis on performance appraisal so as to be able to set achievable goals and targets which the employees are committed to. Further, the senior management staff indicated that the Postal Corporation has put forth feedback mechanism and has sensitized the employees on its importance. This has made the employees to feel encouraged as they know what the management feels about their performance.

Botha (2003) suggests that policy makers and public managers should consider employees autonomy, appraisal and encourage teamwork and involvement of all employees in decision making processes as one of the strategies for advancing public-service motivation. The prevalence of work teams in organizations highlights the need to understand factors that promote team effectiveness. The current research extends the understanding of the multiple effects of team goal commitment. The results of this

research indicate that team goal commitment effects team performance and their motivation vis-à-vis, the quality of group experience, and team viability. As such, the Postal Corporation of Kenya would be advised to promote team members' team goal commitment in order to improve motivation and team effectiveness of the employees as suggested by Hollenbeck and Klein (1987).

5.2.2 The Role of Communication

52% of the employees indicated that communication had a role in motivating them to achieve the mission, visions and values of the corporation. 36% were of the contrary opinion. Most of the respondents were aged over 35 years confirming, the findings by Kirkman (2001) that as employees grow older, they are bound to be more motivated through communication. Further, the research revealed that there was a high education levelamongthePostal Corporation of Kenyaemployees. According to Jepsen and Sheu (2003), education levels impact on employee communication and motivation and therefore the education levels of Postal Corporation of Kenya employees was necessary. The research findings indicated that communication played a vital role in driving the employees to achieve their goals and objectives leading to job satisfaction. Previous studies have indicated that the level of education of an individual impacts on what can motivate him. There are high employee retention levels as the analysis revealed that a combined majority of 29 employees had served for 11-15 years and over 16 years. According to (Hoole&Vermeulen, 2003) increased service in an organization brings additional responsibility and authority, prestige, more promotion and socialization

opportunities as well as better remuneration and as such attributes more to employee's satisfaction differentials between seniors and juniors.

5.2.3 The Impact of Communication on Motivation

The findings of this study revealed that 65% of the respondents indicated that the corporation encouraged communication in several ways thereby increasing motivation. 22% were of the contrary opinion stating that the communication did not have an impact on motivation. Majority indicated that some of them were favored to a greater extent by the management making them feel superior to the rest. The findings revealed that Postal Corporation of Kenya had put in place communication systems that promote motivation. Communication programs that are aimed at increasing the overall motivation of the employees include increased autonomy and decision making for staff, increased responsibility and independence and sensitization on the need to play part in the goal roles assigned. This perception trickled down when it undertook performing the actual work which brought about grievances, hence affecting motivation.

5.3 Conclusions

The findings of the study showed that different employees are motivated through the roles that communication plays thus translating this motivation into job satisfaction. Thus employees of Postal Corporation of Kenya have better communication methods hence high motivation levels and consequently high performance. The findings reiterate the fact that some employees of Postal Corporation of Kenya have better communication channels than others because of the motivation and performance levels. Communication

to employees by policy makers and public managers in decision making improve motivation levels, job satisfaction and performance.

Communication programs that have been put in place at Postal Corporation of Kenya, has an impact on the overall performance This has improved due to the fact that they have been able to appreciate the work and the organization more; their performance both individually and as a team has gone up significantly making them like the job more; realization of full potential; increased enthusiasm in task performance, it possible to look forward to the following day and the feeling of security due to the improvement in the available health and safety programs; autonomy makes them feel appreciated; others said they felt positive in their life and job prospects outlook; commitment and loyalty to the organization also increased as a result of the motivation programs.

5.4 Recommendations

From the study findings, the researcher recommends that:

5.4.1 Policy Recommendation

1. Postal Corporation of Kenya embraces timely feedback and proper, immediate communication. Staff appraisal should also be improved so as to inform on areas of improvement and identify training needs/gaps. Communication and feedback should include elements of reward, commendation, recognition and praise. These elements reinforce behavior which in turn motivates staff to greater individual and organizational performance.

2. Postal Corporation of Kenya embraces and implements a communication system that encourages feedback. This communication system will make the employees to be motivated hence increase their performance. It is therefore recommended that Postal Corporation of Kenya considers communicating decisions that affect the employees promptly such as performance appraisal system to be used should be communicated early enough and the targets to be achieved clearly disseminated to the employees, especially the supervisors and senior management staff. This way, the supervisors and senior managers will be able to make and communicate the decisions that have great motivating effect on the employees.

3. Postal Corporation of Kenya continuously but periodically undertakes to review the communication channels used. The results of such surveys must then be made available to all employees as a form of feedback mechanism. It is also recommended that Postal Corporation of Kenya improves the communication management initiatives as forms of employee motivation programs. This way it will attract, retain and manage talent which will in turn increase on motivation and satisfaction levels among the Postal Corporation of Kenya staff.

5.4.2 Suggestions for Further Studies

This study recommends further research to establish the challenges faced by Postal Corporation of Kenya management in its quest to motivate the staff and how employees' past experiences and their attitudes affect their motivation towards their work. A study on

the assessment of the effect of communication on job satisfaction and Performance should be carried out.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

University of Nairobi,

School Journalism,

P.O Box 30197,

Nairobi.

4th July, 2013.

Dear Respondent,

RE: COLLECTION OF SURVEY DATA

I am a postgraduate student at the University of Nairobi, at the school of Journalism. In order to fulfill the degree requirement, I am undertaking a research project the impact of communication on employee motivation in the Kenyan public service. A case study of postal corporation of Kenya.

You have been selected to form part of this study. This is to kindly request you to assist me collect the data by filling out the accompanying questionnaire. The information / data you provide will be exclusively for academic purposes. My supervisor and I assure you that the information you will give will be treated with strict confidence. At no time will you or your organization's name appear in my report.

JenifferKarimi   **Mr. Silas Oriaso**

Student no. K50/69357/ 2011   **Supervisor**

APPENDIX II: QUESTIONNAIRE

PART A: DEMOGRAPHIC DATA

1. Is your Corporation locally owned [   ] foreign owned [   ] both local and foreign owned   [   ]   any   other   (specify)

_____

2. What is your designation at the Corporation?

_____

3. Gender (Tick one)   Male [ ]   Female [ ]

4. What is your age group?

    a)   Below 30 years   [ ]

    b)   30 – 34 years   [ ]

c)   35 – 39 years   [ ]

d)   40 – 44 years   [ ]

e)   45 years and above   [ ]

5. In which Level of management do you work in your department in the Corporation?

    a. Senior Management   [ ]

    b. Middle Level Management [ ]

6. Indicate the length of continuous service the current Corporation.

        ☐ 5 yrs and below

        ☐ 6- 10 years

        ☐ 11-15 years

        ☐ 16- 20 years

☐ 21 years and over

7. How long have you been working in your present capacity?

　　Less than 3 years ( ) 3-5 years ( ) 6-9 years ( ) 10 & Over years ( )

8. How long have you worked for the Public Service?

　1 – 2 years　( )　　　6 – 10 years　( )　Over15year ( )

　3 – 5 years　( )　　　10 – 15 years ( )

8. Highest level of education

　　　　KCSE　　　　　　　[ ]

　　　　Diploma　　　　　　[ ]

　　　　Undergraduate　　　[ ]

　　　　Masters　　　　　　[ ]

　　　　Doctoral　　　　　　[ ]

　　　　Any other (specify) _____

PART B: IMPACT OF COMMUNICATION ON EMPLOYEE MOTIVATION

9**.** To what extent do you agree with each of the following statements? Rank by placing a

tick in the appropriate column.

1. Strongly disagree

2. Disagree

3. Neither agree nor disagree

4. Agree

5. Strongly agree

Impact of communication on motivation	1	2	3	4	5
a) The Corporation values communication with all employees					
b) The Corporation communicates its values, mission and vision to the employees					
c)The Corporation uses communication methods to motivate its employees					
d) The Corporation uses communication to select and tailor their programs and policies to meet the specific needs of their employees.					
e) The Corporation communicates key activities, issues and developments to employees and developing policies that facilitate transparency and openness.					
f) TheCorporationemploys communication to increase utilization of specific workplace programs by making employees aware of their availability, clearly explaining how to access and use the services.					
g) Communication within the Corporation enables employees to respond more enthusiastically to their roles.					
h) Managers communicate tactics that help the team and total company complete the assigned mission.					
I) The Corporation culture is communicated effectively to the workforce and motivate them to accomplish their aims.					
j) The Corporation decision-making process includes active communication throughout the organization.					
k) The Corporation Communication inskills set training programs with managers is the way in which most employees receive their career development assistance.					
l)The Corporation disseminates information that employees consider vital, such as changes in the company's business focus or planned					

changes in the workforce, unless that information is company confidential					