

**INTERROGATING THE CONTRIBUTION OF CORPORATE
COMMUNICATION IN ORGANISATIONAL IDENTITY: A CASE STUDY OF
KENYA NATIONAL HIGHWAYS AUTHORITY**

BY

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DECLARATION

I declare that this research project is my original work and it has not been submitted to any institution for academic purposes.

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

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DEDICATION

I dedicate this research to my beloved wife Winnyrose, my daughter Michelle, and my two sons Cyrille and Ainsley.

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ABBREVIATIONS

BoD	Board of Directors
DG	Director General
ECP	Entrepreneurial Communication paradigm
ECT	Entrepreneurial Communication Theory
IEC	Information Education Communication
KARA	Kenya Alliance of Residents Association
KeNHA	Kenya National Highways Authority
KeRRA	Kenya Rural Roads Authority
KURA	Kenya Urban Roads Authority
PCSC	Public Complaints Standing Committee
PRSK	Public Relations Society of Kenya
RM	Regional Managers
SIT	Social Identity Theory

ABSTRACT

This study sought to interrogate the contribution of corporate communication in creating organizational identity, a case study of Kenya National Highways Authority (KeNHA). In the face of increased importance associated with corporate communication as a way of creating organizational identity. State Corporations KeNHA management included formed corporate communication structure and allocated resources with the assumption that the office would perform communication activities which were deemed to create organisational identity and the realization of organization objectives. However, the organization lacked the mechanism of determining whether corporate communication contributed to organisational identity and if it did by how much it contributed .This study therefore sought to examine whether corporate communication activities contributed to the creation of organisational identity of KeNHA in two financial years 2011 to 2013. The research further sought to realize the following research objectives; to examine KeNHA's corporate communication activities that contributed to organisational identity, to define strategies used by KeNHA's corporate communication office as a way of creating organisational identity and to propose monitoring and evaluation indicators for determining organisational identity both in two financial years 2011 to 2013 . The study used semi-structured interviews and qualitative content analysis of documents and policies to fulfil the above stated functions as outlined in ECT and SIT. From the interview responses and content analysis the study found out that corporate communication had a significant part in the contribution of organisational identity especially in publicity of KENHA materials, media liaison, web management, and participation of state functions, conferences and exhibitions, formulation of corporate communication strategies, developing and administering a communication database, creating linkages with stakeholders and sustain favourable media relations. To achieve the research objectives, the study was guided by two theories; the Entrepreneurial Communication Theory (ECT) which outlined four functions of strategic organization communication namely:-energizing, aligning, visioning and constituting of various organizational activities while Social Identity Theory (SIT) which outlined that organization employees classify themselves as social categories in terms of membership and age group who in turn formed an as organisational identity. The study recommended monitoring and evaluating indicators to be used to determine organisational identity, and defined strategies creating for creating organisational identity. The study disclosed that KeNHA's management was aware of the contribution of corporate communication in the realization organizational goals. The study found out that the scope of corporate communication as management function in KeNHA is on the increase and management's needs should include emerging issues that have a direct impact on organisational identity thus the corporation should enhance corporate communication activities.

CHAPTER ONE

INTRODUCTION

1.1 Background Information

There is a widespread recognition in management world that the future of an organization depends on how it's viewed by the stakeholders. More emphasis was put on corporate communication as a key management function with the aim of building organizational identity. Every effort was made by corporations to create organisational identity to meet expectations of stakeholders. According to Van Riel (2004), corporate communication is an instrument of management function that offered a framework for effective coordination of both internal and external communication with an aim of creating organisational identity to stakeholders upon which the organization is dependent.

In recent years, studies have been conducted to provide to ascertain whether corporate communication created organisational identity. Researchers had an assumption that an organisation was an integrated unique entity rooted in the behaviour of its members and how that behaviour was communicated to stakeholders (Balmer 1994, 1995, Van Riel 1992, 1995) and Wiedmann (1988). Scholars Albert and Whetten (1985) found out that there was no standard tool for determining the contribution of corporate communication in building organisational identity. Further, it was revealed that identity acquisition by an organisation was of value and an institution show how it holds itself, how it is seen by others, and the experience the organisation wishes to share with its stakeholders.

Tuner (1985) came up with the concept of integrating structures and sub-structures of the organisation as unified entity to its environment and focused on timely adaptation for ultimate survival. The process of building organisational identity emphasised the uniqueness, inner commonality and continued over time, this made an organisation naturally to surface its attributes, skills, and other features to stakeholders.

1.1.1 Global practice of corporate communication

In the global arena, corporate communication has been treated as a key management function to most organizations. In a report entitled *Managing Corporate Communication in a Competitive Climate*, Troy (2006) identified media relations, speech writing, employee communications, and advertising and community relations as key function for corporate communication department. It is within this framework that the researcher established the contribution of corporate communication as a way of creating organizational identity and examining corporate communication activities.

In economic quarters, an organisational identity has steadily increased and prompting management executives to view organisational identity as a mainstream corporation activity (Chajet, 1989). Several organisations in United States acknowledge the importance of organisational identity, through scholarly writing corporate communication is shallow level. The executives of American design and marketing communication consultants, commended the change of organisation names and logos to increase competitive market condition (Shee, 1988).

1.1.2 Corporate communication practice in Kenya

In Kenya, both private and public corporate corporations have integrated corporate communication sections as part of management structure with the aim of creating organisational identity. Corporate communication section has been tasked with the responsibility of policy formulation, advertising, corporate social responsibility, crisis communication and media relations (PRSK, 2011). According to the PRSK (2011) survey, there is scant information on the contribution of corporate communication in creating organisational identity.

1.1.3 Origin of Corporate communication at Kenya National Highway Authority

The Ministry of Roads through the Act of Parliament 2007, established three autonomous roads authorities. The three authorities are: - Kenya National Highways Authority (KeNHA), Kenya Rural Roads Authority (KeRRA) and Kenya Urban Roads Authority (KURA). In 12th September 2008, Kenya National Highways Authority was established with the mandate of constructing, managing and rehabilitating the national road network. The national road network is classified into three classes, namely international trunk roads (Class A), national trunk roads (Class B) and primary roads (Class C).

The KeNHA management is led by the Board of Directors (BoD), Director General (DG) as the Chief Executive Officer, General Managers heading departments, the Heads of Sections and employees. There are five departments namely; - Design and Construction for constructing roads, Finance responsible for facilitation, Maintenance to maintain the already constructed roads a, Planning and Environment for projection, Special Projects to

deal with issues of donor funded projects while the other sections like Human Resource and Development Administration for staff welfare, Procurement services, Internal Audit for monitoring the projects and all departments are based in Nairobi at the headquarters. KeNHA also has 10 regional offices which acts as administrative and supervisory units of KeNHA mandate across the country which are headed by Regional Managers and the offices are located in Nairobi, Mombasa, Kisumu, Nakuru, Eldoret, Machakos, Isiolo, Garissa, Nyeri and Kakamega.

In 2008 to 2009, KeNHA's annual report found out that stakeholders had little knowledge on authority's functions of construction, rehabilitation and maintenance of roads instead functions the authority were attributed to the mother Ministry of Roads. KeNHA's 2008 to 2013 strategic plan implementation report discovered that there was little knowledge to stakeholders on what the authority performed. Based on the findings the KeNHA's Board of Directors approved the formation a corporate communication with the aim of creating organisational identity and the formed office was attached to the director general. In February 2010, KeNHA's corporate communication section was officially formed with a clear mandate of creating organizational identity to stakeholders. As per KeNHA's 2012 to 2013 annual report the corporate communication had carried out communication which translated organizational identity.

1.2 Statement of the problem

According to Ashforth and Mael (1996), the central character of the organization identity was rooted in internally consistent system of pivotal beliefs, values, and norms, anchored

in the organizational mission that informs sense making and action. Organisational identity is regarded as a visual appearance and projected desired identity through, logos, house style, corporate colours, tagline, slogans, and symbols of the organisation (Halloran, 1985) and an organization's strategy, branding and communications policies.

Organisation culture is characterized by a bias for action, maintenance of close relations to the stakeholders so as to achieve organization objectives by fostering strong corporate values. Organization openly articulate their belief to stakeholders, train their employees into the corporate's central thought, and assess identity through corporate communication. The growing importance of organisational identity focuses on organisational culture (Mentzer 1994) and further reinforce the attributes of organisations beyond the confines of a visible and normal authenticity.

In spite of the increasing importance of corporate communication in most State Corporation as revealed in PRSK review (2011), there is no direct linkage between the activities carried out by corporate communication and identity creation. Scholars did not examine specific corporate communication specific activities to be conducted in order to achieve organisational identity. The survey found out the presence of corporate communication structures state corporations and KeNHA being a state corporation formed corporate communication section with an assumption of creating organizational identity, but there were no indicators for determining organisational identity and specific activities defined to create organizational identity. It is within this framework that the study sought for specific activities, and identifies strategies and proposes monitoring and

evaluation. Without proper strategies, specific activities and monitoring tools the organization would be allocating resources without getting the value of creating organisational identity and fill the information gap in the field of corporate communication.

1.3 General objective

To interrogate the contribution of corporate communication in organizational identity.

1.3.1 Specific objectives

The research specifically seeks to accomplish the following research objectives;

- i. To examine KeNHA's corporate communication activities that contributed to organisational identity in two financial years (2011 to 2013).
- ii. To define strategies used by KeNHA's corporate communication office as a way of creating organisational identity in two financial years (2011 to 2013).
- iii. To propose monitoring and evaluating indicators for determining organisational identity.

1.3.2 Overall Research question

What is the contribution of corporate communication in KeNHA's organisational identity in two financial years 2011 to 2013?

1.4 Specific Research questions

- i. What are the activities done by KeNHA's corporate communication as a way of creating organisational identity in two financial years 2011 and 2013?
- ii. What are the strategies used by KeNHA's corporate communication to create the organisational identity in two financial years 2011 and 2013?
- iii. What are the monitoring and evaluating indicators that are expected to be adopted KeNHA corporate communication in determining organisational identity?

1.5 Justification and significance of the study

According to PRSK 2011 survey, corporate communication plays a key management function in in creating organisational identity. The concept of corporate communication departments in state corporations were meant to create organisational identity but there is no documented standard strategies to be followed or the specific activities to be done so as to achieve organisational identity. In addition, there is lack of monitoring and evaluating indicators for organisational identity. There is scanty information in regard to contribution of corporate communication as a management function in charge of organisational identity in Kenya. This will give the researcher an opportunity to examine corporate communication activities, define strategies used and recommend the best monitoring and evaluation indicators for determining identity creation and fill the information gap.

The study will provide activities conducted by corporate communication, propose standard strategies which are likely to be adopted. Finally, the study will propose

monitoring and evaluation indicators which may be used in determine organisational identity. By so doing the study also intends to contribute to the academic knowledge for students, researchers, practitioners in corporate communication field.

1.6 Scope of the study

This study will be carried out in a state corporation known as Kenya National Highways Authority head office in Nairobi and its five regions located at different parts of the country. The regions are namely; Nairobi, Coast, North Eastern, Nyanza and North Rift. The study will be limited to two financial years 2011 to 2013 after the inauguration of corporate communication. KeNHA's managers and regional managers formed the research population of 10 respondents. The managers were drawn from head office and the five regions.

CHAPTER TWO

LITERATURE AND THEORETICAL REVIEW

2.1 Organisational Identity Concept

The concept of organizational identity was introduced by (Albert and Whetten, 1985) who suggested that organizational identity symbolizes the characteristics of an organization that its members perceive to be central, distinctive, and enduring in an organization past, present and the future. Organizational identity seeks to answer to the question of “who we are as an organization”. Researchers have explored the characteristics of organizational identity, specially the features “distinctive” and “enduring” characteristics for describing organizational identity and has been the subject of investigations.

According to Ashforth and Mael (1996), the central character of the organization is rooted in the more or less internally consistent system of pivotal beliefs, values, and norms, typically anchored in the organizational mission that informs sense making and action. Organisational identity is regarded as a visual appearance and projected desired identity through, logos, house style, corporate colours, tagline, slogans, and symbols of the organisation (Halloran, 1985) and an organization’s strategy, branding and communications policies.

Several authors have adopted the definition of organisational identity as the sum of all ways the organisation chooses to present its identity (Downey 1986).The definition

assumes that the organisation is relevant and should be projected to stakeholders. Using Downey argument's organisations claim to create identity and yet there is no defined activities or approaches used to obtain identity. Both academic scholars and corporate communication consultants acknowledge organisational identity as a unique characteristic is rooted in the behaviour of members (Balmer, 1995; van Riel, 1995) but there are no approaches given by corporate communications to monitor and evaluate organisational identity.

In the last decade, several approaches have been developed with the assumption of enlightening an organization's identity. Available methods show a "traditional" consumer behaviour research, which drew a survey techniques to ascertain an organization's external appearance (Gray, 1985; Poiesz, 1988). The method used semi-structured interviews which has been adopted by organizations to determine organisational identity (Bernstein, 1986; Lux, 1986).

When Albert and Whetten published their research results, several researchers became interested in investigating organizational identity. The initial definition of organizational identity has strongly characterized research conducted. However, it has resulted in certain critics, too. Especially the "distinctive" and "enduring" characteristics have been targets of a debate. Researchers such as Gioia and Thomas (1996), Gioia (1998), Fombrun (1996), and Ojala (1996), questioned distinctiveness a characteristic of describing identity, with the argument that currently organizations appear much identical with a notion that likeness seems to be intentional. Enduring as a characteristic describing

organizational identity on the other hand, has been found problematic due to the fast changing pace of corporate life today. With all changes occurring, change occur within an organization as shown by researchers that have contributed in debate Poikolainen (1994), Whetten and Godfrey (1998), Pitkänen (2001), Brown and Eisenhart (1997), Gustafson and Reger (1995), Barney et al. (1998), Gioia et al. (2000), and Hogg and Terry (2000). Most researchers, however, use Albert's and Whetten's original definition of organizational identity as the basis for their research. Despite that the definition has advanced investigations, it can also have restricted the exploration of the concept's richness and dynamism.

Organizational identity is a rich domain with a huge potential for exploration however, explanatory concept of organizational identity and how identity is achieved and measured, little investigation has been done. According to Empson (2004) organizational identity at the individual level represents the distinctive attributes, which individuals associate with their membership. At the organizational level, identity is formed by the collection of the unique attributes of individual members. Therefore it is understood that organizational identity is shaped by members through a dynamic interaction process. The researcher therefore will investigate the claim of corporate communication in creating identity.

2.2 Corporate communication

Communication plays a central role in stakeholder identification, organisational identity and corporation standing, Kennedy (2008).The images held by external stakeholders is a

reflection of those held by employees and that implies that good internal communication in the organisation reflects a good organisational identity to stakeholders. Gotsi and Wilson (2001) found out that organisation standing reflects a stakeholder's overall evaluation with an organization and is based on the stakeholder's direct experiences with employees. Identity is built within the stakeholder's networks that surround organizations, Dortok (2006).

According to Welch and Jackson (2007) communication should take four dimensions are; line management, team communication, project communication and internal communication which should to focus to all employees. In other words for corporate communication should ensure employee communication is key and in return extend to stakeholders. The scholars conceptualised internal corporate communication, as key to an organisation's strategic managers and its internal stakeholders, to promote commitment bring a sense of belonging. In internal communication will focus on corporate messages, communication goals (commitment, awareness, belonging and understanding) and the context of the communication (external and internal environment).

According to Foster and Jonker (2005), messages created by corporate communication should be actively received and understood by stakeholders. The process of stakeholder engagement will lead to extra communication and interactions which translates to a "link of transactions". This approach to communication, is action-oriented, compatible with the achievement of organisational goals. This perception on internal communication may be linked to the responsibility of strategic management as theorised by Katsoulakos

and Katsoulacos (2007). The scholars refer it as “enterprise strategy”, which highlights the need for changing the relations between organisations and society to enhance an organisation’s societal legitimacy. In line with the scholars’ findings corporate communication is tasked the responsibility to carry out activities which will promote internal and external communication to create identity. Thus the researcher will determine the effort made by corporate communication activities that promote identity.

2.3 Theoretical review

2.3.1 The Entrepreneurial Communication Paradigm & Theory

This theory shows a growing number of communication and management scholars who theorised on the institutionalization of the contribution of corporate communication in the organizations (Gregory 2008). The Entrepreneurial Communication Paradigm (ECP) was advanced by Invernizzi, Biraghi and Romenti (2011). The scholars identified four approaches in which corporate communication contributes to organizational identity. These approaches are; aligning, energizing, visioning, and constituting communication activities to promote the value to the organizations (Alvarez and Barney, 2004). The paradigm defines aligning as the way in which corporate communication carries out environmental scanning, boundary spanning, linking and engaging responsibilities to create organisational identity. The corporate communication department observes and interprets the context in which an organization operates (Shite et al, 2001).

The model suggests that the corporate communication department has a duty to monitor and interpret changing environment of the organisation especially the stakeholders and

notifies the management to take necessary communication strategies that are aligned with the organization's expectations. The aligning of the organization helps to develop a joint relations and lasting partnership with stakeholders (Gruning, 2001). It's within this context of aligning that the research intends to evaluate the strategies employed by corporate communication department as a way of creating organisational identity by aligning the organization relations with its stakeholders.

On at the same script energizing approach corporate communication is tasked by KeNHA to motivate organizational partners through innovative and outlined collaborative networks. This is done through merging the existing resources, capacity development and spread of knowledge. Corporate communication department's core mission is to inform management to reassure stakeholders on the changes undertaken through innovation, by providing suitable information and attend to challenges which may hinder the objectives of the organization (Zerfass & Huck, 2007). The approach allows corporate communication to sends messages of innovations to organization's partners, and give them room for expression thus contributing in implementing innovative processes of the (Dougherty, 1996).

The model also proposes that corporate communication should deliver coherent messages to vision the organization's mission, strategies and guiding principles to the stakeholders which in turn creates the identity. In this regard the communication activities focuses on messages to stakeholders in order to obtain the desired effect (Stroh, 2007).

In visioning part, communication decisions of the organization are consistent, this is essential in shaping organization's position in the minds of its stakeholders and develop a long-term organisational identity (Cornelissen, 2008). The corporate communication department's contribution is to facilitate the implementation of organisation decisions by defining ways of communicating the management decisions to stakeholders, (Zerfass, 2008). This means that organizational obstacles are easily overcome through resolving conflicts that may hinder organisational identity and allows for constant search for commitment to key stakeholders (Howell & Haggins, 1990).

In constituting method corporate communication sets a competitive communication activities that relates with the organization to stakeholders. The organization is tied to the ability to activate, and re-invent the organisation competitive scenario (Gupta et al, 2004). Corporate communication locates communicative aspects of decisions taken by the organisation and the specific strategic objectives this acts as an infrastructural component of the operations decision making process, and influences the contents the reflective organisation activity, by analysing and interpreting communication on organizational context.

The paradigm is applicable in this study because it intends to outlines corporate communication activities that are useful in in visioning, aligning, energizing and constituting to meet the organisation's identity. The approach will also set the organization to remain relevant to its stakeholders from time to time by evaluating the communication strategies from time to time to suit the needs of the stakeholders.

2.3.2 Social Identity Theory and the Organization

The basic idea of social identity theory is a category such as nationality, political affiliation, organization, work group to within which one falls or to which one belong (Hogg and Terry, 2001:3), while organization identification has long been recognized as a critical construct of the literature of the organization behavior affecting both the satisfaction of the individual and the effectiveness of the organization (Brown, 1968, Chatman, 1986, Rotondi, 1975).

Social Identity Theory (SIT) give the consistency to organizational identification and suggest successful application to organization behavior (Henri 1978, 1981: Turner, 1985) the theory is applied in three perspectives that is; organizational behavior; socialization, role of conflict and intergroup relations. The theory classify employees into various social categories such as organizational membership, religious affiliation, gender, and age group (Tajfel & Turner 1985). This example suggest, organizations that the organization is classified into various categories and different individuals may operate different categorization plans (Turner, 1985).

Social classification segment and orders the social environment and provides the individuals with the systematic means of defining others. For example is employee is assigned the representative characteristics of the category to which he or she is classified. Second social classification enables individuals to locate, define him or herself in the social environment. According to SIT, the self-concept is comprised of personal identity

surrounding individual characteristics such as bodily attributes, abilities, inner traits and interests and social identity comprises of a salient group classifications.

Social identification therefore is the perception of oneness with or belongingness to some human aggregate. Social identification and group identification derive from the concept of group identification (Tolman, 1943). Identification is viewed as a perceptual cognitive construct that is not necessarily associated with any specific behavior or affective states. To identify, an individual need not spend energy toward the group goals and the individual need is intertwined with the fate of the group. Social group identification is seen employee experiencing the successes and failures of the group (Foote, 1951; Tolman, 1943) thus identification is maintained in situations involving great loss or suffering (Brown, 1986).

According to the theory certain values and attributes are associated with members of a given social category, acceptance of the group and an individual may define herself or himself with the group with the organization the individual work for. The individual's social identity may be derived not only from the organization, but also from his or her workgroup, departmental, union, lunch group (Albert and Whetten 1985) distinguished between organizations in which individuals across subunits share common identity in which individuals display subunit identifies. In Ouchi's theory of Z organization in which management styles are blended together and diffused evenly throughout the entire organization that make it identical to the stakeholders.

Applying social identity theory to organization, according to the literature on organizational socialization, organization newcomers use the theory to build a situational definition (Kartz 1980). Corporate communication will apply social identity theory to influence the employees to learn KeNHA policies which the group will follow, and be identified with to its publics. The theory also will help to highlight on how individuals form a group that can be identified by stakeholders.

CHAPTER THREE

METHODOLOGY

Chapter three of this paper laid down the procedures that the researcher used in conducting the study. The whole section described the area of study, research design, and study population, sampling techniques, sample size, data collection techniques, finally data analysis and presentation.

3.1 Study area

This study was carried out in a state corporation known as Kenya National Highways Authority, which was charged with the authority to construct, maintain and rehabilitate national roads under class A, B and C. The organization's head office is located in Nairobi City County, and five sampled regions namely; Nairobi, Coast, North Eastern, Nyanza, and North Rift which are spread across the country.

3.2 Research design

A research design represented a plan of how particular study was conducted, it is concerned with the type of data collected and the means used to obtain it (Nieswiadomy, 1993, Oswala 2001). The researcher preferred a case study because of its flexibility and holistic approach during interrogating the empirical events. The case study also supported deeper and detailed investigations questions to provide answers. Finally the study also used a variety of suggestions from different sources such as policy documents and interviews.

The researcher used a qualitative research method to collect and analyze data. The use of qualitative method preferred because it gave insights of the problem and uncover dominant trends in thoughts and opinions, semi-structured interviews was used to collect data.

3.3 Sampling technique

Sampling is the process of selecting elements from the total population in such a way that the elements selected represents the total population. The sample was a representation of the total population where most characteristics of the population are captured. (Martin, E. Amin 2005:67).

The study focused on a limited number of respondents who the researcher purposefully selected because of the in-depth information needed and a good insight into an issue that was little known about. A purposeful sampling was done to get respondents with a particular 'purpose' in mind. The researcher selects respondents for specific reasons that met a particular interest for the research on the contribution of corporate communication activities and how these activities contributed to organizational identity. In order to answer a combination of 'what' and 'why' questions, this case study a qualitative data was analysis to capture a deeper meaning and identified the contribution of corporate communication in organizational identity.

3.4 Sample and sample size

A sample is a small group of cases drawn from and used to represent the large group or whole population under investigation. Therefore sample size is the number of people or objects in the selected sample (Manheim JB and Rich, 1999:448).

The researcher used two samples meet objectives of the study. The researcher purposively chose five out of 15 top managers for interviews in order to collect information linked to corporate communication and its creation of organizational identity. The second group is a sample five of ten regional managers who acts as custodians of corporate communication activities at the regions.

3.5 Data Collection methods

Data collection involved the gathering of raw data from the study area and related literature. According to (Sekaran, 2000). It is the process of gathering information about a phenomenon using data collection instruments. Both primary and secondary sources of data was used to obtain information for the study. In primary the research in-depth semi-structured interviews was used Parker (1988). The choice of in-depth interviews was because of the nature of the target population who are the managers.

The primary data interviews probed the ideas of the interviewees on what they know on especially the contribution of corporate communication in creating organizational identity, an in-depth inquiry on individual data was written. Before the interviews an approval was sort through the introductory letter to the managers forwarded upfront. The

managers were notified three days prior to the interview, this will enable them create time for the interview from their busy schedule. Secondary data the research will obtain data from reports, books, and journals annual reports service charters to supplement primary data. This was done by going through available documents related to corporate communication.

3.6 Pre-testing

According to Devellis (1991), as cited by Mugenda, (2008) consistency is the proportion of variance attributable to the time measurement of a variable and estimates the consistency of such measurement over time from a research instrument. It is a measure of the degree to which a research instrument would yield the same results or data after repeated trials. Pre-testing designed the parameters and principles of the interviews schedule (questions), a trial was conducted with a few volunteers' respondents, not representing any of the managers participating in the study primarily to test the clarity and subsequent interpretation of key concepts employed, the estimated time for the interview run time identified possible areas of confusion or ambiguity and pre-testing confirms the appropriateness of the sequencing of interview questions.

3.7 Data analysis

This section outlined the procedures which were followed to ensure meaningful result and set the stage for conclusions in regard to corporate communication and its contribution to organizational identity. In general, the study attempted to answer the question under research by qualitative analysing data.

The researcher examined raw data in order to find linkages between the research objectives and the outcomes with reference to the original research questions. Throughout the analysis process, the researcher will remain open to new opportunities and insights. The researcher purposely sorts the data in many different ways to create insights and deliberately looked for conflicting data to disconfirm the analysis.

3.9 Ethical Issues

In confidentiality the participants were guaranteed that the collected information will not be made available to anyone who is not involved in the study and it will remain confidential for the purposes it is intended for. In permission the researcher will seek permission to carry out the research from management. Informed consent prospective research participants will be fully informed about the procedures involved in the research and will be asked to give their consent to participate. Finally anonymity of the participant will remain anonymous throughout the study and even to the researchers themselves to guarantee privacy.

CHAPTER FOUR

DISCUSSION AND ANALYSIS OF RESEARCH FINDINGS

4.1 Introduction

This chapter presents, discusses and analyses the main trends of research findings from the qualitative semi- structured interviews of five managers and five region managers. The five KeNHA managers interviewed were the Finance Manager, corporate communication Manager, Corporate Affairs Manager, manager roads and the Director General. The five Region managers were purposively sampled from ten regions namely: - Nairobi, Coast, North Eastern, Nyanza, and North Rift.

The researcher took hand notes during the qualitative face-to-face interviews with the KENHA managers and Regional Managers. The interview notes were used in the thematic analysis to provide qualitative understanding of how KENHA managers and Regional Managers viewed the contribution of corporate communication in organizational identity in two financial years 2011 to 2013.

This chapter therefore gives an in-depth analysis of the interview findings based on the four broad themes that informed the interview questions. The main aim is to link the research findings with the reviewed literature and the theoretical framework. The interview questions were categorized into four broad areas namely: contextual questions through which the researcher sought to find out the understanding of the respondents on how corporate communication activities in KeNHA.

From the responses on the contextual factors contributing to the organizational identity of KeNHA, the researcher established that corporate communication contributed greatly in the creation of organizational identity in two financial years that is 2011 to 2013 mainly through mainly through its market engagement and penetration activities including brand promotion, advertising, corporate social responsibility, publications and attending exhibition and conferences medial liaisons and public relations.

4.2 Corporate communication activities that contributed to organizational identity

This thematic area sought to find out from the respondents what they thought was the activities that were conducted by corporate communication in KeNHA in two financial years 2011to 2013 as outlined in the first research question which reads: What are the activities done by KENHA's corporate communication to create organizational identity in two financial years 2011 to 2013?

From the responses gathered, it emerged that interviewees believed that corporate communication had a positive contribution to organizational identity creation during the two year period. On the specific question: in your opinion, what are the activities that corporate communication did in KeNHA that contributed to organizational identity? Respondents listed a number of activities among them creation of brand awareness through advertising and public relations; management of stakeholder relations; Undertake public awareness campaigns on the authority's projects Participate and exhibit in trade fairs and professional forums and Stakeholder relations, undertaking website improvement and regular update publicity of KENHA activities and functions,

resolution of public complaints and customer satisfaction, policies were developed to enhance corporate social responsibility and participation in state functions.

...in my opinion, corporate communication should be the link between KeNHA and its stakeholders, both internal and external and in so being, corporate communication should endeavour to promote a mutual relationship between KeNHA and these identified stakeholders. The good relationships between KeNHA and its stakeholders should in turn translate into organizational identity... (Interview, 2014).

One of Regional Managers gave the view as follows:

...I think corporate communication at KeNHA helps enhance the image of the corporation and by so doing contribute to (the functions of the organization and stakeholders are aware of the responsibilities of road construction, rehabilitation and maintaining ... (Interview, 2014).

From these responses, it came out that key stakeholders at KeNHA, managers and Regional Managers, understand the contribution of corporate communication in organizational identity creation. However, some of the respondents were of the view that the contribution in terms of activities at corporate communication at in KeNHA needs to be enhanced so as to have more impact on the organizational identity to even areas where the class of roads don't cover, in this regards, one of KeNHA's regional managers made this observation:

....In my view, corporate communication played a key creation of organizational identity in two financial years at the headquarters and never extended to regions prominently. However, the corporate communication section needs to come up with corporate communication representatives at the regional level to champion the activities which enhances organizational identity.... (Interview. 2014).

On the question: Would you relate the organizational identity KeNHA from 2011 to 2013, to the activities of corporate communication? The respondents generally felt that there was a direct relationship. One of the managers remarked as follows:

....there is a direct connection between corporate communication activities and creation of KeNHA's organizational identity. For instance, my region experienced increased flow of applicants to use maintain roads and job application whenever KeNHA carried out campaign an advertisement on job application vacancy. I have also witnessed increased of the public inquiring whenever the road is officially opened... (Interview. 2014).

On the same question, head office KeNHA manager had this to say:

...I have seen a noticeable relationship between corporate communication activities and identity creation and there are several examples to cite here. One instance would be when we advertised in the newspapers on payment of permits for heavy commercial vehicles the response from the public was overwhelming. I can directly attribute the inquiries with the information the public got... (Interview, 2014).

There was a general consensus among the respondents that there exists a direct positive relationship between corporate communication activities and the organization identity of KENHA. However, respondents also cited other factors that have a direct positive impact on KeNHA's identity creation which are not related to corporate communication. These factors as mentioned by a number of respondents include building of a good highway roads and general public understanding as resulting from the fact that KeNHA is State Corporation whose services are naturally regulated. On this subject, one of the interviewees stated as below:

...in an as much as the creation of organizational identity KENHA in the two years may be directly attributed to an aggressive corporate communication strategy adopted *by* the corporation in 2011, there are other factors such as good roads and general public willingness that may have a part to play...(Interview, 2014).

On the question: **What are the activities of corporate communication at KeNHA?** The responses from the interviewees varied considerably. However, there were a number of responses that were similar. The most common activities of corporate communication at KeNHA as cited by respondents included: brand management, advertising, corporate

social responsibility, Media relations, events management, internal communication and attending state functions. One of the comprehensive responses on this question came from one of manager who listed these activities as below:

...I think corporate communication activities at KeNHA include media relations, publications, publicity, resolving public complainants, advertising, social responsibility and brand management and website development and updates... (Interview, 2014).

The essence of asking this question was to establish how well KeNHA managers understood the contribution of corporate communication in organisational identity and whether they had interacted with the activities of corporate communication. Responses from this question were important in establishing the relevance of corporate communication to KeNHA's core functions, goals and objectives. The general observation from the responses, however, is that key internal stakeholders of KeNHA including managers and Regional Managers understand the functions of corporate communication in KeNHA.

In this thematic segment of the interview questions, the study sought to find out whether KeNHA's managers and staff, understood why corporate communication unit was established at KeNHA by asking the question: In your opinion, what were the objectives of establishing the corporate communication section at KeNHA? Information derived from this would help the researcher to establish how effective corporate communication was being used by KeNHA as a key management function.

Just like in the previous question on the activities, responses to this question varied from respondent to respondent but there were a number of common objectives cited by the respondents and these included: 'to create employee relationships; to manage information; to support identity communication activities; and to enhance engagements with the stakeholders.

The study sought to find out from the respondents the relevance of corporate communication in KENHA by posing the question: Do you think corporate communication is relevant in creating organizational identity of KeNHA? The main intention of this question was to establish the organisation support for corporate communication inside KeNHA. All the ten interviewees agreed that corporate communication was significant and gave reasons as to why they thought so. One of the Regional Managers gave the following justification:

....as the voice and face of KeNHA, corporate communication is essential to ensuring that KeNHA's core functions remains visible stakeholders and by so doing that contributes to KeNHA's organizational identity... (Interview, 2014).

On the same question, a one of the KeNHA's manager noted as below:

...the future of this organisation (KeNHA) is how strong the organisation is publicized. It is a fact that good roads are standardised and therefore quality how the roads are build. This explains why publicity and publications functions of corporate communication will be relevant to the future organizational identity creation of KeNHA... (Interview, 2014).

From the responses gathered on this question, it is generally agreed that corporate communication is relevant to KeNHA identity creation of in several ways including in ensuring that KeNHA's roads construction, rehabilitation and maintenance services is

publicized so as to remain visible to stakeholders and also in shaping and managing the right brand identity for KeNHA.

The last question of this thematic segment sought to find from the respondents what in their view ought to be the functions of corporate communication at KeNHA by posing the question: Ideally, what should be the functions of corporate communication in an organization? Just like in earlier questions, responses to this varied from respondent to respondent with a number of points featuring repeatedly. Some of the functions common in the responses included; media relations, publications of KENHA materials, corporate social responsibility, advertising, and internal communications. One of the longest responses to this question came from a KeNHA manager who listed the functions as below:

...crisis communication, media relations, corporate social responsibility, managing publications, advertising, brand management, internal communication, and stakeholder relations... (Interview, 2014) KeNHA regional manager outlined the following functions...public relations, crisis communication, advertising, stakeholder relations and brand management... (Interview, 2014)

It is evident from responses that KeNHA stakeholders understood the functions of corporate communication in corporate entity and would be helpful when revising KeNHA's corporate communication strategy for the strategic planning period 2013 to 2018.

4.3 Responses on corporate communication strategies used to enhance organizational identity at KeNHA

Questions in this thematic area of the study generally sought proposals from respondents on ways of enhancing the contribution of corporate communication to the organizational identity in KeNHA.

In response to the second research question which read: **What are the strategies used by KeNHA's corporate communication to create the organisational identity for two financial years 2011 to 2013)?** The first question read: **Do you think the corporate communication section at KeNHA has proper strategies to help create organisational identity? If, no, what in your opinion on what needs to be done?** This question was meant to gather information from the respondents on how in their view; corporate communication section at KeNHA needs to be structured so as to create more influence on KeNHA's organizational identity and future prospects. Responses to this question varied from respondent to respondent with eight out of the ten respondents indicating that corporate communication was not properly aligned at KeNHA. One of KeNHA managers responded as below question:

...it is not well positioned. What needs to happen is to set regional offices to deal with corporate communication activities and enhance customer care and public complaints. By so doing the budget for corporate activities and staff be increased and this will influence KeNHA's identity creation across the country since the regions is a representative of head office. With an adequate budget and staff, corporate communication will be able to influence KeNHA's organizational identity... (Interview, 2014).

Another manager had this response to the question:

...the current positioning of the corporate communications section within KeNHA's management structure is wrong. Corporate communication needs to be elevated' into a department and with devolved services to regions. The head of the department will manage the corporate desks at other departments and regional desks .For example it is only at the corporate communication section where there is customer care and at the Director General's office. With a full-fledged department, corporate communication will be better placed to request for more resources to enable it perform its functions... (Interview. 2014)

KeNHA regional manager had a different view on this question and made the remark below:

....in my view, corporate communication is currently positioned within KeNHA, what needs to be done is increase resourcing of corporate communication activities in terms of human and financial resources. The other thing that needs to be done is for the corporate communication team at KeNHA, to involve the corporation's stakeholders including departments planning and executing corporate communication activities... (Interview, 2014).

In the second question of this thematic area, the study sought to find out from respondents what they thought was the significance of corporate communication to KeNHA as a key management function by asking the question: **What do you proposal to the management and the board of KeNHA on the significance of corporate communication as a key management function?** All of the ten interviewees responded to this question indicating that corporate communication was a key management function and gave their reasons why they thought so. The reasons cited by respondents for supporting corporate communication as a key management function were many and varied but the main ones included: 'is an important tool for recognising the organisation to stakeholders; key in crisis management; key in stakeholder relations; importance in

media relations; key in corporate social responsibilities activities; and central in brand management and publicity'. One of KeNHA's Regional managers remarked as below:

...corporate communication plays in key promoting KeNHA core functions through publications, advertising, media links, media campaigns and launching of state functions in relation to roads construction, and rehabilitation and therefore it is an important management function.... (Interview, 2014).

Another regional manager had this to say.

...in this era of state corporation' increasing involvement in stakeholders in performing their activities through corporate social responsibility initiatives, it is important that KeNHA establishes a strong corporate communication section to support its functions across the country... (Interview, 2014).

From these responses, the general view of the respondents is that corporate communication has a key management function at KeNHA and therefore KeNHA's management needs to expand its scope and invest more human and financial resources in its expansion. Further, KeNHA needs to realign its corporate communication strategy to its overall organizational identity strategy by enhancing its participation in emerging aspects of corporate communication such as corporate social responsibility and sponsorship management

4.4 Responses on the indicators for monitoring and evaluating the role of corporate communication in organizational growth of KeNHA

In this thematic set of two questions, the study sought to answer question two of the research question which reads: What are the indicators that can be used to monitor and evaluate the role of corporate communication in organizational growth of the National Oil Corporation of Kenya between 2011 and 2013?. With the first question: **Do you think**

it is important to monitor and evaluate the contribution of corporate communication at KeNHA? If yes, why? The study sought to establish whether respondents thought it was important to monitor and evaluate corporate communication activities and why this important to KeNHA.

All of the ten respondents agreed that corporate communication activities needed to be monitored and evaluated. The respondents gave varying reasons for choosing to support the monitoring and evaluation of corporate communication. There were however a number of common reasons in the responses among them: 'establish the effectiveness of corporate communication activities; align corporate communication activities with the strategic organizational objectives; get valuable feedback to help enhance corporate communication activities; establish the relevance of corporate communication in organizational identity creation; and inform management of organizational and opportunities when it comes to road management sector. KeNHA manager assessed the section and this was the main reason for supporting the monitoring and evaluation of corporation:

...corporate communication activities are very expensive and as such they need to be closely monitored and evaluated to ensure a value return on the money invested in corporate communication activities... (Interview, 2014)

Another KeNHA manager responding to this question noted as thus:

...corporate communication just like any other management function needs to be monitored and evaluated because it is an investment. However, the outcome of such monitoring and evaluation should not be looked at in terms of identity value. Corporate communication adds intangible value to KeNHA in terms of brand equity whose benefits may not be immediate... Interview, 2014).

On this question of monitoring and evaluating corporate communication activities, one of KeNHA's regional managers said:

...off course it is important to monitor and evaluate KeNHA's corporate communication activities and the main reason is that the outcome of corporate communication activities may be misleading and unless an empirical measurement is done, one may not really tell the value that corporate communication adds to the corporation... (Interview, 2014).

Generally, the view among KeNHA stakeholders is that it is important to monitor and evaluate corporate communication activities and to justify their views, the stakeholders gave their reasons some of which have been highlighted in the quotations as cited in this analysis. The second question in this thematic area sought the views of the respondents on how to monitor and evaluate corporate communication activities by asking the question: **How do you think the role of corporate communication in the organizational growth of KeNHA can be monitored and evaluated?** The aim of asking this question was to come up with a list of indicators the respondents thought would be important in monitoring and evaluating corporate communication activities at KeNHA.

The responses to this question varied from respondent to respondent but there were answers appeared severally among them: use of public feedback mechanisms including emails and phone calls; use applications and inquiries; use of customer satisfaction survey; website trafficking, attendance of public meetings, increase in donor funding, number of vehicles especially after construction and increased media attention to activities done by the organisation and reduced complaints and increased KeNHA

publications. One of KeNHA's regional manager listed his indicators for monitoring and evaluating corporate communication activities as below:

...in my view, the following indicators should be used when monitoring and evaluating corporate communication; public feedback; public perception surveys, increased donor funding, reduced vandalism on road furniture. However, one should be careful not to use financial donor funding should be used relatively to measure for monitoring and evaluating corporate communication functions because this can mean the government lobbying on behalf of the organisation or source for donor funding and may not necessarily mean the corporate had identified the authority to stakeholders.... (Interview, 2014).

Respondents generally felt that it was important to monitor and evaluate corporate communication activities but were keen to caution against the use of donor funding as benchmark for monitoring and evaluating corporate communication activities.

4.3 Summary of findings

From the responses gathered from the interviews, respondents generally seem to agree that corporate communication played a significant role in the organizational growth of KeNHA over the years 2011 to 2013. They further showed great awareness of corporate communication activities at KeNHA and how these activities affected brought identity. Respondents were able to list a number of corporate communication activities of KeNHA and link them with certain aspects identity creation.

The respondents also generally agreed that corporate communication was a key management function at KeNHA and had contributed to organisation identity for two years, They pointed out that going forward, the corporate communication function needs

to be strengthened so as to enable it have a big role in the organizational growth of KeNHA.

From the study, it is evident that objectives of the current corporate communication strategy were not properly aligned to the organizational goals of KeNHA. The respondents suggested that, the corporate communication activities need to be in line with the organizational objectives of KeNHA, The respondents further pointed out that the corporate communication function was not properly positioned within KeNHA's organizational structure. A majority of the respondents were of the view that KeNHA needs to increase its financing for its corporate communication activities, create a department of corporate communication led by a head of department reporting directly to the KeNHA board and the Director General and increase the scope of corporate communication activities to include aspects such as lobbying.

On the issue of monitoring and evaluating the role of corporate communication in creating KeNHA organizational identity, respondents were unanimous that this needs to be done and indicators for doing this needs to be identified. The respondents gave a number of indicators to consider including use of public feedback mechanisms including emails and phone calls; use applications and inquiries; use of customer satisfaction survey; website trafficking, attendance of public meetings, increase in donor funding, number of vehicles especially after construction and increased media attention to activities done by the organisation and reduced complaints and increased KeNHA publications.

Finally, it is evident from the responses that corporate communication activities played the four strategic roles of organizational communication as outlined by the ECP model namely aligning, energizing, visioning and constituting and social identity theory which advocated for Social Identity consistency to organizational identification and suggest successful application to organization behavior.

However, the general view of the respondents is that the corporate communication activities needs to be improved through increased funding and staffing and expansion of its scope to include emerging areas of practice such as lobbying and proper positioning with the organization. However the following activities were identified when the researcher analysed the corporate communication documents which were meant to create organizational identity.

Publicity of KeNHA materials during the period under review, especially interviews by Director General with Nation TV, Citizen TV and KBC; the section organized a media tour of Kiambu Road and Limuru road to assess damage caused by vandalism on the roads. Press releases on KeNHA Projects especially Mombasa Southern bypass and Nairobi-Thika superhighway and corporate communication office produced and aired an infomercial with road safety message on KTN. The same was published in the Standard newspaper. We also published a supplement for the official opening of Olkalou - Dundori and launch of Londiani - Fortenan road projects.

Media strategy was developed and resulted into several articles in the Daily Nation, The Standard and The Star newspapers these created KeNHA's identity. There was media tour at the Southern bypass with various media houses to show them on the progress of the on-going projects. Publication of adverts on: de-congestion of traffic along Changamwe area and infomercials, and Press release to the media during the signing of a contract for the construction of Nuno-Mogodashe (C81) road.

On information technology the section was forefront in website development and updates to capture the need of the stakeholders. The updates during the two years were mostly news items, tender advertisements, job vacancy advertisements this could allow stakeholders who visited the website the get to know what KENHA was up to.

Customer Satisfaction during the two years, the authority enhanced customer satisfaction through the following activities, a customer service reception desk was set up and started to operate with qualified staff, nine visitor's chairs were availed, and customer service software to send inquiries to the section.

For quick response to the Public complaints the corporate communication office maintained an inventory of all complaints received and responded to them on a timely manner. The Authority set up a public complaints management committee as per the requirements of the Public Complaints Standing Committee (PCSC). The committee made a report on the complaints handled to the DG and Commission on Administrative Justice (CAJ) and the Authority received a compliance Certificates.

On Publications in two years, KeNHA published the following: the ten issue of KeNHA internal news bulletin, 400 bookmarks with KeNHA mission, vision and mandate for distribution to stakeholders. the 3rd Issue of KeNHA News A book detailing all the major projects KeNHA has accomplished since inception which will be issued to all the stakeholders during trade fairs, exhibitions and other KeNHA events.

The office published a booklet with information on some of the major rehabilitation and construction projects undertaken by the Authority and flyers with information on Maintenance works being carried out. The booklets & flyers were distributed to stakeholders at various forums.

Corporate Social Responsibility the Authority undertook various Corporate Social Responsibility (CSR) activities during 2011 to 2012 and 2012to 2013 financial year. These activities included: Purchased textbooks for Mlolongo Primary School and St. Augustine Secondary School, Mlolongo, donated a water tank (10,000 litres) to Mlolongo School, bought red roses for spinal Injury patients at Kenyatta National Hospital during Valentine's Day,sunk 14 boreholes on Marsabit –Turbi (A2) road to be shared by the community and the contractor ,sponsored a dinner for Structural and Civil Engineering students of University of Nairobi, sponsored the 1st Annual Engineering Conference organized by the Association of Engineering students and sponsored Institute of Surveyors of Kenya (ISK) Annual General Meeting.

Participation in State Functions the Authority participated in the following state functions Commissioning of Nyamasaria - Kisumu- Kisumu Bypass - Kisian, commissioning of Nairobi Southern Bypass and commissioning of Ena-Ishiara - Chiakariga road ,Launch of LAPPSET and Official opening of Nairobi-Thika Superhighway and official opening of Athi River- Namanga road ,commissioning of Turbi- Moyale road.

Stakeholder relations in the corporate communication office participated in meetings with the Kenya Alliance of Residents Association (KARA), who had complaints over the Athi River/Namanga Interchange, documented opinion of the public on the state of Kakamega -Webuye-Kitale road in liaison with World Bank and took a delegation of East Africa Anti-Corruption Authorities (EAACA) on a tour of Thika road project.

In branding management corporate identity was enhanced, the office initiated the branding of office files, vehicles, envelopes, writing pads and conference folders. The office also participated in the Kenya Shippers Council Open Forum, which brought together stakeholders in freight and cargo operations. During the events, the office exhibited and distributed Information Education Communication (IEC) materials with information on our mandate, vision, mission and key projects to the stakeholders. The forums were also useful for receiving feedback from stakeholders.

Corporate Communication employed various strategies by formulation of the corporate communication policy, develop and administered a communication database, established linkages with stakeholders, creation and sustained a favourable media relations

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The researcher is in agreement with the findings of the PRSK 2011 as cited in the literature review that corporate communication is fast becoming a key management function among Kenyan state corporations. The research has established that corporate communication was important to creation KeNHA's organizational identity in two financial years 2011 to 2013.

The study found out that KeNHA's management was increasingly aware of the contribution of corporate communication in the realization of its organizational goals. The KeNHA management was therefore looking at ways of enhancing the contribution of corporate communication in the realization of the corporation's objectives. It has also emerged that KeNHA management has enhanced the contribution of corporate communication by allocating more resources and approving for the head of section to spearhead the creation organizational identity is.

This study also established that KeNHA management and Regional Managers were keen on the development of a standard indicators for monitoring and evaluating the contribution of corporate communication in creating organizational identity as away realizing of KeNHA's objectives. Further, the study found out that the scope of corporate communication as management function at KeNHA was on the increase and

organisation's desires were included in the emerging issues in communication that had a bearing organisational identity.

Based on the research the researcher concludes that the concept of organizational identity is a unique, to external and visual signs and identity signs are organizational logos, symbols, name or the brand with this interpretation, this is assumed, that organizational identity can be managed.

The ultimate goal of corporate communication is to enhance the identity of the organization in general and multiply the fame of the organization through proper communication strategy. A good organizational identity assists in attracting stakeholders to remain interested, whereas a poor organizational identity undermine motivation of stakeholders.

5.2 Recommendations

If corporations accept the postulations of the ECP on the contribution of corporate communication in organizational identity as advanced by Invernizzi, Biraghi and Romenti (2011) on aligning, energizing, visioning, and constituting activities then corporate communication has enhanced contribution to their organizational identity.

Corporate communication is fast becoming a key management function within organizations (see Alvarez and Barney, 2004). From these study findings, it is evident that KeNHA's top management and regional managers consider corporate communication as having played a key role in the organizational identity in two financial years 2011 to

2013. This implies that state corporations should to invest more in corporate communication so as to strategically position themselves for maximum value from their activities.

The study recommends that corporations must keep expanding the scopes of their corporate communication activities in line with the growing relevance of corporate communication as a key management function. The study identifies new areas such as lobbying and people perception research activities which it recommends to be included in the corporate communication scope. As they expand the scope of corporate communication, State Corporation need to increase resourcing for corporate communication activities so as to reap maximum benefits organisational identity.

In measurement of the contribution of corporate communication in creating organizational identity of any organisation it is important to enhance the contribution of corporate communication as a key management function within corporations. This study recommends that state corporations identify and propose indicators for monitoring and evaluating the contribution of corporate communication to the attainment of their organizational goals by using of indicators such online traffic, public perception surveys and rise in brand equity. The study identifies a number of intangible and often long-term benefits that an organisations derives from corporate communication activities including public goodwill and enhanced brand equity which may not directly translate to immediate organisational identity. Corporate communication should therefore be looked at as an investment with long-term benefits rather than a short term economic activity.

This study recommends that when structuring their corporate communication strategies, companies should always seek to align their corporate communication objectives with their overall objectives. This recommendation is in cognizance of the findings of this study that corporate communication is fast becoming a key organizational management function. Related to this recommendation, this study found out that stakeholders of an organisation have a value on the development corporate communication strategies. This study therefore recommends that when structuring their corporate communication policies, corporations should seek opinions and input from their key internal and external stakeholders including donors and employees. Corporations can use a number of methods cited in this study such as public perception surveys to gather information from these stakeholders and the information gathered should enrich corporate communication strategies.

I hope this review on the literature and research concerning organizational identity will encourage more researchers to explore organizational identity both conceptually and empirically. Finally, study recommended that more scientific studies be conducted on the contribution of corporate communication creating organizational identity and such studies would help to enrich corporate communication as a discipline of study and a growing management function.

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APPENDICES

Appendix 1 Interview guide for KeNHA Managers

Introduction

Thanks a lot for taking time to talk to me.

Let me give you some background information on the research for which am conducting the interview.

I am Master of Arts in Communication studies student at the School of Journalism and Mass Communication, University of Nairobi. My MAC Research project is titled “**Interrogating the contribution of Corporate Communication in organisational identity, a case study of Kenya National Highways Authority.**” The main idea of the interviews is to find out if/how corporate communication contributed to organizational identity between 2011 and 2013. The interviews are therefore part of my data collection process in order to complete my MAC Research Project.

I would like to assure you that any information you are giving during this interview will be treated with absolute confidentiality. During the interview I will take notes and there will be no mention of names either in the notes text or in the finished MAC Project. The interview will use codes to anonymous the identity of the interviewee. So any publication

or report will use only that code. We will also make sure that any details for example specific job titles that could help reveal the identity of our interviewees will be deleted from the transcribed text.

Please keep in mind that am interested in your own opinion and experiences and how you see the contribution of corporate communication in the contribution organizational identity in KeNHA between 2011 and 2013.

Appendix 2 Interview questions

a. Contextual questions

1. How long have you worked as a manager for KeNHA/Current positions?
2. What would you say are the activities that have contributed to the organizational identity KeNHA in the last two financial years between 2011 and 2013?
3. Would you say that corporate communication has contributed to organisational identity of KeNHA in the last two financial years? Yes NO

(b) If yes, how

b. Corporate Communication activities that contribute to organizational identity to KeNHA

1. In your opinion, what are the activities that corporate communication did in KeNHA that contributed to organisational identity?
2. Would you relate the organizational identity of KeNHA from 2011 to 2013, to the activities of corporate communication? If yes, how are you related?
3. What are the activities of corporate communication that create organisational identity at KeNHA?
4. In your opinion, what were the objectives for establishing the corporate communication section in KeNHA?
5. Do you think corporate communication is relevant to the organizational identity of KeNHA?
6. Ideally, what should be the functions of corporate communication in an organization?

c. Corporate communication strategies used to enhance organizational identity at KeNHA

1. Do you think the corporate communication section at KeNHA has proper strategies to help create organizational identity? If no, what in your opinion needs to be done?
2. What do you propose to the management and the board of KeNHA on the significance of corporate communication as a key management function?

d. Indicators for monitoring and evaluating the contribution of corporate communication in creating KeNHA organizational identity

1. Do you think it is important to monitor and evaluate the contribution of corporate communication at KeNHA? If yes, why?
2. How do you think the contribution of corporate communication in organizational identity in KeNHA can be monitored and evaluated?
3. In your opinion, what are the indicators for monitoring and evaluating the contribution of corporate communication in organizational identity?

Thanks you for taking time to answer the questions?

e. About the interviewee and the interview

1. To be filled in by interviewer:
2. Name of interviewee
3. Job title
4. Sex
5. Date and time of interview