ORGANIZATIONAL COMMUNICATION STRATEGIES ON HEALTH AND SAFETY AWARENES IN ASSOCIATED BATTERY MANUFACTURERS (EAST AFRICAN) LIMITED COMPANY

BY

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DECLARATION

Researcher

I declare that this is my original work and has not been submitted in any other university or examination body. No part of this research should be reproduced without my consent or that of the university.

Signed …………………..   **Date ………………………….**

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

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DEDICATION

I dedicate this work to my parents; James and Tabitha; for whom I thank the almighty God because they are the foundation of my success and achievement. May the glory of the almighty God be restored upon them. I also appreciate the efforts of my family, classmates and friends for the financial, moral and academic support. Be blessed.

Thank you all.

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I thank the almighty God for the gift of life and the potential he has given to me for the development of this research project. I highly appreciate the relentless effort made by my Supervisor; Mr. Davis O. Mokaya; in his ever willing drive to guide me step by step till completion of this research project. It is through his detailed comments and advice that this work came to completion.

ABSTRACT

This study sought to research on the organizational communication strategies and their effectiveness on health and safety awareness in Associated Battery Manufacturers (East African) Limited company. The company manufactures motor-vehicle batteries, solar panels and other lead-metal and sulphuric-acid products.

The research hence purposefully sought to find out; from the analysis of the interview responses; if the company has effective organizational communication strategies and the strategies' effectiveness. To achieve the research objectives, the study was guided by the Framing Theory and the Uses and Gratification Theory. Framing theory helped emphasize on the conceptualization of ideas and the attitudes formed; on a message; by individuals whilst in Uses and gratification theory it emphasized more on the choices of media and strategies used to communicate various messages for fulfillment of a particular purpose.

The study opted for a qualitative research as the researcher conducted studies through structured interviews schedules on the laborers, supervisors and managers (twenty respondents out of the one hundred) that work in the factory.

The researcher administered the data collection tools after a prior visit that assisted in refining timings of the respondents on duty. This study made use of the primary data responses from structured interviews which were held privately for every individual interviewee as hand-written notes were taken and the conversations were put on record.

The structured interviews allowed respondents to offer their own interpretations. This approach enabled the researcher to understand, explain and interpret phenomenon under investigation from the perspective of the people being studied. Data was presented, analyzed, findings interpreted and conclusions made then recommendations made based on the data collected.

The key finding was that management has not been keen on the development of a standard check-list of indicators for monitoring and evaluating the role of strategic communication in the organizational growth. Equally the study concluded that organizational communication strategies are important to the organizational transformation. Finally the key recommendation made as a result of the key findings is that constant monitoring and evaluating of the organizational communication strategies need to be done and made effective for the safety of the workers.

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OPERATIONAL DEFINITION OF TERMS

Health: The level of functional or metabolic efficiency of a living organism. In human, it is the general condition of a person's mind body and soul.

A hazard: A situation that poses a level threat to life, health, property or environment.

Information: Message content through which sensible data is derived.

Education: Form of learning in which knowledge, skills and habits are transferred from one person to another through teaching, training or even research.

Communication: Activity of conveying information effectively through a medium that is understood by both sender and receiver.

Structured interviews: These are fixed formative interviews with all questions prepared in advance and put in the same order to each interviewee.

Lead metal: This is a soft, grey, lustrous metal with a high density and low melting point of 327 degrees centigrade. It is poisonous and extensively harmful when taken in large quantities. Can cause cancer, respiratory problems and even lower memory capacity.

De-ionized water: It is a type of purified water with its mineral ions (salt) removed

Chemical: Is a reactive substance which has a particular molecular formula.

LIST OF ABBREVIATIONS AND ACRONYMS

WHO   World Health Organization.

ABM (EA) LTD   Associated Battery Manufacturers (East African) limited

PPE   Personal Protective Equipment

NAS/NRC   National Academy of Sciences/ National Research Council

SANSS   Structure and Nomenclatures Search System

MSDS   Material Safety Data Sheets/safety data sheets

I.E.C   Information, Education and Communication

UGT   Users and Gratification Theory

HDT   Hazards Data Base

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter gives background information of the study and examines the key concepts under which organizational communication is used in message delivery in the manufacturing industry; to inform, educate and communicate on health and safety awareness. This is followed by the problem statement, objectives and research questions then the justification of the study.

1.2 Background of The Study

The ABM (EA) LTD; established in 1964; is an energy solutions company and manufactures motor-vehicle-batteries as its main product. It also manufactures sulphuric acid and de-ionized water for batteries and engines consumption. The components of these products are harmful in the sense that there is composition of hydrochloric acid and lead -metal, a heavy metal that is lethal when inhaled over a long period of time. Lead components of the products can cause cancer and other complications to the body save for the continuous loud noise, heat and fumes that rent the atmospheric air in the factory. These are health hazards.

An example of a health hazard that at one time went accidental is the Chernobyl nuclear plant accident of 1986 in Ukraine which was as a result of a flawed reactor that was

operated with inadequately trained personnel. An explosion and fire released serious radioactive particles into the atmosphere. This disaster caused the immediate death of 30 people as well as a health risk to the environment as it caused the largest uncontrolled radioactive release into the environment ever recorded for any civilian operation. The main cause was due to under-qualified workers in the plant. Adequate communication here would have played an integral part in ensuring that workers are well equipped with information through various materials and training hence making them effective.

Another example is the Bhopal disaster of 1984 caused by the leakage of Methyl isocyannate gas and chemicals which made its way to shanty towns located near the plant. It caused the immediate death of 2259 and later another 3787 later on and caused over 500,000 injuries. It is considered the world's worst industrial disaster. Information available state that it was caused by slack management and defective maintenance of pipes.

It is in this respect that this research investigated if those people who work in these risky environments are made aware of the situations in which they operate. The research sought to find out if the managements of these kinds of companies have effective communication Programs where employees are adequately educated, informed and communicated to of the dangers they expose themselves to. In some organizations it is compulsory that protective devices are put on by those providing labor in the factories. In case they wear the protective devices; the research sought also to find-out; are they forced to put them on because it is a company policy or is it because they know the need to do so?

If not checked properly, it appears that diseases that are cancer related are likely to increase due to either ignorance on the part of employees who are after daily bread rather than their later life or ignorance in having adequate information, education and communication systems. Treating cancer and diseases related to fumes inhaled from these manufacturing firms is expensive and money that could be used for other development purposes will be used in treating and curing diseases that could be avoided or minimized.

In a survey of business executive at the World Economic Forum at Cape Town in 2009, 67% believed that employees' health was one of the three most important determinants of performance. Other determinants were level of education and personal attributes. More than 900 participants from 50 countries participated in the 19th World Economic Forum on Africa in Cape Town, 10-12 June 2009, under the theme Implications of the Global Economic Crisis for Africa. It is therefore important and mandatory that stakeholders in this Industry need to be Informed, Educated and communicated to on the need to adhering to the safety and health in work places. There is need for proper strategies of IEC for workers to be informed in order to minimize cases of work place Accidents and diseases.

It further indicates that most of the able bodied population; if not checked; will be ailing instead of helping in growing and developing the economy.

1.3 Problem Statement

Many people working in the toxic Chemical Industries; despite knowing the danger; do ignore the health and safety precaution measures; where facilitated; while some have the

least awareness on health and safety information. For instance, in ABM (E.A) LTD, loud noise and heat rent the atmospheric air as lead-metal wastes and sulphuric acid fumes are emitted in the process of manufacturing. The lifespan of the employees working in such environments is usually marred with health complications that are dangerous and expensive diseases to treat.

Through adequate organizational communication strategies, there is dire need for main stake holders ;both the employees and the employers; to be informed, educated and communicated to on issues regarding health and safety awareness in the factory and entire company. These strategies could be through various channels like emails, internal memo, departmental notice boards, morning brief, general assembly meetings usually referred to as *kamukunji*s in slung language, monthly news-letters and even posters and visual signs.

Where practiced, these strategies are however either ignored or are never effective hence workers exposing themselves to harm. The employers and employees ignorance regarding the existence of effective organizational communication strategies on health and safety awareness prompted the researcher to strive to evaluate the effectiveness of the strategies that are in place. This was done with the ultimate objective of finding out the most effective ways of reinforcing successful strategies in informing, educating and communicating to the main stake-holders.

1.4 Objectives of The Study

The study was based on one main objective and three Specific Objectives.

1.4.1 Main Objective

To find out the existing organizational communication strategies on health and safety awareness in the factory.

1.4.2 Specific Objectives of The study

    i.   To find out the existing communication strategies in the factory.

    ii.   To find out the effectiveness of the existing organizational communication strategies in the factory.

    iii.   To find out and recommend the best possible organizational communication strategies for the factory; and how their effectiveness can be guaranteed; in regard to health and safety awareness.

1.5 Research Questions

    i.   Are there organizational communication strategies in existence in the factories?

    ii.   How effective are the existing organizational communication strategies to the factory workers?

    iii.   What are the best possible organizational communication strategies; and ways of guaranteeing their consistent effectiveness; in regard to health and safety awareness?

1.5.1 Hypothesis of The Study

An efficient effective organizational communication strategy is a great asset to a company factory; especially that which deals with toxic material; in creating adequate awareness on health and safety at work-place.

1.6 Significance of The Study

The study, aims to achieve a culture where everybody is informed and committed to safety at work-places hence fill the gap of limited content on health and safety awareness.

The study also aims at ensuring employees provide the necessary information; in as much as the research acknowledges the very little that is offered; through sufficient channels.

A healthy Nation is a successful one, if the population which is involved in the production process is sick, then it is real that the GDP growth and the general development of that Country is at stake hence we Kenyans bear the brunt directly or indirectly. This is because part of the skilled people in the production cannot fully concentrate in the production process meaning that supply for that particular commodity will be scarce.

Findings of this study are expected to contribute to the body of academic knowledge and awareness to all individuals at their various work-places.

1.7 Limitations of The Study and The Scope of The study

The study was conducted in only one of the Manufacturing companies factory in Nairobi's Industrial area yet there are several other factories in other parts of the Country. This is because it was foreseen to be more cumber-some in researching in all companies as a single entity. The company is a secure representative group for which the information is generalized.

In the study, interviews were conducted and it was expected that both employees and the management respond to the study. Challenge in getting the real information from the management and also getting the adequate scholarly literature were expected and encountered due to the skeptic nature of employers not being very comfortable in disclosing all information.

1.8 Scope of The Study

In assessing the important but lacking role of adequate communication strategies; on health and safety awareness in product-manufacturing companies in Kenya; this study focused on the potential in asserting emphasis and filling the gap that lays in this phenomenon that exposes worker to harm due to lack of adequate information, education and communication. The study was limited to ABM (EA) LTD and the results analyzed and the findings generalized to other related manufacturing plants within Kenya.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter contains a review of various past related studies in relation to the concept and content of the study in accordance to its objectives. In the review of analytical literature the gap was be identified .The theoretical literature; at a global perspective and in relation to the study at hand; exposes how the variables of the study are related to each other.

2.2 Review of Critical Literature

2.2.1 Forms of Organizational Communication Strategies

The way organizational communication is conducted is critically influenced by the type of organization within which it is practiced. Strategies of organizational communication practice can be categorized by the level and nature of interaction the publics have with their environment and can be termed as either closed or open system of organizational communication practice. Some of these strategies are emails, letters, news-letters, phone-calls, informal meetings (*kamukunjis*), morning briefs, departmental meetings, caution signs and even notice-boards.

2.2.1.1 The Closed System

The closed system is viewed as being of "corporate mail" and measures success by volume of communication outputs rather than by results. Genuine feedback in such organizations is rarely sought since the recipients are not generally part of the decision-

making process. Such organizations assume that the purpose of the information is limited to effecting changes in the environment. (Cutlip, et.al 2000).

The closed system is used when an organization wants to deal with its specific clients or shareholders that they have direct relations with. For instance, an organization may find this system appropriate and effective when announcing its end-year results.

An organization that practices a closed system has a weakness of imposing its ideals to the audience environment without reciprocity. Its reactive approach to issues does not give room to dialogue. This is in complete contrast to the open system which emphasizes on reciprocity where communication with the public takes the form of genuine dialogue. The closed system is characterized by forms of communication like e-mails, memos and even news-letters.

2.2.1.2 The Open System

The open system is proactive and involves changing and influencing both the environment and the organization. Boundaries are permeable and have great deal of exchange. Great emphasis is placed on reciprocity communication, with publics taking part in genuine dialogue and organizations getting changed as a result of the communication exchange.

Organization   Exchange and effect   Environment

Permeable organization boundary
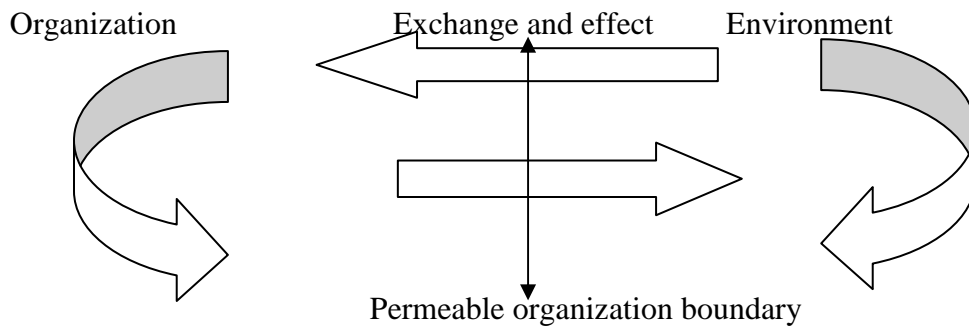
Figure 1.The exchange and effect relationship in open system communication

Source: Theaker (2008)

Figure 1 indicates the purpose of this system which is to have organizational goals that are mutually acceptable and supported by both the organization and its publics. This approach is important for organizational decision – making.

The open system provides an avenue for an organization to effectively monitor, interact and react with other key groups in the organizational environment unlike a closed system.

This system is also advantageous because there is a balanced flow of information that is responsible and adaptive within the environment. The system however has the challenge of being tedious in making constant and systematic environmental monitoring to reach out to all publics in a bid of getting feedback. This heavy involvement requires solid and thorough research that explores the internal and external situation of the organization. In such a system, an organization invests in resources that determine and enhance their success while deflecting threats that can compromise their survival. (Newcomb 1953; Chaffee & McLeod, 1968).

A large number of studies by both professional management groups and professional communications bodies consistently finds that 'communicating with employees' is a useful and powerful way of engendering greater 'engagement' - the propensity of the employee to want to come to work and want to contribute to the success of the company.

Some professional employee consultants argue that 'engagement' is at a lower level than, say , twenty years ago (mostly due to the changes in job security, the shifting demographics of the workforce and the more fluid requirements of businesses to be able to change to meet the demands of their rapidly changing marketplace).

Smart employers realize that in environments where employees are able to move from one employer to another with relative ease, it is in the company`s best interest to retain the smarter and more productive employees; doing all they can to communicate with them, inform them, influence them and enter into some sort of psychological contract with them is a wise move.

Equally, in environments where employees have less chance to move, smart employers recognize that an unhappy and trapped employee is a potential liability.

It is important to distinguish between communications on behalf of the organization and the day to day intercourse within work groups or between managers and subordinates. Minzberg (1994) talks about the fact that communications is intrinsic to the operations of an organization.

Effective internal communications is one of the key drivers of the employee and proven to add significant value to organizations on all metrics form productively to customer research. As noted in Quirle (2008), Traditionally, internal communications has focused on the announcement of management conclusions and the packaging of management thinking into messages for mass distribution to the 'troops' (Quirke, 2008)

As the internal communication function matures within the organization, then, it may come to play a wider role in facilitating conversations "upwards", "downwards" and "across" the organization. Stohl (1995).

Organizations increasingly see internal communication as playing a role in external reputation management. Joep Cornelissen in his book Corporate Communications touches on the relationship between reputation and internal conversations. This trend reaches its full potential with the arrival of new 'norms' and customer expectations around social media. Market researchers have likewise highlighted the effects of employee advocacy on an organization`s external reputation.

Employee communication is an important skill for all line managers, irrespective of their seniority. Like any skill it requires training and development. Often, organizations do not invest the appropriate amount of time and effort in developing managers` communications skills. Too often this leads to managers abdicating responsibility for communications to their 'internal communications department' and a lack of confidence in facilitating discussion in their teams.

2.2.2 The High Production Hazard Database

A database containing the results of a search for available hazard data was created for usage. An extensive search for all publicity available was minimal hence was only restricted to information in the chemical information system.

In addition to its multiple data sources which can be searched, the HPHDB contains a separate system, known as the structure and nomenclature search system (SANSS) that can be used to identify which of the individual data contain information for a particular chemical. The HPHDB also includes a communication program to be used in companies, these are the tools used.

2.2.3 Written Program

This requires all workplaces where employees are exposed to hazardous chemicals to have a written plan that describes how that facility will implement the standards in operations of the works in place to comply with the rule. Written rule must include labels and other forms of warnings and MSDS and employee information and training going to be met in the plant.

2.2.4 Hazardous Materials Inventory

The standard requires a list of hazardous chemicals in the factory as part of the written HPHBD.

Information, education and communication (IEC) combines strategies, approaches and methods that enable individuals, families, groups' organizations and communities to play an active role in achieving, protecting and sustaining their own health. Embodied in IEC is the process of learning that empowers people to make decisions, modify behaviors and change social conditions.

IEC activities should never be developed or implemented independently from a broader health and safety program that is being designed or executed. They not only need to have an appropriate context in which they are shaped but it is crucial that health providers be prepared to respond to any demand that may be created as a result of effective IEC.

2.2.5 Material Safety Data Sheets (MSDS)

This includes checking the compilation of a list of possible but potentially hazardous chemicals and other materials in the work place.

Containers of hazardous material must be labeled, tagged or marked with identity of material and appropriate hazard warnings. This is especially important to the end uses of the chemical.

2.2.6 Training

Each employee who may be exposed to hazardous material when working must be provided with information and be trained prior to initial assignment to work with a hazardous chemical/material. However, regardless of the method used the employer is ultimately responsible for ensuring that employees are adequately trained.

2.2.7 Factors Influencing Communication

The multidimensional and dynamic nature of communication means that transactions contain other aspects that influence communication. (Watzlawick et al. 1967) breaks communication down into content and relationship. The content includes the message, the words and the information transmitted. The relationship consists of the dynamics between those involved in the communication transaction-the communicator. This breakdown has the advantage identifying the content and the relationship between the sender and receiver separately. In Communicating health and safety: Strategies for Health Promotion the main sender is the health practitioner and the receiver is the intended audience.

The content of a message contains verbal and non-verbal communication. Verbal communication is the words, sentences and phrases used (Minardi and Reily, 1997). Non-verbal communication, according to Ellis and Beattie (1986), contains the four elements of prosodic, paralinguistic, kinesics and standing features:

Prosodic elements include intonation and rhythm. These can influence how the sender delivers the message and the receiver interprets it. For example, comprehension would alter if the sender of a message spoke quickly or too slowly.

Paralinguistic features include vocal but non-verbal expressions. These can alter the way messages are communicated, particularly in relation to the prosodic features described above.

Kinesic elements include body language, eye contact, posture or gestures. For example, different interpretations of messages would be transmitted by a sender who was trying to maintain eye contact as opposed to a sender who was looking at their feet.

Standing features include factors such as appearance. Some people have pre-conceived notions of what practitioners who deliver health information should look like. This can include their dress, gender, ethnic group and other appearance-related factors.

Language and lexical content of the message is also important. Lexical content, which literally means the words, can be used positively or negatively. Using words from complex medical technology or abbreviating key terms can confuse messages and exclude the target audience, whereas using repetition has been positively found to influence communication (Pechmann and Reibling, 2000).

As a health practitioner, the communication method will alter the importance of additional factors such as lexical content and body language. The communication process will dictate the aspects that are the most important. If you are sending every laborer in one area an information document about prevention of food- related illness and hence have minimal contact with the client group, your appearance and eye contact will be of little importance. If you are delivering a brief one-to-one intervention on stopping smoking in a health care setting your verbal communication, eye contact or appearance will be important.

Lack of adequate literacy levels also affect effectiveness of communication. This is evident when we witness a low capacity to obtain process and understand both written and verbal communication.

This low capacity is also characterized by one an individual being indecisive and also struggles to comprehend information containing unfamiliar vocabulary.

2.2.8 Communication in Health Hazard Promotion

Communication in health takes place on many levels, including individual, group, organization, community or mass-media. Communication in health can be defined in much the same way as communication has generally been defined as a transactional process. The main difference in communicating health is that the focus is not a general one but one specific to health information. Kreps (2003) summarizes the addition of health to the definition of communication as a resource that allows health messages for example prevention, risk or awareness to be used in the education and avoidance of ill health. This incorporates the fact that health communication can take place at many levels and embodies a holistic approach to health promotion.

2.2.9 Development Support Communication in Organizations

Development support communication is described as the systematic utilization of appropriate communication channels and techniques to increase people's participation in development and to inform, motivate, and train rural populations mainly at the grassroots level (FAO, 1987). The DSC approach is seen as a system with three sub-systems that

provide the framework for planning, implementation, and evaluation. The sub-systems include: (i) DSC action plan or process model; (ii) DSC training plan; and, (iii) DSC management plan.

2.2.9.1 The DSC action plan or DSC process model:

The DSC action plan, or DSC process model, provides a systematic approach to changing and exchanging knowledge, attitudes and practices. It is adaptable to diverse development contexts and situations and thus allows room for adjustments according to local realities. It has four major stages: pre-planning, planning, implementation, and post-implementation with corresponding steps and activities.

2.2.9.2 The DSC Training Plan:

As a sub-system, the DSC training plan recognizes the importance of capability building in DSC and relevant technologies for all participants in a development programme where a DSC component is in place. The training promotes the sustainability of the programmes. There are eight steps in the training planning process: training needs assessment, setting training objectives, selection of training format, preparation of curriculum content, development of training support materials, proper evaluation, and planning for echo-trainings.

2.2.9.3 The DSC Management Plan:

The DSC management plan is an essential part of the DSC system because orchestrating people, resources, and time requires a systematic management programme. Sound

programme or project planning, implementation, and evaluation depend on good management. This involves planning, staffing, budgeting, controlling resources, guiding and coordinating people's activities, setting policies, guidelines and standards, and monitoring and evaluation.

2.2.10 Developing and Pre-testing Messages and Materials for Health-hazard Communication

With adequate background information about the target groups and properly defined objectives, it's always better to develop a socially and culturally appropriate internal communication strategy, consisting of approaches, messages, and methods. Approaches chosen are those appropriate for each group. Messages vary according to the kinds of behaviour-change specified in the objectives, the available resources and services, technologies, other relevant information, participant needs, and method of delivery. In order that each approach be used, activities must be defined according to the programme objectives. Appropriate messages, media, and methods should be designed and pre-tested according to the audience's abilities, resources, and preferences.

Management should ensure that audiences targeted receive the message and act on it positively. Materials need not be expensive, for low-cost materials can be as effective. Involving the community in making the materials is an effective way of getting the message across.

Pre-testing prototype materials, or formative research, are a very important step in message and media development. At the pre-testing stage, the message designer aims to discover any misunderstandings, misconceptions, or shortcomings in either the message or the medium that must be corrected and improved before the material is finalized, reproduced, and distributed.

Pre-testing measures the reaction of a small but representative sample of the target audience to a set of communication materials. Materials may include posters, pamphlets, radio or video material, audio-visual materials for training support, and others. The developer designs two or three alternatives of a given material and tests them with representatives from the target audience. The materials should be found to be: attractive, easily understandable, credible, persuasive, culturally appropriate, memorable, and important to the audience (Bertrand, 1978).

2.2.11 Work-site Programs to Employers and Employees as Measure of Communication

Healthy work-site programmes became popular in the 1980s and education is a common component of these interventions. They have been reported in telephone companies, police departments, Fortune 500 companies, and small local businesses. Healthy work-site programs emphasize on disease prevention. They are based on the assumption that certain chronic diseases affect job performance and/or company profitability.

Work-site education programs are appealing for many reasons. From the employer's perspective, they reduce risk related diseases; they may increase workers' productivity, decrease absenteeism and turnover, improve recruitment of personnel, and generally improve company morale. From the health-care provider's perspective, work-site education programmes provide access to workers who may not otherwise be served by the health-care community, enable cost-effective and efficient screening opportunities, provide a forum where information can be efficiently disseminated, and an environment where behaviour can be monitored and social or peer influences can be used to reinforce behaviors. From the employees' perspective, work-site education programmes may be attractive because they are convenient, meaningful, credible, and ongoing. If successful, they can decrease health-care costs and improve the happiness, health, and quality of life for individual workers and their families (Johnson, et al., 1988; Ostby, 1989).

2.2.12 Screening and Needs Assessment

Groups of participants can be screened, counseled, and followed in a time-efficient and cost-efficient way (Johnson, et al., 1988). These screening data should be used to design appropriate interventions and communication campaigns for the company as a whole and possibly, for individuals within the company. Baseline data should be collected about the individual workers, their home and community environment, and their employers and work environment before a work-site programme is designed and implemented.

Assessment of the work-site should include management style (e.g. autocratic vs. participatory or production-oriented vs. people-oriented), nutrition-related policy at the

work-site (e.g. time allowed to eat), eating facilities, food storage facilities (including places where women can breast-feed and store breast milk if necessary), hygienic facilities (e.g. washrooms), hours of work and individual control over work time, seasonally of employment, job satisfaction of employees, relations between workers, shift work and company management, the company's long term objectives and goals, turn-over rate in employment, opportunities for social interaction on the job, and the norms, values, beliefs, and patterns of behaviour that guide daily functioning and interaction at the work-site (Johnson, et al., 1988). Some of these variables are important in order to determine how to introduce and sustain a work-site programme in the most acceptable manner to both workers and management.

2.2.13 Information and Education in Preventing Toxic Exposures

Battery manufactures have health hazard caused by toxic emissions they produce. These chemicals can cause disease if mishandled hence need to have informed employees educated through various forms to ensure their safety. These Guidelines focus mainly on education and information activities, which are essential in any programme for preventing poisoning. Health education provides people with knowledge and training in skills, informing, motivating and persuading them to adopt health-promoting or safe behaviors. Health education directed at individuals helps them to make decisions about their health and acquire the necessary confidence and skills to put their decisions into practice. When directed to communities, professionals, and policy-makers, health education for prevention of poisoning is concerned with raising awareness of problems,

influencing priorities for action, and persuading about the potential effectiveness of preventive measures.

Without these activities, prevention strategies such as regulation and legislation will have little impact. A lack of resources need not be a barrier to community education if safety messages are integrated into existing health care programmes, particularly those concerned with the health of children, the elderly and specific vulnerable groups

2.2.14 Education Aimed at Individuals

Prevention of accident, poisoning and chemical safety should be something people learn throughout life. Education should aim to: raise awareness, increase knowledge, change attitudes and behaviour.

Education should seek to persuade people to adopt a "poison prevention" oriented lifestyle by providing them with information and understanding of prevention issues so that they can make their own well-informed decisions, and act on them.

Rather than presenting a list of facts with "dos" and "don'ts", the modern approach to education is to help people to explore their values and attitudes, to see the possible options, then make choices and take action.

Education campaigns might focus on issues such as: Raising awareness of the hazard from chemicals and chemical products, and particular situations or circumstances.

2.2.15 Education for Social and Environmental Change

The public, policy-makers, decision-makers and planners at all levels need to be educated about health hazards and potential health risks due to chemicals. They need information to convince them that problems exist and to persuade them that appropriate actions are possible and beneficial and should be a priority. For example, decision-makers in the health sector need epidemiological data such as the number of people exposed to pesticides, or the number of hospital admissions due to snake bite or ingestion of kerosene. Communities need to know about the potential toxicity of chemicals such as solvents, carbon monoxide and pesticides.

When new laws are introduced, or environmental changes made, to promote safety, health education is important to inform people about the reason for the changes and about the expected benefits, so that they under- stand why the changes are worthwhile. Well-informed members of the community are more concerned about chemical safety, and are more likely to comply with the law and to play an active part in improving the community.

2.3 Review of Theoretical Literature

In the paper Choosing health, making healthy choices easier (DOH 2004) it identifies one fundamental and important problem with health messages, that it is not a lack of information on health and safety, but that it is inconsistent, uncoordinated and out of step (DOH 2004: 21) with the way the population live their lives. This suggests perhaps that

despite efforts from health practitioners, some messages are not as effective as they could be.

The Population Reference Bureau (2005) in the US suggests that human behaviour is the central factor in most leading causes of mortality and morbidity. Being able to predict behaviour makes it easier to plan an intervention (Naidoo and Wills,2000). Therefore the first stage of any communication campaign is to analyze the behavioral aspects of the health problem (Atkin, 2001).

2.3.1 Framing Theory

Entaman (1993), referred to framing as a scattered conceptualization. Previous studies lack clear conceptual definitions and rely on context-specific, rather than generally applicable operationalization. Partly because of these vague conceptualizations, the term framing has been used repeatedly to label similar but distinctively different premises. Framing theory was developed on the major premise that 'an issue can be viewed from a variety of perspectives and be construed as having implications for multiple values or considerations'. Framing refers to the process by which people develop a particular conceptualization of an issue. A more precise definition of framing starts with a conventional expectancy value model of an individual's attitude (Ajzen&Fishbein, 1980). An attitude toward an object, in this view, is the weighted sum of a series of evaluative beliefs about that object. In this study this theory is effective in getting to understand the behaviors of audiences both internal and external in health hazard messages relayed to them. For example, in the batteries industry there are a lot of hazards as there are a lot of

chemicals used which is a threat to the workers. There is hence need for information on protective gears that should be used. The message itself will make the workers create an attitude towards the company and whether it has their interests catered for.

Similarly studies on individual frames as a dependable variable. (Gamson, 1992.Iyenger, 1987.1989.199., Price et al 1995). Conceptualized a relationship between media frames as an independent and individual frame as independent variable. Further (Gamson,1992) operationalized individual frames more qualitatively by examining the relationship between ideas and symbols used in public discourse on the individual frames that people are able to construct on many issues. This theory is developed from conventional expectancy model idealizing conception of an attitude as a summary of a definable set of beliefs that an individual holds about a subject. In practice, an individual may have only vague notions or lack understanding on many health topics and may not have developed overall evaluations that could be called attitudes.

Bearing in mind this caveat, the expectancy value model's general assumption that an individual can place different emphases on various considerations about a subject is a useful abstraction for discussing the psychology of framing.

This conceptualization applies to any object of evaluation; for instance, a voter's attitude toward a candidate may depend on whether the voter favors the candidate on dimensions that are of varying importance (the voter may view economic issues as more important than foreign affairs and personality) (see Enelow & Hinich, 1984; cf. Jones 1994). If only one value dimension matters, the individual places all of the weight on that dimension in

forming his attitude. Alternatively, without loss of generality, we can think of attitude as a dimension (Riker, 1990), a consideration (Zaller, 1992), a value (Sniderman, 1993), or a belief (Ajzen & Fishbein, 1980).

Obviously, one's frame in thought can have a marked impact on one's overall opinion. For this reason, managers in an organization may attempt to mobilize employees or customers behind their policies by encouraging them to think about those policies along particular lines. This is accomplished by highlighting certain features of the policy, such as its likely effects or its relationship to important values (Jacoby, 2000, p. 751). In so doing, the speaker is invoking a "frame in communication" (on the distinction between frames in thought and frames in communication. The success of this process is often down to the influence of a number of variables. These include, for example, the relationship between the communicator, audience and the message itself, how the message is sent and the audiences' beliefs, values, attitudes. This theory can therefore help predict and explain behaviors, assist in the targeting of information and predict the effect that information will have. It also allows practitioners to predict why the audience may not undertake a behavior no matter how much assistance or encouragement is available.

A frame in a communication organizes everyday reality (Tuchman,1978: 193) by providing meaning to an unfolding strip of events (Gamson & Modigliani,1987:143) and promoting particular definitions and interpretations of issues (Shah et al. 2002, p. 343). Over the past decade, the identification of frames in communication that is key to

consider actions emphasized in a speech act which has become a virtual cottage industry. This has led to scholars track frames to identify trends in issue definitions, compare coverage across media outlets, and examine variations across types of media e.g. (Semetko & Valkenburg, 2000).

It is proposed that if we can understand factors that influence behaviour we will be in a better position to devise strategies and formulate methods that will achieve our health education goals no matter what our philosophy or what model we choose to follow (Tones and Tilford;1994: 83). This enables the practitioner to predict the outcomes of interventions and the relationships between internal and external audiences. Underpinning communication in health promotion should be an understanding of how and why people change their behaviors and at what point of intervention it is best to target a message. This allows identification of the actions needed to change that behavior and highlights the pathways of influence that hinder (or promote) that behavior.

2.3.2 Uses and Gratification Theory

Uses and Gratification Theory is also another theory that is relevant to this study. It is defined as an approach why people choose specific forms of media to satisfy specific needs. The theory is individual centered as a mode of mass communication.

What mass communication scholars today refer as the Uses and Gratification Theory is generally recognized to be a subtraction of media research (McQuail, 1994). Others

media effects research sought to discover motives and selection patterns of audiences for the new mass media.

This theory was developed in 1948 by Harrold Lasswell who introduced a four-functional interpretation of the media on a macro-sociological level. Media served the functions of surveillance, correlation, entertainment and cultural transmission for both society and individuals

Denis McQuail, Jay Blumler and Joseph Brown (1973) suggested that the uses of different types of media could be grouped into 4 categories. The four categories were: diversion, personal relationships, personal identity and surveillance. In 1973-74 McQuail, Blumler and Brown were joined by Elihu Katz, Michael Gurevitch and Hadassah Haas, in their media exploration. The collaborative research began to indicate how people saw the mass media. The most recent interest surrounding Uses and Gratifications Theory is the link between the reason why media is used and the achieved gratification. UGT researchers were developing the theory to be more predictive and explanatory by connecting the needs, goals, benefits, and consequences of media consumption and use along with individual factors. Work in UGT was trailblazing because the research of Katz, Blumler, and Gurevitch built on Herzog's research and caused a paradigm shift from how media influences people to how audiences use media, diminishing the dominance of the limited effects approach to mass media studies

Mark Levy and Sven Windahl provide a good description of what it means to be an active consumer of media: As commonly understood by gratifications researchers, the term

audience activity postulates a voluntaristic and selective orientation by audiences toward the communication process. In brief, it suggests that media use is motivated by needs and goals that are defined by audience members themselves, and that active participation in the communication process may facilitate, limit, or otherwise influence the gratifications and effects associated with exposure. Current thinking also suggests that audience activity is best conceptualized as a variable construct, with audiences exhibiting varying kinds and degrees of activity.

Unlike other theories concerning media consumption, UGT gives the consumer power to discern what media they consume, with the assumption that the consumer has a clear intent and use. This contradicts previous theories such as mass society theory, that states that people are helpless victims of mass media produced by large companies; and individual differences perspective, which states that intelligence and self-esteem largely drive an individual's media choice. The audience is active and its media use is goal oriented. The initiative in linking need gratification to a specific medium choice rests with the audience member. The media compete with other resources for need satisfaction; People have enough self-awareness of their media use, interests, and motives to be able to provide researchers with an accurate picture of that use. Value judgments of media content can only be assessed by the audience.

In context these two theories are related. This is because framing theory talks about the messages and the attitudes formed by individuals by virtue of how they receive information while in Uses and gratification theory it deals with various media used to

communicate various messages to different type of audiences. In this study we are looking at the role of print media in communicating health hazards information to different audiences. The choice of media to use matters a lot. Health hazard will be both to the consumers of the product and the manufactures as well. It is hence important to choose well the form or media to use. The messages also ought to be different hence its effectiveness. Effective and successful uses of well-defined health hazard messages will utilize multifaceted approaches in order to reach intended audiences.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents the research design and methodology. It discusses the research target population, sampling design, data collection methods and instruments, reliability and validity, the data analysis method and the procedures.

3.2 Research Design

Research design is the conceptual structure within which research is conducted. It consists of the blue-print for the collection, measurement and analysis of data. As such the design includes an outline of the framework of study, availability of various data, and observations. It means the exact nature of the research work in a systematic manner (Kothari, 2004). Research design therefore describes the linkage and organization of conditions for collection and analysis of data in a manner that is aimed at combining relevance to the research purpose with economy in the procedure (Rajendra, 2008). Vaus (2005) concurred with Rajendra (2008) that a research design focuses on the structure of an enquiry leading to minimization of the chance of drawing the wrong casual inferences from the data.

This research is a qualitative one with detailed data directly from the actor's point of view. In addition, the semi structured interviews allowed respondents to offer their own interpretations. This approach enabled researcher to understand, explain and interpret

phenomenon under investigation from the perspective of the people being studied. (Bryman, 2004).

The research qualitatively described the main features of the collected data and provided a conclusive summary sufficient enough for further investigation.

This study involved a research in Nairobi County with restriction to ABM (EA) LTD in Industrial Area as it will allow for generalization of the findings to the entire Nairobi County and the whole country. The Nairobi's Industrial Area is the biggest in the Country and given the magnitude of chemicals-related products manufactured in the area, it has fully represented other areas since it is the largest in the region.

3.3 Target Population

The target population for this study will be those people who operate in Industrial Area's ABM (EA) LTD company. These will include casual labourers and management staff. In terms of geographical location, the study will be restricted to Industrial Area in Nairobi County, because it's the main concentration of the manufacturing Industries with greater activities in portfolio in manufacturing Industry especially the ABM (EA) LTD Company in Nairobi, Kenya. Panneerselvam (2004) describes a total population as the entire spectrum of a system or process of interest. This description is in tandem with Mugenda and Mugenda (2003),supports this view by asserting that target population is a complete set of individuals, cases or objects with common observable characteristics.

3.4 Sample Size and Sampling Procedures

Sampling is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from where they were selected (Mugenda and Mugenda, 2003).

Probability sampling comprises of simple random sampling, systematic random sampling, stratified sampling and clusters sampling, (Mugenda & Mugenda, 2003).

The sample size is derived proportionately and the sample selected randomly from the respondents in the ABM (EA) LTD in Industrial Area, the researcher has gone for employees on contract and casuals and the management staff. In this case 18 respondents; out of the entire population of 100 people; were sought. (15 out of 88 factory workers,3 out of 6 supervisors and 2 out of 5mangers) This is summarized in the table 1.

Sampling table

	Category of population	Population
1	Factory labourers	15
2	Supervisors	3
3	Managers	2
	Total	20

Table 1: The sampling table showing the sampling size

Stratified random sampling was used as the population was divided into strata based on work category mainly. See table 2.

Sampling frame

Work category	Population	Sample ratio	Sample size
Factory labourers	88	17%	15
Supervisors	6	50%	3
Managers	6	33%	2
Total	100	100%	20

Table 2: Showing the sampling frame used

3.5 Data Collection Procedure

Data refers to all the information collected by the researcher to complete the study, these data includes facts and figures relating to a particular activity under study. This study has made use of the primary data from interviews with structured questions. They allowed the researcher to probe the respondents for details hence a candid picture is gotten. This consequently enabled the researcher to understand, explain and interpret well; the phenomenon under investigation; from the interviewees perspective. The interviews were done privately one person at a time as scheduled. This was done mostly in an informal manner so as to allow a relaxed mind and ease in self-expression of the interviewee.

3.5.1 Data collection instruments

The researcher administered the research tools after a prior visit that assisted in refining timings of the respondents on duty. Administering the same question in the same sequence to each individual also made it easy to evaluate and compare candidates fairly due to consistency in flow.

Mugenda and Mugenda (1999), defines validity as the accuracy and meaningfulness of inferences, which are based on research results. The study applied content validity as a measure of the degree to which data obtained from the research instrument meaningfully and accurately reflects the theoretical concept.

3.6 Data Analysis Methods

Data analysis starts from the time the collected data is coded, to the time it is interpreted (Kothari, 2007). The data collected was organized in appropriate and systematic ways to enable the researcher make sense out of it.

Qualitative data was organized into themes as guided by the objectives of the study. Data was then analyzed logically and systematically.

Interview answers were read and re-read with reference to the objectives of the study.

With the aim of thematic analysis, transcripts of the interviews were analyzed for recurring patterns and groups sharing similar characteristics and relationships were established and labeled/coded.

Interpretation was done to note consistencies and differences in themes in the various pieces of data.

Summary and explanation were done to ascertain meaning as guided by the findings.

This captures the essence of an account and leads to practical understanding of meanings. (Lindolf & Taylor, 2002)

3.7 Ethical Considerations

In the study, the researcher observed all the standards of research ethics. Before collecting data from the respondents, the researcher sought consent from them and the information gathered from the study was kept confidential to avert any possibility of victimization. Management of the company had to give permission to the researcher for the data to be collected. Only willing and available respondents participated in the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, DISCUSSION AND INTERPRETATION

4.1 Introduction

This chapter presents, discusses and analyses the main trends of research findings from the qualitative structured interviews of twenty respondents.

The researcher took hand notes during the qualitative, face -to-face interviews. These interview notes were used in the thematic analysis to provide qualitative understanding of how the respondents viewed the role of effective organizational communication strategies on health and safety awareness in the work-place.

This chapter therefore gives an in-depth analysis of the interview findings based on the broad themes that informed the interview questions. The main aim was to link the research findings with the reviewed literature and the theoretical framework.

The aim of the questions in this segment was to establish from the respondents what, in their view, is the role of effective organizational communication. The researcher took hand notes of the 20 interviewee's responses which were analyzed.

The researcher assured the interviewees confidentiality and anonymity and therefore all the responses were coded for identification. In this analysis of the study findings, the researcher has not attributed quotations. This was opted so as to ensure anonymity of respondents. This chapter ends with a summary of the research findings discussed which

leads us to the next chapter on the overall conclusions that can be deduced from the study findings and the recommendations that can be made.

4.2 Analysis and discussion of Interviews

4.2.1 What is your marital status?

Marital Status of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	13	65	65	65
Single	7	35	35	35
Total	20	100.0	100.0	100

Table 3: Showing the marital status of the respondents.

In the study, there were 20 respondents who were interviewed, 13 of those interviewed were married while the remaining 7weresingle. This indicates that majority of the respondents were mature people hence they are capable of making sound decisions and also they are responsible for their actions. They are thus able to take in information and make good use of it at will.

4.2.2 How many years have you served this company and in what capacity?

Duration of time employee has served the company.

	Frequency	Percent	Valid Percent	Cumulative Percent
1	4	20	20	20
10	1	5	5	5
3	3	15	15	15
6 months	1	5	5	5
6 months	1	5	5	5
5	1	5	5	5
6	2	10	10	10
9 months	4	20	20	20
7 years	2	10	10	10
2 years	1	5	5	5
Total	**20**	**100.0**	**100**	**100**

Table 4: Length of time the respondents have worked for the company

When asked in the interview schedule how long they had served in the Manufacturing Firm, 4 of the respondents indicated that they had served for one year; one had served in the firm for 10 years, three of the interviewees indicated that they had served for 3 years, 2 having served for 6 months each, one had served for 5 years, two have served for six years, four have served for 9 months, two have served for 7 years and one has served for 1 year. This indicates that the workers had at least the required experience to know the nature of environment they work in and the hazards at site. They therefore have a fore-knowledge of things that are being talked of thus need very little explanation to assign the correct meaning to information. Among those interviewed 15 of them were Machine operators, 3 were supervisors and 2 were from the management.

4.2.3 Kindly could I know your highest level of education?

Respondents level of education.

Level of education	Frequency	Percentage
Degree	2	10%
Diploma	4	20%
Certificate	4	20%
Form four	8	40%
Class eight	2	10%
TOTAL	**20**	**100%**

Table 5: Respondents level of education
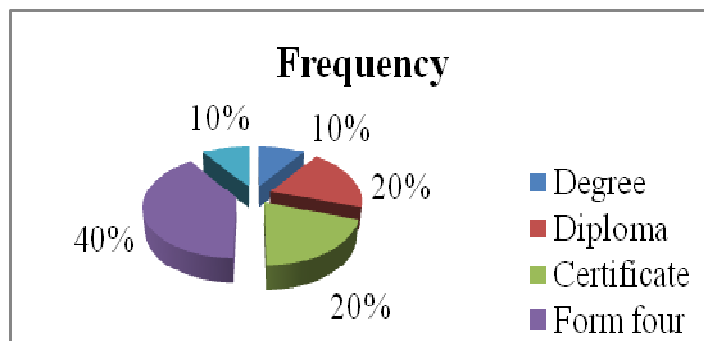
Figure 2: Respondents level of education.

Figure 2; derived from table 5; shows in percentage the level of education of the respondents interviewed. With at least ninety percent having attained the minimal level of form four; this is an indication that there is a high literacy level though most of the population (fourty percent plus ten percent) hasn't attained tertiary education. Majority can therefore interpret information the right way hence avert harm.

4.2.4 Are you aware of safety and health precautions that should be observed in a factory?

Awareness levels of common health and safety rules.

Respondents	Frequency	Percentages
Absolute yes	1	5%
Averagely yes	4	20%
Lest knowledge	13	65%
None	2	10%
Totals	20	100%

Table 6: Awareness levels on common health and safety rules among the respondents
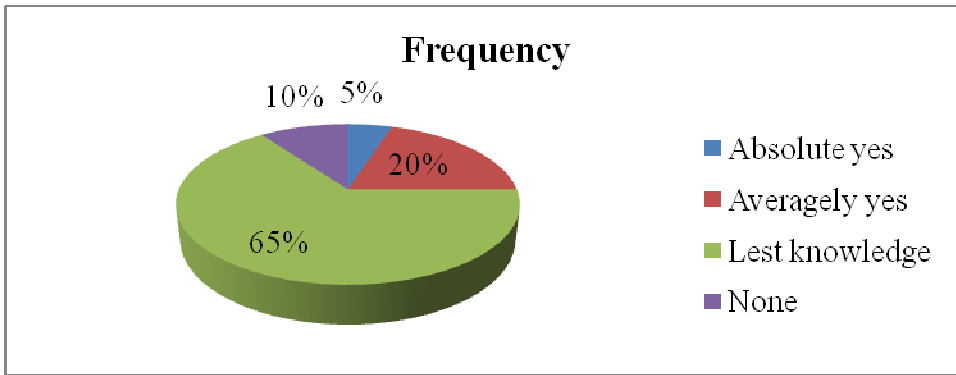
Figure 3: Awareness levels of common health and safety rules.

Figure three; derived from table 6; clearly shows that sixty five percent of the respondents are not sure or rather confident enough of their awareness levels on health and safety precautions. This, despite the good literacy levels could compromise ones initiative in suggesting or doing things in a new and efficient way due to lack of self-trust.

To get an insider's view of the contextual factors that have led to an insight on the organizational communication strategies, the following question was posed to the interviewees:

4.2.5 What could you say of the existing organizational communication strategies; in the company; on health and safety awareness?

The question was formulated in line with the first research question. This question was asked of all the interviewees but the researcher was keen to get detailed accounts not only from the laborers but mainly from managers and supervisors who have been with the corporation since the launch of the current five-year strategic plan of January 2010 to

December 2014.The main aim of the question was to get an insider's view of how much impact the strategies used appeals to the audience in reference to the adherence noted.

Existing Organizational Communication Strategies

Type of strategy	Number of respondents identifying with strategy	Percentage
Informal gatherings.	7	35%
Departmental meetings.	7	35%
Notice-boards.	5	25%
Monthly news-letters	1	5%
TOTAL	20	100%

Table 7: Existing Organizational Communication Strategies.

From table 7, having inquired on the respondents thoughts concerning the communication strategies, they responded in reference to the aforementioned four strategies specifically. It was observe that majority aired their sentiments in reference to informal gatherings and departmental meetings. This was closely followed by notice boards then monthly news-letters being the least referred to.

From the responses on the contextual factors contributing to health and safety awareness, the researcher established that effective organizational communication strategies played a

big role in the company's success. This is because the little/inadequate knowledge within the laborers was acquired through current strategic channels though not very effective.

From the responses gathered, it emerged that interviewees believed that communication had a positive contribution to the little knowledge on health and safety. One of the managers responded as follows:

…in my opinion, communication strategies should be the link between both internal and

external audience, and in so being, communication strategies should endeavor to

promote a mutual relationship between the staff and the policies communicated by the

management….(Interview,2014*)*

From these responses, it came out that key stakeholders understand the important role that effective organizational communication strategies play however lacking it is in the company. However; some of the respondents were of the view that the role of effective organizational communication strategies needs to be enhanced so as to have more impact on awareness on safety and health. In this regards, one of the laborers made this observation:

…In my view, communication played a key role in the growth of the little awareness

levels experienced in the last four years. However, the company needs to come up with

ways of enhancing how the information is passed to us and if it is received as intended…

(Interview 2014).

The respondents generally felt that there was a direct relationship on the awareness and retention of information and the mode in which it is passed on to the internal and external publics. There was a general consensus among the respondents that there exists a direct positive relationship between communication activities on health and safety and the laborers performance.

Respondents contentment levels on the organizational communication strategies

Work category	Population Sample	Fully contented	Averagely contented	Not contented
Factory laborers	15	2	7	6
Supervisors	3	2	1	0
Managers	2	2	0	0
Total	20	30%	35%	30%

Table 8: Respondents contentment levels on the organizational communication strategies.

Out of the 20 respondents, 30% were fully contented with the impact and levels of appeal of the organizational communication strategies.40% were averagely contented while 30% were not contented.

4.2.6 Which Channel of Communication

Which channel (notice-boards, wall posters & labels, informal-kamukunji-meetings, departmental meetings, morning briefs, brake-time verbal announcements, monthly company-magazines, pamphlets etc.)Effectively appealed and made most sense to you whenever information was being passed to you? Why did you like it?

This question was formulated in line with the second research question so as to estimate the levels of retention of the information communicated in consideration of the channel used. The responses from the interviewees varied considerably. However, there were a number of responses that were similar. One of the comprehensive responses on this question was:

*…I think **kamukunji**-meetings accompanied by wall-posters& labels*

*appeal to me more. At least during the **kamukunjis** I can have an opportunity*

to ask for clarification or even give response in the language that am most conversant

with; preferably Swahili;. I feel part and parcel of the policy when I am allowed to give

opinion. (Interview, 2014).

The essence of asking this question was to establish how well stakeholders understood or are conversant with the strategies that are used and if they are communicated to effectively. Responses from this question were important in establishing the relevance of effective communication strategies to strategic business goals and objectives. The general observation from the responses, however, is that key internal and external publics

including managers understand the functions of organizational communication strategies in as much as it is wanting in these scenario.

In this thematic segment of the interview questions, the study sought to find out whether internal and external publics, managers and staff, understood why effective organizational communication strategies were indispensable in creating adequate awareness on health and safety.

Respondent's preference of communication channel/strategy

Channel/ communication strategy	Population sample in support	Percentage
Notice boards	2	10%
Wall posters and labels	3	15%
Kamukunjis	5	25%
Depart. Meetings	4	20%
Morning briefs	5	25%
Monthly newsletters	1	5%
Total	20	100%

Table 9: Respondents preference of communication channel/strategy

It is evident that the least 5% preferred monthly news-letters,10% preferred notice-boards,15% preferred wall-posters & labels,20% liked departmental meetings above all,25% preferred morning briefs same as those who preferred kamukunjis.

4.2.7 Perception and awareness levels

The study sought to find out from the respondents their perception and awareness levels on health and safety by posing the question: *Do you think communication on health and safety is relevant to the organizational growth?*

All the twenty interviewees agreed that effective communication was relevant and gave reasons why they thought so. One of the laborers gave the following justification:

....as we all agree, the future of our quality products depends on the laborers health

and safety for them to operate the machines well. For this reason, it is mandatory to

invest in proper information, education and communication on issues of safety

and health lest we have an ailing staff that can't be relied on.(Interview,2014)

It is evident from responses that stakeholders understood the functions of effective organizational communication strategies; though not well practiced now; in a factory and company at large and would be helpful when revising communication strategy for the strategic planning period.

4.2.8 Responses on the indicators for monitoring and evaluating the role of communication in organizational growth

There was a question too that sought the views of the respondents on how to monitor and evaluate communication activities by asking the question: *In your own opinion how*

should information, education and communication be ensured that it is consistently more effective in promoting the proper usage of personal protective equipment and observing safety and health precautions in the factory?

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 communication strategies. Consequent to this, the respondents would sub-consciously recommend the best possible strategies at ease hence fulfillment of the research's third objective.

The responses to this question varied from respondent to respondent but there were some similar answers that appeared severally. One of the laborers gave his indicators for monitoring and evaluating communication activities as below:

…in my view, the following indicators should be used when monitoring

And evaluating communication, they are: return of public feedback and secondly carrying out public perception surveys on some of the information that have recently been communicated to us. We would be pleased if departmental meetings and morning briefs are more emphasize as we feel free to respond unlike memos of which deny us opportunity to respond….(Interview, 2014)

This question was meant to gather information from the respondents on how; in their view; communication strategies need to be structured and checked so as to impact more on the publics.

Responses to this question varied from respondent to respondent indicating that communication was not properly aligned in the company. One of managers responded as below to this question

…It is not well positioned. What needs to happen is to increase communication activities. Communication will be able to have more impact on the organization if continuous and feedback is taken unlike just making observation on if there is adherence to the information passed. In as much as there is some action …I admit we still have room for improvement…. (Interview, 2014)

From these responses, the general view of the respondents is that effective communication strategy is a key management function and therefore 'management needs to expand its scope and invest more human and financial resources in it.

It is evident that objectives of the current organizational communication strategies were not properly aligned to organizational goal of having staff who are fully aware of health and safety at work place.

4.2.9 How convinced are you that the company does/does not provide adequate information, education and communication on health and safety?

This question was paused to all the 20 interviews but the research was keener to get candid opinion from the 15 factory laborers. From their response it was overwhelmingly observed and established that none of the labors was contented with the adequacy of the information availed and this applied to the strategies used. One of them reiterated that:

…mostly we just receive the information but we are barely asked or rather consulted on what our opinion is concerning the issue aired.(Interview,2014).

It was observed that the other five respondents (2 managers and 3 supervisors) were not as much discontented because it was easier for them to access the documents on health and safety unlike the laborers. See table 9.

Level of contentment on IEC provided by company

Work category	Respondents chosen	Contented	Not contented
Operators	15	0	15
Supervisors	3	2	1
Managers	2	2	0
Total	20	4	16

Table 10: Level of contentment on IEC provided by company

4.2.10 Which channel of communication didn't effectively appeal most to you whenever information was being communicated? Why did you not like it?

From the responses it emerged that 13 laborers never preferred the monthly publications of the news-letter, pamphlets/magazines. One didn't like notice-boards while one didn't like kamukunjis. They cited lack of enough or rather free time to read the details and also the content of the publication was more on the managerial perspective on how work was

running withy least emphasis on welfare of the laborers. One of the laborers responded as follows:

…In my opinion, the monthly publications don't appeal much to me. At times
I just read the top cover and the back cover and before I comprehend much
time is up and am needed at my work-station…(Interview,2014)

4.2.11 How often (in the last 60 days) have you been given opportunity to respond or air sentiments on any information communicated?

This question was paused to find out if the company played any role in incorporating the stake-holders (internal and external publics) to participate in developing of the organizational communication strategies for instance suggesting on ways of giving feed-back.

The middle level and senior management were however optimistic and committal on looking forward to involve the publics more in future while formulating policies on health and safety. See Figure 4 derived from Table 10

Respondents' opportunity of giving feed-back.

Respondents	Frequency	Percentages
Agreed	3	19 %
Disagree	13	81 %
Totals	15	100 %

Table 11: Respondents' opportunity of giving feed-back

Table 11 indicates that ten out of the 15 laborers complained of never having had an opportunity at all in formally airing their feedback personally. Three acknowledged having had an opportunity though rare, only ones.
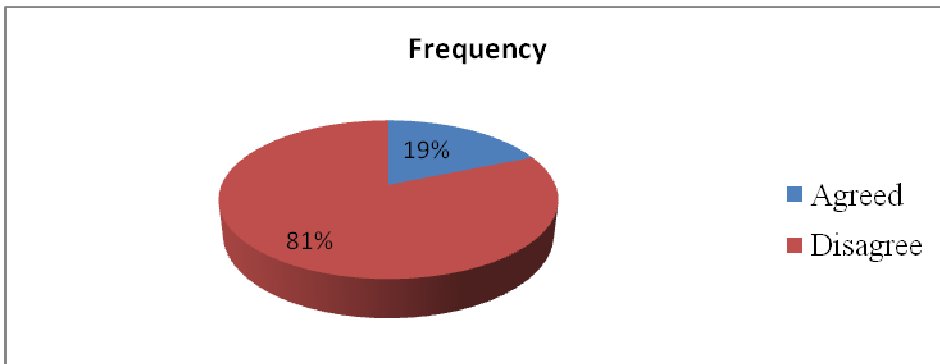
Figure 4: Opportunity for feed-back.

Figure 4; derived from table 10; shows the opportunity availed to respondents in airing their sentiments on the information communicated by the management. The 81% of the respondents comprised of 12 factory workers and a middle-level management staff precisely one supervisor. The 19% comprised of the managers and two supervisors.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The findings of this research established that organizational communication strategies were important to the organizational transformation perception-wise.

This study established that management has not been keen enough on the development of a standard checklist of indicators for monitoring and evaluating the role of communication in organization growth.

The study findings show that management is increasingly becoming aware of the significant role that organizational communication strategies play in the realization of organizational goals in creating adequate awareness on health and safety. The management is therefore looking at ways of enhancing the role of effective organizational communication strategies in the realization of the company's objectives.

The study also found out that the scope of Communication as management functional is ever expanding and that any management needs to include new and emerging aspects such as giving room to feedback from the publics.

5.2 Conclusions

From the responses gathered from the interviews, respondents generally seem to agree that communication played a significant role in the limited awareness they have on safety

and health. On the issue of monitoring and evaluating the role of communication, the respondents were unanimous that this needs to be done and indicators for doing this need to be identified. The respondents gave a number of indicators to consider and these were; use of collection of public feedback and use of periodic public perception surveys.

From this study, it is evident that top management considers communication as having played a key role in the creation of awareness though not yet near to the required level. What this means is that companies need to invest more and position their communication functions strategically.

Companies need to increase resourcing for communication activities so as to reap maximum benefits from strategic communication activities.

Measurement of the role of communication in the organizational growth of any company is important in enhancing the contribution of communication as a key management function within companies

5.3 Recommendations

This study hence recommends that companies identify indicators for monitoring and evaluating the contribution of communication to the attainment of their organizational goals by use of indicators such as public perception surveys.

Effective communication should also be looked at as an investment with long-term benefits rather than a short term activity.

This study recommends that when structuring their communication strategies, companies should always seek to align their communication objectives with their overall business objectives. Consequent to this, stakeholders of a company have a valuable role to play in the development of its communication strategies and in the shaping of its activities and perception hence it was strongly recommended that they be involved to a certain extend in formulation of company policies on health and safety.

Use of film demonstrations on safety and health reinforced by the company nurses convening awareness talks could also be ideal.

This study recommends that companies need to keep on expanding their scope of organizational communication strategies in line with the toxic and hazardous nature of the material used and environmental state. This will help in putting much emphasis on special areas as needed.

Finally, this study recommends that more scientific studies be conducted on the role of

Effective Communication in various key aspects of organizational existence and wellbeing .Such studies would help enrich communication as a discipline of study and a growing management function.

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APPENDICES

APPENDIX I

Interview Guide

Introduction

My names are Sunday. A.Ngaira, a postgraduate student at the School of Journalism University of Nairobi. As part of the degree requirement in my postgraduate program, I'm carrying out a study on "Organizational communication strategies on health and safety awareness in Associated Battery Manufacturers East African limited Company."

Therefore I request that you comfortably respond in this interview; any information that you will provide will be kept confidential and will be used only for the study and the results then availed to the interested party afterwards. Thanks for your valuable time. Please feel free to respond your opinion and experiences. I will use codes for the sake of anonymity to you the interviewee.

1. What are your official names?

2. What is your marital status?

3. How many years have you served this company and in what capacity?

4. Kindly could I know your highest level of education?

5. What could you say of the existing organizational communication strategies; in the company; on health and safety awareness?

6. Which way/channel of communication (notice-boards, wall posters & labels, informal-*kamukunji*-meetings, departmental meetings, morning briefs, brake-time verbal announcements, monthly company-magazines, pamphlets etc.) effectively appealed and made most sense to you whenever information was being passed to you? Why did you like it?

7. Do you think communication on health and safety is relevant to the organizational growth?

8. In your own opinion how should information, education and communication be ensured that it is consistently more effective in promoting the proper usage of personal protective equipment and observing safety and health precautions in the factory?

9. Are you aware of safety and health precautions that should be observed in a factory?

10. How convinced are you that the company does/does not provide adequate information, education and communication on safety and health?

11. Which way/channel of communication didn't effectively appeal most to you whenever information was being passed to you? Why did you not like it?

12. How often (in the last 60 days) have you been given opportunity to respond or air sentiments on any information communicated?

APPENDIX II

Personal Protective Equipment(PPE)-Goggle Shades

The vareous types of gogle-shades to protect the eyes in vareous work-places/situations.

An Accident is unintended, unplanned or unexpected event as a result of human omission that may or may not cause physical human harm and damage to property

- CAUSES: Poorly designed and manufactured machines, equipment, processes and construction of buildingsPoor work procedures and systems

- -Inadequate, Lack or poorly maintained Personal Protective Equipment

- Human negligence, errors, ignorance and apathy

- - Lack of adequate information and training

- - Poor and inadequate communication systems

- - Poor accident perception, recognition and control

- OCCUPATIONAL SAFETY AND HEALTH ACT,2007. Employers to protect their employees from workplace hazards such as

  - machines,
  - work procedures, and
  - hazardous substances
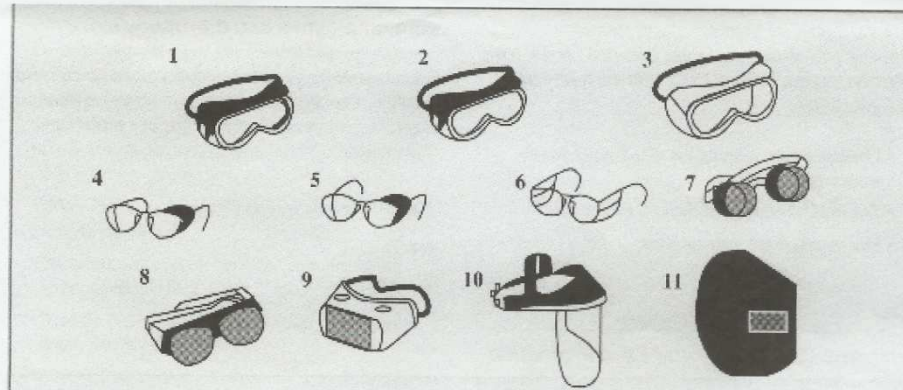
APPENDIX III

Personal Protective Equipment(PPE)-Safety Boots

The safety boots are meant for industrial use.

Instep protection made of aluminum, steel, fiber, or plastic to protect the top of the foot and front of the ankle

Insulated against heat and cold. May also be waterproof and chemical resistant.

Outline of instep protection showing position.

Outline of top cap showing position.

To protect against slipperiness oil, heat, chemeals, or electrical hazards, soles may be made of leather, rubber core or wood.

Safety toe must meet standards for impact (obects falling on toe) and for compression (weight pressing on toe).

One Point Lesson on Ear-Muffs

One Point Lesson poster hung on the factory notice board to show proper use of PPE.

One Point Lesson on Safety-Goggles

One point lesson poster hung on the factory notice board showing proper use of safety-goggles.

APPENDIX VI

One Point Lesson on Helmet

One point lesson poster on the Contractors notice board showing helmet as a prerequisite for high places access

APPENDIX VII

One Point Lesson on Arrangement

One point lesson on proper arrangement in stores to avoid accidents
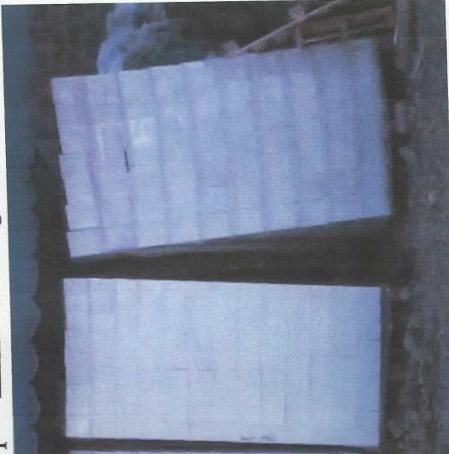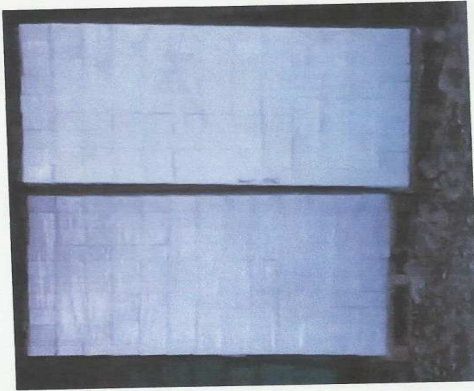
APPENDIX VIII

Before and After Caution Notice

A "before and after "caution cautioning on the imminent danger of uncovered machine part.
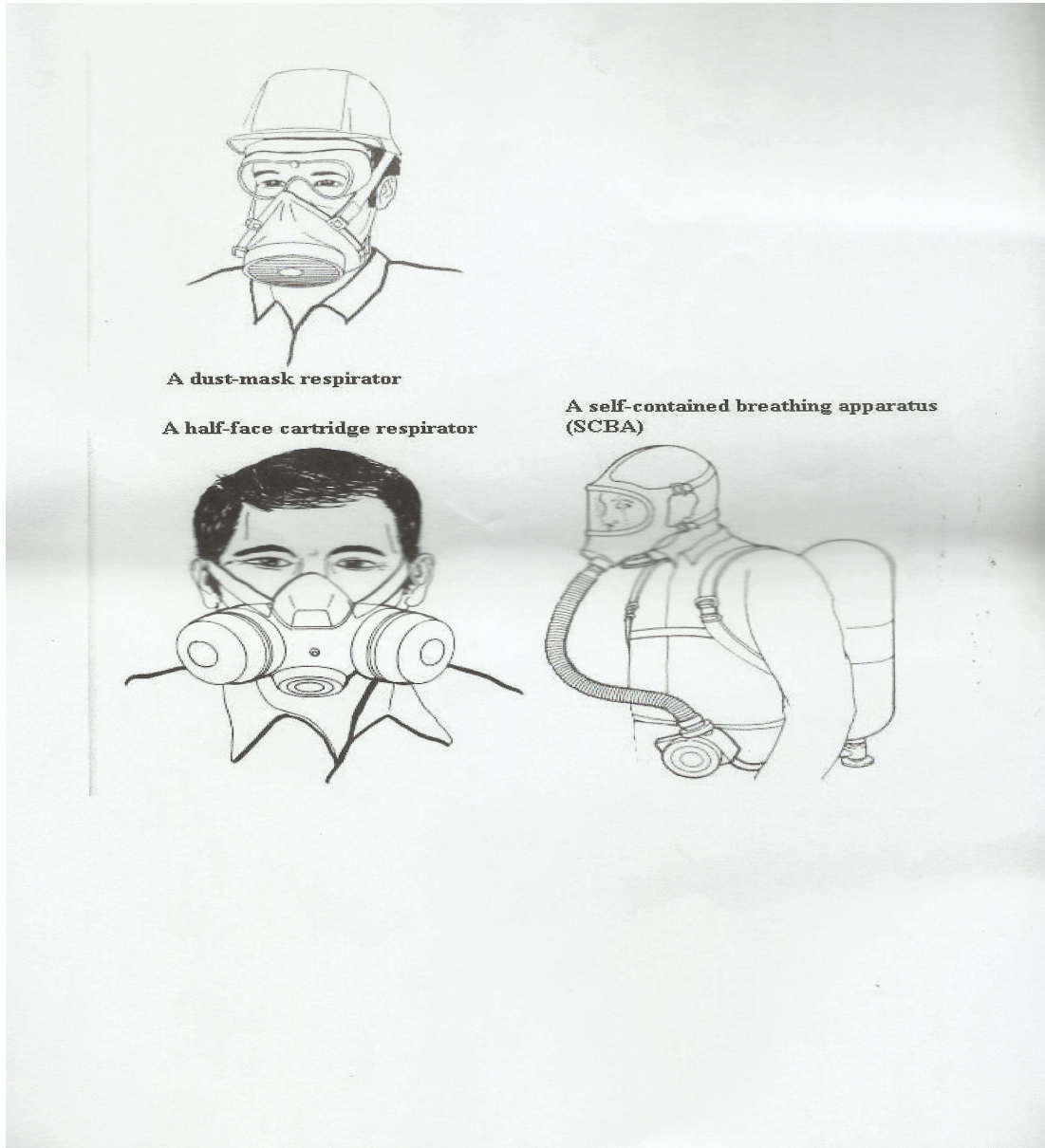
APPENDIX IX

Breathing Apparatus

An informative poster on required breathing apparatus in toxin-emitting areas of the factory.

A dust-mask respirator

A half-face cartridge respirator

A self-contained breathing apparatus (SCBA)

APPENDIX X

Acid-site PPE

Acid-site PPE to prevent skin harm and inhalation of lethal acid content at work-site

APPENDIX XI

Internal Memo

An internal memo creating awareness on hearing-test exercise for the factory workers

GEMBA KAIZEN

Date: 7th July 2014.

To: All Staff

From: Health and Safety

Cc: GJ/Managers

Subject: Occupational Hearing Test Assessment:

This is to inform all members of staff working in the factory, that a team from Nairobi Audiology centre will be conducting hearing test for all factory workers on payroll.

The exercise will be conducted at ABM premises **on 14th & 15th July 2014 from 9.00 am.** The same will be conducted at **RREAL on Friday 18th July 2014.**

Audiometry tests take an average of 10 minutes per person and are in line with the occupational health and safety regulations.

Thanks and kind regards,

Jared.