

**AN ASSESMENT OF KENYA RURAL ROADS AUTHORITY'S STRATEGY  
ON CHANGE COMMUNICATION**

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**DECLARATION**

This research is my original work and has not been submitted for the award of a degree in any institution of higher learning.

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## **DEDICATION**

To my parents Fanuel Onyango Otiende and Getrude Akongo Airo for their belief in me, sacrifices for my education and cultivating the thirst for knowledge in me.

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

- KeRRA** - Kenya Rural Roads Authority
- KeNHA** - Kenya National Highways Authority
- KURA** - Kenya Urban Roads Authority
- SCAC** - State Corporations Advisory Committee
- UMT** - Uncertainty Management Theory
- URT** - Uncertainty Reduction Theory

## ABSTRACT

This study sought to assess the strategies deployed by the Kenya Rural Roads Authority in the communication of change programmes. The specific study objectives were: to investigate levels of awareness about the programmes, to evaluate effectiveness of the communication approaches deployed, to determine the levels of uncertainty among members of staff in response to the changes and examine how the communication strategies used have influenced staff uncertainty. This was an explanatory research premised upon concepts expounded by information theory by Shannon and Weaver that sought to explain, from a communication perspective, the occurrence of behavioural uncertainty among staff of Kenya Rural Roads Authority. The study population comprised all 634 staff working for the Authority. A randomly selected stratified sample of 200 respondents (32% of the target population) was used for the study due to the homogeneity of the respective strata in the population of interest (stratification based on work station). The study deployed mixed methods for data collection through administration of questionnaires and structured interviews. A narrative analysis approach was deployed for qualitative data through which interviews were transcribed and analysed for comparison and contrast after which the data was coded for key words then subjected to all attributes under consideration. The descriptive statistics of mean, frequency and percentage were used to present data in the form of tables, graphs and charts. The key research finding was that there was no clear communication strategy in the Authority and this engendered anxiety during change implementation. Other major findings are that choice of channel, choice of communicator and message coding are integral in change communication design. The Kenya Rural Roads Authority staff were found to be highly uncertain regarding the restructuring and re-categorisation programme (52.27%) but less so for relocation (42.0 %). This is despite the greater level of awareness for the latter (74%) as compared to the relocation programme (61%). The study recommends that change communication strategies should incorporate the following: careful choice of channel, considered selection of a spokesperson, targeted message coding as well as instituting feedback options in order to be effective in managing uncertainty and its attendant encumbrances.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Overview**

This chapter contains background information on the research topic followed by a statement of the problem where the phenomena under consideration shall be detailed. The study objectives and research questions are contained herein outlining the areas under consideration in the study which are then followed by a justification and the study significance which expounds the reasons why this study was necessary and its importance respectively. The study scope and limitations are next wherein the study is contextualised and circumscribed accordingly. The chapter concludes with limitations that influences the study in addition to assisting in tethering the study findings and recommendations.

### **1.2 Background of the study**

The philosopher Heraclitus is commonly known to have quipped “the only permanent thing in life is change.” On this premise, emphasis is made that individuals or organisations have no choice in facing and adapting to change. By implication, it is thus apparent that to adapt and prepare for change carries the potential risk of individuals and organisations becoming redundant and oftentimes may be portrayed as irrelevant in the contemporary state of affairs.

A key influencer of change is uncertainty or precisely put; a fear of the unknown. The feeling in individuals that they shall be unable to control, predict or withstand the outcome of change can be considered a big influencer in individual responses to change. These responses can range to complete embracing of change programmes to full-blown resistance to change. Communication at its most basic premise involves information

exchange and can therefore be perceived as a conduit through which the uncertainty can be reduced if not overcome.

In terms of scholarly work, Uncertainty Reduction theory (URT), developed by Berger and Calabrese (1975), established that the need to reduce uncertainty is at the heart of communication (Health and Bryant, 2000) further state that a major reason why individuals engage in interpersonal communication is the need to reduce uncertainty. Drawing from the uncertainty reduction viewpoint, information exchange is a basic human activity in which individuals request, provide, and exchange information for the purpose of uncertainty reduction.

Negative outcomes from change, broadly characterised by some form of discomfort or pain is a key contributor to uncertainty. It is common knowledge that oftentimes change is uncomfortable, brutal, painful, hurting but may also have benefits. However, change generally comes with discomfort and pain. For communicators, the question that occupies us is hence: How can communication positively influence change? To what extent can communication mitigate or even alleviate the discomfort or pain that accompanies change? How can communication be structured to best achieve the desired impact on change programmes? And finally; could uncertainty be reduced or even be eliminated altogether through communication?

These issues become significant in considering the role of communication in the management of change programmes. This study is designed to look at the concept of change and implementation of change programmes; within the context of communication and how uncertainty management can positively affect change programmes.

With this conceptual information established concerning change as a concept and the concept of uncertainty, it is easier to discuss the influence of communication and change as contextualised within an organisation.

Since this is an explanatory study based on an institution, namely the Kenya Rural Roads Authority (KeRRA) that has recently deployed change programmes, a brief introduction of the Authority is thus imperative. The parastatal is a creation of the Kenya Roads Act, 2007 and was mandated at inception to develop, manage and maintain rural roads in the country; classified as Class D, E and Special Purpose Roads (This Act also created the Kenya National Highways Authority-KeNHA and the Kenya Urban Roads Authority-KURA). The Authority which has 634 members of staff is currently head quartered in Upper Hill, Nairobi and has had Regional Offices across all 47 Counties since inception (KeRRA Strategic Plan 2013-2018).

The Authority's vision is to be a provider of an adequate, quality, safe and efficient rural road network; its mission is to develop, construct, maintain and manage the rural road network for sustainable socio-economic development and the Authority currently has 15 Core Values (derived from national values espoused in Chapter six of the Constitution) as follows: Good Governance, Patriotism, Inclusiveness, Equality, Social Justice, Integrity, Professionalism, Economic Use of Resources, Leadership, Creativity, Teamwork, Reliability in Service Delivery, Sustainable Development, Equity, Transparency and Accountability.

However, the Authority has been on a major change trajectory since 2011, after the then just promulgated Constitution of Kenya (2010) broadly redefined its mandate and transformed the management of roads from being under exclusive jurisdiction of the National Government to being a function shared with County Governments. This new

operational reality gave rise to operational and sectorial changes commencing from Financial Year 2013-2014.

Internally, KeRRA embarked on an ambitious programme to reorganise its workforce by restructuring the hierarchies and departments of the Authority. The Authority has obtained approval from the State Corporations Advisory Committee (SCAC) to restructure its schemes of service across cadres with the introduction of new cadres, change of titles and staff placement. In addition, the Authority sought and has managed to be re-categorised into a higher cluster of parastatals which shall occasion better remuneration and perks for staff across the board once fully implemented. It is important to note that the other comparable institutions within the sector namely KeNHA and KURA have both successfully implemented similar adjustments; a fact that has observably contributed to staff anxiety and resulted in movement or attempts at movement by staff. Finally; the authority has begun the process of moving its headquarters to newly constructed office along Mombasa Road, Nairobi. The new facilities shall house all the institutions falling under the State Department for Infrastructure.

With such transformative change programmes taking place; the Authority requires a robust communication strategy to ensure buy-in from all members of staff who shall implement the new structures and systems and embrace the change in work environment to reap the full rewards of the programmes. However, existing communication approaches have only engendered anxiety, uncertainty and speculation among members of staff whose concerns include fears of demotion and loss of face, fear of changes in levels of power and influence, fear of loss of jobs due to proposed mergers of some Departments and Regions, anxiety related to relocation, disruption of

existing networks and spheres of influence with suppliers and other clients and changes in family residences coupled with the high costs of relocation such as transferring staff dependants' schools. Consequently, KeRRA is therefore a ripe environment for a study on how communication can influence uncertainty regarding change programmes due to the discussed pervasive sense of staff apprehension in the Authority towards the ongoing changes.

### **1.3 Statement of the Problem**

Staff at KeRRA are undergoing a period of uncertainty following commencement of a number of critical change programmes at the Authority namely; relocation of the head office, restructuring of the Authority and re-categorisation of the Authority. This uncertainty has caused several adverse reactions among staff including; staff focus and priority clearly shifting from performance of their core duties to personal growth and development, staff exiting or seeking to exit the Authority for better opportunities within the industry and beyond, intense lobbying and affiliations developing among staff in preparation for and in reaction to ongoing changes, in addition to general anxiety concerning departmental and regional mergers, concerns over staff placement and career progression schemes within the new setup. These reactions have led to, among other effects; demoralisation among certain staff cadres that feel disadvantaged or inconvenienced by the changes, suspicions and allegations among staff which have negatively affected team spirit, lack of focus on the overall mandate of the Authority by affected staff and work delays within several departments of the Authority; all of which portend a negative impact on the overall performance of the Authority. Communication remains a key contributor to the process of change management and has a positive role to play towards effectively managing the change process.



Effective communication throughout the change process is a 'must' (Donaldson, 2005) and without effective communication, change will be slower and less effective.

KeRRA has duly deployed communication strategies mainly through meetings and internal memos in an attempt at managing the key change programmes. These have however proved inadequate both structurally and in content in addressing staff concerns thus leaving room for informal means such as hearsay, gossip and information leakage via social media to become the main sources of information on these critical programmes. These unofficial channels have only exacerbated existing staff uncertainty and insecurities regarding these change programmes.

Within the field of communication and particularly during change implementation, the issue of uncertainty management has significant bearing to the success of communication strategies deployed. Uncertainty has been identified by communication scholars as a major hindrance to change programmes and ultimately contributes to failure of change programmes. Surmounting uncertainty is therefore key to the success of change programmes in an organisation. This idea was first discussed as part of the Information Theory advanced by Shannon and Weaver (1949) as they sought to highlight the deterrence to effective communication. There is also the belief that effective communication is arguably the best tool with which to overcome uncertainty; as espoused by Anxiety/Uncertainty Reduction Theory (URT) scholars such as Berger and Calabrese (1975) and traditional cognitive studies by scholars such as Leon Festinger's (1980) Cognitive Dissonance Theory. The main argument here is that effective communication if deployed strategically can mitigate, if not completely overcome uncertainty thereby assist in the success of change communication particularly and change management in general. Within the context of this study,

communication is considered as having the potential to determining the success of change programmes by enhancing acceptance of change. The core concern of this study is hence to attempt to identify how communication can play a role in reducing uncertainty thus increasing the likelihood of a positive outcome in the process of change implementation concerning the re-categorisation, restructuring and relocation of the Authority.

## **1.4 Study Objectives**

### **1.4.1 Main Objective**

This study aims to investigate the effectiveness of the communication approaches used in KeRRA towards managing uncertainty during the implementation of change programmes namely re-categorisation, restructuring and relocation.

### **1.4.2 Specific Objectives**

The study sought to:

**5.5.1** Evaluate the level of awareness about ongoing change programmes in KeRRA.

**5.5.2** Investigate existing communication methods used for change programmes in KeRRA.

**5.5.3** Identify the contribution of uncertainty towards staff reaction to the change programmes in KeRRA.

**5.5.4** Analyse the effectiveness of deployed communication strategies towards handling uncertainty.

## **1.5 Research Questions**

The key research questions include:

1) Which are the key change programmes ongoing in KeRRA?

- 2) Which are the communication methods currently deployed to manage uncertainty in KeRRA?
- 3) How has uncertainty contributed to staff reaction to the change programmes?
- 4) How effective are KeRRA communication strategies in reducing uncertainty?

## **1.6 Justification**

The communication strategies currently deployed by KeRRA to inform staff of the change programmes, educate them on their implications and ensure full cooperation are failing to achieve their desired effect. These failures are structural in terms of the approach which has largely been bureaucratic and top-down thus contributing to staff uncertainty, alienating sections of staff and triggering adverse reactions as earlier discussed.

This gap in communication is therefore directly contributing to these unwanted consequences and therefore an assessment is warranted to analyse the systemic communication and other incidental failures, probe the gaps within ongoing strategies, mitigate staff uncertainty and identify ways by which communication can be deployed to ensure efficient transition into the envisaged setup with minimal damage to the fabric of the organisation.

Communication has been identified by several scholars as an integral part of successful change management in several studies. A study by Matos et al (2013) illustrates this point eloquently by arguing that communications and organisational change are inextricably linked processes (Lewis, 1999). It has historically been proven that change is a communicative challenge (Allen et al 2007). There is also a long held view that implementation of change is a venture that has communication playing a central role

(Lewis and Seibold, 1998). Bordia et al (2004: 96) further illustrate that communication processes are inherently a part of these implementation activities.

At a comparable study; Omotto (2013) found out that communication is integral in change management at the Kenya Commercial Bank - Nairobi. She concluded that efficient communication should be maintained between the management and employees to ensure immediate action can be taken upon feedback and accelerate the change management process.

While studies abound concerning change management from other viewpoints such as Business Administration (Bakari, 2016/Wandera, 2014), Strategic Leadership (Wambui, 2014) and Socio-Psychological viewpoints (Cialdini, 2005); there is a dearth in studies looking into change management from a purely communication point of view; and specifically those that seek to investigate the connection between uncertainty management or reduction and change communication.

A number of studies in change management have also broached the subject such as Gachungi (2016); whose study on the effect of communication in change management at Unilever Kenya Ltd. poignantly illustrated the linkage between strategic communication and Uncertainty Reduction Theory and their effects on change management. Finally, Mutiso (2017) recommended that similar studies be done in both public and private sectors' and under different contexts and environments to reveal more on the effectiveness of change communication.

### **1.7 Significance of the Study**

This study is broadly intended to provide useful insight into how communication can most effectively mitigate uncertainty in a medium-sized public organisation to greatly improve successful implementation of change programmes.

The value of this study to KeRRA as an institution is inherent since it shall provide insight into levels of uncertainty regarding the change programmes that are underway and offer a fair assessment of its current communication strategy with a view of identifying possible areas of improvement.

The study shall in addition inform approaches to change communication with emphasis on uncertainty reduction as a strategic approach.

Public organisations may also specifically benefit from the study findings given the similarities in settings, structures and management approaches.

This study may additionally inform future studies on the concept of uncertainty, influences of communication on change and management of change programmes.

The study also portends important insights for policy makers particularly in the public sector who may incorporate its findings and recommendations in future guidelines.

### **1.8 Scope and Limitations of the Study**

The study was conducted at KeRRA Head Offices in Upper Hill, Nairobi and a sample of 24 out of its 47 Regional Offices.

KeRRA has regional staff spread across all Counties constituting a two thirds majority of total staff. Due to limitations in funding; the study shall treat Regional staff as a homogenous group during sampling while staff from the Head office shall form the second homogenous group.

## **1.9 Operational Definitions**

**Change:** Change in an organisational context is the process by which organisations move from their current state to some desired future state to optimize their potential.

**Change Communication:** Refers to the strategic approaches deployed by an entity to pass information to its stakeholders and entails among other elements; decisions regarding scheduling of messages, message codification, choice of channel and feedback mechanisms

**Change Management:** Refers to a structured approach that aims at transitioning individuals and organisations from a current state to a desired future state

**Uncertainty/Anxiety:** Refers to a behavioural state of responding to an incident in any number of alternative ways that are indeterminate but can stem from a large number of alternative occurrences for each with an equal potential probability. Anxiety reactions can range from positive reinstatement/attainment of desirable qualities or negative schemes and/or total resistance to change.

**Uncertainty Management:** The cognitive processes aimed at balancing the perceived dangers of unknown options against existing knowledge.

**Uncertainty Reduction:** Systemic reduction in uncertainty resulting from a likelihood of costs or benefits, deviances from expected behaviour, and potential future interactions.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter shall detail the theoretical underpinnings of the study, existing approaches to communication within the Authority, the Authority`s strategic and policy documents relevant to communication, in addition to looking into the existing scholarly literature on the various phenomena under study.

#### **2.2 Change Management and Communication**

Change can take place in a number of ways and can either be evolutionary (taking place within a given system) or revolutionary (aimed at changing the system itself) according to Dirks et al (1996) cited in Alas (2015). As can be anticipated, revolutionary change is more disruptive while evolutionary change is gradual and takes place in phases. The two approaches both have an impact on which reaction will be exhibited from those experiencing the change programmes or processes. Individuals are more amenable to gradual change as compared to disruptive. This can be attributable to people being predominantly content and comfortable with the status quo. Alas (2015) sums it up by saying the reaction of people to change is essential to the success or failure of change programmes . It is thus apparent that to ensure success of change programmes it is important to ensure that employees accept change, and resist minimally.

Change takes place through certain steps and phases according to scholars of change management. In this research, the focus shall be on a select set of scholars that are considered distinguished when it comes to their influence in the area of change management. These include Kotter (1995) and Kanter, Stein and Jick (1992) all cited in Barrett (2004). Their method is significant since it segregates elements and phases

in the change process, thus making it possible to identify potential areas of nonconformity in a change implementation. Kotter (1995) distinguishes eight steps that are central to a successful change programme. Kotler suggests the following: establish a sense of urgency, form a powerful guiding coalition, create a vision, communicate the vision, empower others to act on the vision, planning for and creating short term wins, consolidating improvements and producing still more change and institutionalizing the new approaches.

On the other hand, Kanter, Stein and Jick (1992) identified the ten Commandments of effecting change. These are the crucial consideration they identified: examine the organisation and its change needs, commonality in vision and direction, departure from the past, generate a sense of urgency, maintenance of a strong leader role, ensure political sponsorship, design implementation strategy, cultivate supporting structures, communicate, get people involved, maintain honesty and; strengthen and institutionalize change. This study shall aim at looking at these elements from the viewpoint of uncertainty and communication.

Change resistance may not always be a result of negative perceptions. Studies indicate that the people even resist positive features of a change programme and as Jick (1993) supported by Goodstein and Burke (1991) explain, people will resist change even when it is essential or necessary. This can be apparent when a good change programme is resisted due to perceptions whether real or imagined of loss of control and access to power which may cause a power struggle. The reliance on status quo to wield power and influence, thus forming a certain culture within an organisation is one other reason people may resist a good programme. Senge (1997) suggests an important reason for



this when he posits that people do not essentially resist change but are averse to being changed.

In order to effect change, one must have the ability to influence or coerce others into embracing and participating in the change activities. Consequently, social psychologists and linguists have presented a number of techniques on influencing others in a social exchange. For instance, social psychologist Robert Cialdini's *Principles of Social Influence* take on fundamental human instincts and can be exploited both deliberately and inadvertently by trained influence agents. In this approach; there are six basic principles namely: **1. Reciprocity** which requires that one person try to repay, in kind, what another person has provided; **2. Commitment and Consistency** which are premised as follows; people desire to look consistent within their words, beliefs, attitudes, and deeds. Consistency affords a valuable shortcut through complex decision-making and being consistent with earlier decisions reduces need to process relevant information in future decisions. **3. Social Proof**; Cialdini expounds it thus; A means to determine what is correct by finding out what other people think is correct. Behaviour is viewed as more correct in a given context to the degree we see others performing it. The principle can be used to stimulate a person's compliance by informing the individual that many other individuals have been complying (unanimous compliance and compliance by famous or authoritative people is most effective). Social proof provides a shortcut for determining how to behave and is most influential under two conditions: a) Uncertainty – situation is ambiguous, here people become more likely to attend to the actions of others and accept those actions as more correct and b) Similarity – people are inclined to follow the lead of similar others. **4. Liking**: People prefer to say “yes” to individuals they know and like. The common factors that influence their likeability are: Physical attractiveness – engender “halo” effect that

extends to favourable impressions of other traits such as talent, kindness, and intelligence – attractive people are usually more successful in changing attitudes and getting requests granted; Similarity – we like people who are like us; we more willing to say “yes” to them, often in an unthinking manner; Praise – compliments generally enhance liking and compliance; Familiarity – repeated contact with a person or thing normally facilitates liking; this works best when contact takes place under positive, not negative circumstances; Association – making connections to positive things, influencers seek to share positivity through the process of association; Shadowing-influence agents exhibits non-verbal behaviours that match those of the target individual and this creates a pseudo-comparability.

**5. Scarcity:** People assign more value to opportunities when they are less available—if there are fewer resources and less time to get them, there`ll be greater demand. This principle holds true for two reasons namely things that are difficult to attain are typically more valuable and as things become less accessible, we respond by wanting to have them more than before. **6. Authority** Milgram` s studies of obedience provide evidence of a strong pressure for compliance with the requests of authority Figures. The tendency to obey comes from systematic socialization of society members that obedience constitutes correct conduct. People are conditioned to obey dictates of genuine authorities because such individuals typically possess high levels of knowledge, wisdom, and power. Furthermore; deference to authorities can occur in a mindless fashion as a decision-making shortcut and people tend to respond to "symbols and signs of authority" rather than to its substance (Cialdini, 2007). These social-psychological approaches are used widely across various sector in the process of change communication.

### **2.3 Communication Design and Uncertainty**

To adequately illustrate the communication approaches within a government institution; it is important to consider Max Webber's (1922) construct of bureaucracy. Bureaucracy has been the traditional approach to Government institutions general management which has also affected government communication. Weber describes an organisation as being a system of deliberate interactive activities intended to coordinate distinct duties. The organisation is hence established as a rational system, and rules that determine authority. The ideal approach to organize rational-legal authority, according to Weber, is via hierarchy. This hierarchy is carefully defined by regulation within the organisation. Respective layers of management have its own legitimate authority, and only the head of the organisation has ultimate, overall authority (Littlejohn et al, 2009). However, communication in modern-day government organisations such as parastatals are better understood in the context of Karl Weick's (1995) theories on organising which use communication as a basis for human organising and provides a rationale for understanding how people organize. Organisations under this theory are thus comprised of communication activities but not roles and structures made out of positions.

In this viewpoint it is thus more proper to speak of "organising" than of "organisation" because people construct organisations through a continuing process of communication. Specifically, the interactions that form an organisation consists of an act, or a statement or behavior of an individual. By itself, the act has no significance. What matters is how others respond to it and how it is communicated. Weick believes that all organising activities are sense-making processes because during human interactions, individuals are prone to taking a look back with hindsight on what we have done and assign meaning to our actions (Littlejohn et al, 2009).

Organising activities in this construct are aimed at reducing the anxiety in information sharing. Weick's key theoretical term is equivocality, meaning uncertainty, complication, vagueness, and absence of predictability.

All information from human surroundings, according to Weick, is equivocal or ambiguous to some degree, and organising activities are designed to reduce this lack of certainty.

Not all interaction is equally important in reducing uncertainty, but every effort contributes. The degree of equivocality experienced will vary from situation to situation, but often it is quite large, and reducing it will have major organisational implications.

As people communicate to reduce uncertainty, they go through a series of behavior cycles, or routines, that enable clarification through communication. Thus, for example, KeRRA staff might set up a series of meetings to discuss the proposed relocation and decide how to proceed. Behavior cycles, such as those created by the relocation strategy meetings, are part of all aspects of organising—enactment, selection, retention, and choice. In other words, behavior cycles institutionalise these four aspects of organising—they become regular and routine activities. Within a behavior cycle, members' actions are governed by assembly rules that guide the choice of routines used to accomplish the process being conducted (enactment, selection, or retention). Rules are sets of criteria organisational members use to decide what to do to reduce equivocality. The question answered by assembly rules is this: out of all possible behavior cycles in this organisation, which will we use now? For example, in the selection process, you might invoke an assembly rule that “two heads are better than one,” and on this basis, you decide to call a meeting of roads engineers so that they can

communicate and share ideas in their field. (Littlejohn et al, 2009). This illustrates Weick`s belief that organisations are but constructs of communication.

The basic elements of Weick`s model—environment, equivocality, enactment, selection, retention, choice points, behavior cycles, and assembly rules—all contribute to the reduction of uncertainty.

To investigate change communication, we ought to consider the issue of communication channels deployed by an entity. In this regard we need to consider their accuracy integrity and completeness. Communications channels vary in speed, accuracy, cost and reach (Locker and Kaczmarek, 2011), therefore the choice of channel plays a direct impact on communication effectiveness thus influencing the extent and likelihood of any resultant uncertainty.

According to Cole and Kelly (2011) formal communication involves presenting information designed for a specific purpose in a structured and consistent manner. They are management-designated pipelines running up, down and across the organisational structure used for official communication. Quirke (2008) described the process of communication in terms of five basic questions: who said what, in what channel to whom and with what effect? According to Jones the purpose of any communication channel is to get to as many of your target people as reliably and as quickly as possible. He argues that in choosing the channel, one needs to consider reliability, nature of message, intended recipients, whether the message is personal and how long it takes to get the communication through. Informal communication describes information that is transmitted by informal means, it is less structured and less detailed and may be inconsistent or/and contain inaccuracies (Cole and Kelly 2011) (All appearing in Gachungi, 2014).

## **2.4 Approaches used by KeRRA in Change Communication**

The researcher discovered that KeRRA does not currently have an existing communication policy or strategy that can offer clear guidance on change communication but has continuously deployed a number of ad hoc strategies dependent on among other factors; human and financial resources, urgency and context of communication alongside consideration for unique programme needs. For the three programmes under consideration the approaches deployed included memos, emails, formal meetings and use of supervisors/team leaders to pass change information. The same are relied upon by the Authority to mitigate against communication challenges including uncertainty/anxiety to ensure minimal interruptions or resistance, full integration and a successful completion of the change programmes. A detailed description of these channels is discussed below.

### **2.4.1 Use of meetings as a communication approach**

Formal meetings are a construct of two distinct yet similar types of communication approaches namely group/team communication which takes place between members of a work group, team or department, involving more than two people and workplace/organisational communication which takes place among the group of groups that is an organisation or workplace. Formal meetings generally take the following distinct positive attributes; they are personal and make it easy to observe non-verbal behavior which is crucial in receiving and detecting feedback (Eunson, 2007). Feedback is essential in determining communication uncertainty which is the subject of this research. Conversational pacing/interchange cues are clear in formal meetings making communication predictable and structured in this setup and enhances redundancy. Formal records kept in this approach (minutes) for ease of reference. Formal meetings

are also considered easy for observers or media to monitor, thus enhancing accountability. Such meetings have a familiar set structure for handling rituals of conflict and agreement.

The drawbacks of formal meetings include; high levels of formality which may inhibit free flow of information, opinions, hunches and gossip which often offer a rich opportunity for open feedback. Formal meetings are hampered by fear of going 'on record' in minutes. This serves to gag comments that may appear unpopular or controversial as would be expected of expressions of uncertainty. Meetings are generally affected by tendencies to ritual posturing. In addition, due to rigidity, formal meetings become possibly too stressful or uncomfortable for shy individuals who may be inhibited from contributing. Such meetings are also subject to pressure to reach decisions merely because of deadlines, time and agenda pressures (Eunson, 2007). These attributes make formal meetings as a communication approach not ideal for open feedback and expression of feelings, including uncertainty, and thus makes an institution highly dependent on it as a main approach for passing information to become prone to expression of pent up feelings and opinions in alternative fora. Such fora including informal meetings, are generally driven by shared values, affiliations and other demographic/sociographic constructs existing at a workplace. KeRRA, similar to most institutions in the public sphere, is heavily reliant on formal meetings as a communication approach. The efficacy of this approach on uncertainty reduction and thus its contribution to change communication is the subject of this research.

#### **2.4.2 Briefings by supervisor/team leader**

Another approach the Authority has deployed in change communication is the use of briefings by supervisors and team leaders. The Authority has 14 Departments Headed

variously by General Managers and Managers. There are also 47 Regional Managers in the Authority spread across the country. These constitute the Top Management of the Authority and are the team leaders/supervisors for their respective areas of operation. KeRRA routinely holds management meetings where formal communication takes place and change messages are passed and discussed. Management are subsequently required and expected to cascade information to their subordinates without distortion or any alteration.

In such an approach, messages have high credibility driven by Authority and Chain of command considerations. It is useful in providing local details and feedback. Such a person is able to show how local efforts fit into the bigger picture thus contextualising the issues under discussion which can potentially reduce anxiety. This method can be the focus of two-way communication thus allowing a channel for feedback going back up the organisation`s key decision makers.

The limitations of this approach include; a high level of dependency thus critically reliant on a supervisor`s communication skills. This may also lead to overemphasis on local issues as opposed to the big picture and can also lead to staff segmentation characterised by ‘us against them’ paranoia and excuse making (Eunson, 2007).

### **2.4.3 Use of Memos**

Memos are official communication that are structured in an institution-specific way that are used to pass information in writing. Memos allow the message coder to determine the specifics of communication such as the content, the recipient(s), urgency, scope and the feedback channels for messages. This is the most frequently used approach in KeRRA and can be attributed to the bureaucratic traditions of Government operations.



The strengths of this approach is that it provides a hard-copy documentation of events, situations and problems. memos can ensure that the same message reaches everyone without redaction, editing or any form of gatekeeping. They can impose discipline upon the writer to describe a situation accurately because they become official records of events and processes. A useful attribute of memos is that they facilitate passage of detailed or technical information and can be used to send attachments such as graphics which provide real information (Eunson, 2007).

The drawbacks for using memos include the following; memos may be unnecessary and irksome if sent too frequently. This may cause them to be ignored altogether. Memos may sometimes not be read or taken seriously. Memos may be an excuse for some writers to avoid face-to-face communication with others even when this is a more effective approach (Eunson, 2007).

#### **2.4.4 Use of Email communication**

Electronic mails (E-mails) are digitally enabled means for sharing information using computing devices. This method of communication is notably effective for quick, real-time communication across vast distances. KeRRA like most modern-day institutions shares information periodically with staff using officially designated emails through which all staff are required to access information regarding the change programmes under consideration.

The benefits of using emails include that they provide documentation of events and can be useful due to ease of retrieval. Emails can ensure that the same message reaches everyone uniformly without any gatekeeping. They are asynchronous communication i.e. sender can send them out at one time, and receivers can receive them at another time. Emails can impose discipline on the writer to describe a

situation accurately and in detail due to their retrievability and permanence, they allow the sharing of detailed information such as to send attachments that provide information more dramatically than memos. They can also incorporate audio-visual communication elements which enhances communication. They may encourage more upward and lateral communication.

The notable challenges of email communication are that they; may be unnecessary and irksome if sent too frequently, may not be read or taken seriously, may be an excuse for some writers to avoid face-to-face communication with others, if created in a hurry (as many are), may convey impression of sloppiness and unprofessionalism. They are also prone to misuse or selective use leading to possible alarm or panic in addition to causing uncertainty (Eunson, 2007).

## **2.5 Theoretical Framework**

The main theoretical underpinning of this study is Information Theory. Information theory is the quantitative study of signal transmission which was adopted to understanding communication. The theory centered upon linear transmission between human senders and receivers and was developed by engineering and mathematics scholars namely Claude Shannon and Warren Weaver in 1949 and is thus oftentimes described as the mathematical theory of communication. The theory addresses uncertainty in code systems, message redundancy, noise, channel capacity, and feedback.

As a basic tenet of the theory *Information* is treated as a measure of uncertainty in a system of signals. In a somewhat contradictory way, information theory states that the higher the information in a system, the greater the uncertainty. The logic here is that the more the information entails a larger number of attributes the less the clarity.

Shannon and Weaver introduced the concept of *entropy* as the starting place for understanding this seemingly contradictory idea. *Entropy*, taken from thermodynamics in physics, is the randomness or lack of predictability within a system. Highly entropic situations have little organisation, reduced predictability, and therefore great uncertainty. In low-entropy systems, there is more organisation, greater predictability, and therefore less uncertainty. To put it in context, the argument here is that the more options a system of information has, the more the possible outcomes from communication based on this system thus the greater the entropy (Littlejohn et al, 2009).

The linkage with uncertainty is thus direct in terms of reduction in entropy leads to a reduction in uncertainty and the higher the entropy the higher the uncertainty. To better understand this correlation, one can think of a system of making predictions based on a set of signs. If you worked in a chaotic organisation in which so much is going on that you can never tell from one moment to the next what is going to happen, you would be experiencing “too much” information to process and predict outcomes. If the organisation is simpler, with fewer variables to keep track of, prediction is easier because the information level would be lower. This is like cracking a code: Complex codes have more information and are harder than simple ones to decipher (Littlejohn et al, 2009).

A completely predictable situation is said to have *negentropy*. This is the polar opposite of entropy. If a system is designed such that once an action takes place the next is automatic and inevitable, such a system can be considered negentropic from the standpoint of Information Theory.

One of the major gaps in information theory is that it does not address the meaning of messages but it does provide equations that help engineers figure out how to get signals efficiently from one place to another.

At its most basic level, the information theory model depicts a communication process of eight parts: (1) source, (2) message, (3) transmitter, (4) signal, (5) channel, (6) receiver, (7) destination, and (8) noise. The source sends a set of signals from a transmitter through a channel to a destination through a receiver. Noise is interference that can disrupt this process.

The goal is for the message to get to the destination efficiently and accurately: The signal should arrive with sufficient fidelity to be deciphered. In live human interaction, one person (the source) sends a set of oral signals (sounds) through the airwaves (channel) to the second person (destination) via that person's ears (receiver). If there is a lot of physical noise, this oral message may not get through. In terms of electronic communication, a message may go through several links of signals and channels before reaching a final destination. Noise can occur anywhere in this complex transmission system, which is why the signal must have a certain amount of redundancy, which, indeed, does counteract noise. Further, the channel must have a certain capacity to carry the signal efficiently. *Channel capacity* is technically defined as the maximum amount of information that can be sent over a channel in a particular amount of time. The increasing demands on broadband systems to carry large amounts of information through the Internet suggest the importance of channel capacity. Transmission is considered efficient if the amount of information does not exceed channel capacity and there is enough redundancy in the signal to counteract the noise the signal may encounter (Littlejohn et al, 2009).

Another way to understand the concepts described in information theory is by thinking of the number of choices you could make in predicting an outcome: the more choices, the lower the predictability, and the greater the information inherent in the system. A complex system has many possible outcomes, choices, or alternatives, while a simple system has fewer. This is why there is more information in throwing a die than in tossing a coin. In the former, you have a 17% chance of being right; in the latter, a 50% chance.

The inverse of information is *redundancy*, which is a measure of predictability in the system. Like information, redundancy is a quantitative measure—the ratio of the entropy to the maximum amount possible in the system. Entropy is maximized when all alternatives are equally possible, as would be the case with a six-sided die. When a die is thrown, all sides have about a 17% chance of landing up.

Language is an entropic code system because it consists of a sequence of signals. If language were 100% redundant, there would be no flexibility in how it could be used. Once the first letter was written, everything would follow automatically with complete predictability. It is clear, then, that language and other codes (including computer codes) should have some entropy and some redundancy (Littlejohn et al, 2009).

Information theory gives a foundational understanding of communication in general as a scientific construct and enables appreciate the fundamentals of communication and how they have been theorised to interact. This theory also introduced the concept of uncertainty for the first time in the communication field and attempted to explain how such concepts influence communication thus a study into the phenomenon of uncertainty like this one benefits from exploring the roots of the concept to be able to properly interrogate the matter within the communication field.

Other scholars who have discussed the issue of uncertainty at length are Charles Berger and Richard Calabrese (1975) through their Uncertainty Reduction Theory (URT) and Uncertainty/Anxiety Management Theory (UMT) propagated by other scholars such as Berger himself (1982), William Gudykunst (2005) and applied by Michael Kramer (2004). In terms of communication modelling; uncertainty theories take the linear approach similar to Shannon and Weaver's mathematical model of communication discussed above but with a message centric approach to communication design which places the sender in a controlling role in communication. They also belong to the cognitive school of thought where communication is considered as a cognitive process involving mental processes as best illustrated in Cognitive Dissonance Theory by Leon Festinger (1980).

URT consequently suffers similar limitations as the mathematical model namely placing too much premium on the sender. Berger's main focus is how human communication is used to gain knowledge and create understanding. In his later work with James Bradac (1982) the scholars distinguished two types of uncertainty namely Cognitive Uncertainty and Behavioural Uncertainty. Cognitive uncertainty refers to uncertainty associated with beliefs and attitudes. Behavioural uncertainty refers to uncertainty regarding the possible behaviours in a situation. This categorisation helped researchers identify the origins of uncertainty, which resulted in an increased ability to address the discomfort produced by uncertainty (Berger & Bradac, 1982). URT is the first attempt by communication scholars to make a deliberate attempt to prescribe communication measures that can be useful in reducing uncertainty.

These approaches are useful in understanding uncertainty from the viewpoint of attempting to reduce it using communication approaches. They further provide theoretical insight to the researcher on the possible approaches towards uncertainty

reduction or management in addition to highlighting the challenges scholars have faced in attempting to study uncertainty.

Like interpersonal scholars, some organisational scholars argue that reducing uncertainty is the primary role of communication in organisations (Farace, Taylor, & Stewart, 1978). New members of a workgroup face uncertainty in trying to determine the group's norms for productivity and social interaction. A product development committee faces uncertainty in determining how to respond to a competitor's new product and in assessing how this might impact their organisation's own production. Organisational decision makers face uncertainty from the national or global economy; clearly, coping with uncertainty is vital to maintaining organisational viability in adapting to the environment (Duncan, 1972).

Kramer generally supports traditional URT standpoints from critics (a number of the criticisms of URT suggest a need to reconsider URT) such as those related to its oversimplified presentation of the communication process by suggesting a direct causal relationship between levels of uncertainty and various outcomes such as information seeking. URT is also seen as failing to be sensitive to the predisposition that people bring to the process or the complexity of social information (Douglas, 1994). Individuals who are naturally inquisitive or less tolerant of uncertainty respond to uncertainty differently from those who are less inquisitive and more tolerant of uncertainty. Along these lines, the work by Kellerman and Reynolds (1990) indicates the importance of examining how the different motivation levels individuals bring to the interaction influence initial uncertainty reduction behaviours.

In addition, when information is exchanged the result is a complex process, not a simple reduction of uncertainty. The work of Sunnafrank (1986a, 1986b, 1990) suggests a complex pattern in which information gained affects subsequent evaluations and levels

of uncertainty which in turn influence communication behaviours in different ways. The work of Planalp and her associates (Planalp & Honeycutt, 1985; Planalp et al., 1988) demonstrates that information gained through interaction has a complex influence on subsequent levels of uncertainty that includes decreases or increases in levels of uncertainty and both positive and negative outcomes. These and a number of other issues suggest the need to reconceptualise URT (Kramer, 2003).

The work of scholars such as Kramer is useful in contextualising uncertainty studies in an organisational or workplace setup similar to the study setting. It is therefore instrumental in assisting the researcher examine the applicability of communication uncertainty in an office setup and appreciating how the phenomenon can be alleviated. The work of Sunnafrank and Kellerman offer valid criticisms to uncertainty theories and attempt to attribute the occurrence of uncertainty to factors beyond communication which open up potential areas for further studies.

To study the effects of design on the communication process; this study shall consider Everett Rodgers' (1962) diffusion of innovations theory. In this theory; communication is considered from the perspective of a staged processes of influencing social change ranging from knowledge acquisition, persuasion, reaching a decision, implementation of a new innovation, and confirmation of use. Through this theory Rodgers posits that diffusion is the process by which an innovation makes its way over time to members of a social system. An innovation is the introduction of something new—a project, practice, or idea. The innovation–decision process is the process of progression an individual goes through from first encountering an innovation to its adoption. Innovativeness is a measure of early adoption; individuals are considered innovative and potential change agents if they are more willing to adopt new ideas than other



members of a system and likely to do so earlier than others. Finally, the rate of adoption of an innovation is the relative speed with which an innovation is adopted.

The main reason for the consideration of this theory for communication design when considering resistance to change is due to its specifically addressing the issue of introduction of innovations to an audience. Through a similar staged approach, organisations can structure communication programmes to target specific individuals who are influential and can lead the change programme (innovators) these can be used to influence the early adapters and the early majority too foster ownership and allow programme implementation. The late majority and laggards can then adjust to the change as a consequential decision rather than by conviction.

Aside from the framing and social implications of situations, effective communication depends on the strength and cogency of the message. Arguments that are not very convincing may be presented or disseminated in ways that increase acceptance and compliance (Pratkani, 2005).

Diffusion theory can help us understand how new ideas can be transmitted in a systematic way, passing through stages where individuals play defined roles. This is similar to public institutions such as KeRRA where individuals are relied upon to both lead the change programmes, pass along critical information and ideas and initiate the implementation of change programmes. The theory can be used to understand, within context, why innovations and ideas may fail if the roles of the different players in the communication process are not clearly understood and how ideas progress from the process leaders'/decision makers (management staff) to the chief implementers (Non-management staff) in a typical public institution setup.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter essentially contains the research design. As such, it articulates the design considerations for the study such as type of research, target population, sampling techniques, data collection procedure, reliability and validity of the study instruments. Other areas covered include the target population of the study and the data analysis procedure.

#### **3.2 Research Design**

A research design can hence be regarded as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose. It constitutes the blue print for the collection, measurement and analysis of data according to Kothari (2003).

This is an explanatory research that was conducted using the cross-sectional survey approach. Explanatory research seeks to identify the causes and effects of social phenomena and to predict how one phenomenon will change or vary in response to variation in some other phenomenon (Schutt, 2012). This study thus sought to understand the nature of uncertainty experienced in KeRRA and explain its occurrence among members of staff. It thereafter sought to explain its occurrence and how communication approaches used in the Authority have contributed to it. The study also offers explanations about how communication can increase or reduce uncertainty and prescribes recommendations for potential remedies, with reasons supported by study findings.

Explanatory research is research meant to explore a phenomenon that is not clearly understood or a field that has not been sufficiently researched previously. Explanations provide rational satisfactions (Blaikie, 2009).

Concerning data collection; the study used a mixed methods approach. This is by deploying quantitative and qualitative methods. Mixed methods research is a research design for collecting, analysing, and mixing both quantitative and qualitative data in a single study or series of studies in order to better understand research problems (Creswell, 2003). Quantitative data consist of close-ended information in which the researcher sets in advance the response possibilities, such as an instrument with responses ranging from strongly disagree to strongly agree; whereas qualitative data consists of collecting open-ended information without pre-determined response categories such as in unstructured observations (Swanson & Holton III, 2009).

The use of mixed methods in this study was informed by the need to collect in-depth information on the main phenomena under study, namely uncertainty and effectiveness of communication design. This is because it has been observed that the two distinct cadres of staff identifiable as managerial and non-managerial staff have different levels of exposures to and knowledge of the communication carried out by the Authority concerning the change programmes under consideration.

### **3.3 Target Population**

The study was conducted in KeRRA Offices in Nairobi and 15 Select Regions. The target population for the study were members of staff drawn from across the selected areas. The study was conducted in KeRRA Head Office (Nairobi) and in 24 Regions (Constituting at least 50+1% of the 47-regional offices). The target population for the

study were members of staff drawn from both the head and regional offices. There were 634 members of staff in KeRRA as at 31<sup>st</sup> August, 2018 (KeRRA Human Resource Records).

### **3.4 Sample Frame, Size and Sampling Procedure**

The purpose of sampling is to secure a representative group (Mugenda, 2008). Burns and Grove (2003), refer to sampling as a process of selecting a group of people, events or behaviour with which to conduct a study.

The study deployed a stratified random sampling approach which is intended to give each member of the stratified study population an equal chance of being sampled. Stratified random sampling involves dividing the population into homogeneous non-overlapping groups (i.e., strata), selecting a sample from each group, and conducting a simple random sample in each stratum (Rovai et al., 2014). The two distinguished strata of the KeRRA population are Head and Regional Offices. By picking a specific number of respondents from each office category (head and regional office), the study avoided sampling bias (e.g. picking more staff from one office category) which may skew the study findings and lead to erroneous interpretation. The greater the degree to which there is similarity within stratum, the smaller the sample size required to provide information about that stratum. Thus the more homogeneous each stratum is with respect to the variable of interest the smaller is the sample required (Tashakkori & Teddlie, 2010).

The sample for this study is designed to produce a stratified representation of employees drawn from the Head Office and Regional Offices. The actual selection of respondents to participate in the study was done through convenience sampling technique i.e. the staff available at the point of data collection for staff at the head office. The rationale

for selecting respondents through convenience sampling was informed by the nature of KeRRA’s staff work dynamics, which involves a lot travelling and movement from one location to the next. According to Mugenda and Mugenda (2003) a sample size of between 10 and 30 % is a good representation of the target population. KeRRA has 47 regional offices with a head office based in Nairobi. Regional staff were sampled via the use of emails in which the selected respondents were drawn randomly for the entire list of emails for Regional staff as provided by the KeRRA ICT Department.

To ensure representativeness, one male and one female staff was picked from each of the 51.1% of the Regional Offices selected, the total population of the Regional staff sampled was 120, constituting 19% of total regional staff. Besides, 13% of the total staff at the head office were picked through convenience sampling resulting in 80 respondents. The sampling is however slightly biased in favour of head office by a 7% margin. This was further informed by the disproportionately greater number of female staff in head office to achieve a representative gender parity in overall sampling (female staff constitute merely 30% of the total staff and 43% of head office staff). Consequently, the total number of participants was 200. This represents 33.33% of the total workforce of the Authority (KeRRA Human Resource Records).

**Table 3.1: Sample frame and size**

<b>Category of Respondents</b>	<b>Target population (No.)</b>	<b>Sample Frame (%)</b>	<b>Sample Size (No.)</b>	<b>Sample as a Percentage of Population ( %)</b>
Head Office Staff	210	33%	80 (40%)	13%
Regional Offices Staff	424	67%	120 (60%)	19%
<b>TOTAL</b>	<b>634</b>	<b>100%</b>	<b>200 (100%)</b>	<b>32%</b>

### **3.5 Source of Data Collected**

Data for this study is obtained from primary and secondary sources. Primary data was obtained from questionnaires given to the employees as well as structured interviews. The questionnaires provided information on existing communication structures within the institution, nature of change programmes, effectiveness of communication strategies and communication considered in terms of its influence on uncertainty.

The study carried out structured interviews where respondents were asked open-ended questions as predetermined to test the study variables. This allowed the researcher to get in-depth information regarding communication strategies used in KeRRA, extent of uncertainty and the influence of uncertainty in change communication.

Secondary sources that were used for this study included the following; Policy documents, letters and internal memos were referred to in order to understand the methods used by the Authority to communicate the change programmes.

### **3.6 Data Collection Instruments**

The research deployed the use of a questionnaires to collect data from the respondents. Questionnaires are data collection forms that comprises of a list of close-ended questions (Mugenda & Mugenda, 2003). The instrument was preferred since it facilitated statistical analysis of data, which is in line with the objectives of the study. By limiting the participants' responses to a range of answers, structured questionnaires enable the study to make statistical comparisons of responses and make inferences (Cooper & Schindler, 2006). The questionnaire comprised statements constructed in form of a 5 point Likert Scale (1-Highly uncertain/ Totally Disagree, 2 Uncertain/Disagree, 3 Neutral, 4- Certain/Agree and 5- Highly Certain /Highly Agree).

Questionnaires were also ideal as they facilitated the collection of data within a short period of time and were also convenient since they were administered across long distances via email. This method was used for all non-level management employees because of the numbers involved, the nature of their offices and their level of understanding of the issues involved. Both open and closed questions were used. Head office questionnaires were physically delivered to the respondents by research assistants while those intended for regional staff were scanned and distributed via email.

The research also employed the use of interviews. In qualitative research, open-ended questions are often used to explore the meaning respondents give to abstract concepts (Schutt, 2012). Since this is a study intended to explain the occurrence of high uncertainty among staff of KeRRA as viewed from a standpoint of communication, interviews were essential in providing detailed information.

This method was used for staff falling within Management Cadres of the Authority. Interviews were used for this strata taking into consideration their busy offices and the vital information they hold which was relevant to the research. A second reason for their consideration was because of their level of understanding of the issues involved and the need to enhance completeness and accuracy of the data.

The study also deployed document analysis to gather secondary data. This was in form of perusal of the organisation`s letters, emails and memos on the subject through which the coding of messages, structure of management and frequency of communication was determined. The researcher also perused KeRRA policy documents such as the 2013-2018 Strategic Plan, approved re-categorisation instruments, relocation plan and the Human Resource Manual. These were useful in extracting background information

regarding the Authority, understanding the nature of the change programmes and better comprehension of the proposed relocation.

### **3.7 Validity of Research Instruments**

According to Mugenda and Mugenda (2003), validity is the accuracy and meaningfulness of inferences of a study was based on the research findings. Data collection instruments are considered valid if the content selected and included is relevant to the need or gap established. According to Gall and Borg (2007), validity of an instrument is improved through expert judgment.

The instruments were analysed by University of Nairobi panellists in order to validate their applicability to the study, suitability testing, consideration of the instructions provided together with the appropriateness of the format and sequence of questions. Following guidance by the panellists, corrections were made to the questionnaires and interview questions prior to their administration. Validity was enhanced through several measures including the proper formulation of study objectives and the design of the research instruments. To enhance internal and external validity, representative samples of the population were properly selected at random. The guidance of the supervisor was also vital in enhancing the validity of the study.

### **3.8 Reliability of Research Instruments**

Reliability is concerned with ensuring consistency of research instruments (Orodho, 2003). In this case; this refers to the degree to which the questionnaires and interview questions as the instruments of choice measured the attributes under consideration the same way each time they are used under the similar conditions with homogenous samples. A measure is considered reliable if researcher's findings on the same test given twice is similar. Data reliability also involves a measure of predictability of the data



collected which is influenced by among other things observation of routine procedures and precision during data collection. The suitability of questions was assessed using test-retest reliability. The questionnaires were administered twice to two similar groups of respondents. The second administration was done after a 10-day time lapse to accommodate any possible incidental biases after which the necessary adjustments were made. In addition, due consideration was taken while designing the instruments so as to cover all the study variables. During coding the data was accurately captured to enhance study reliability and to reduce bias the researcher deployed three independent research assistants as well as observing the relevant sampling techniques. In addition, the sample size was made as large as possible to adequately cover all staff categories.

### **3.9 Data Collection Procedure**

The researcher sought authorisation for data collection from the University and the Authority's Accounting Officer prior to data collection. Afterwards the researcher proceeded with data collection. The researcher used the drop and pick approach to administer the questionnaires in the head office and electronic means for the regional staff in consideration of geographic convenience and time.

Semi-structured interviews were scheduled with respondents at open public places to allow convenient collection of relevant information while also mitigating possible situational bias.

### **3.10 Data Analysis and Presentation**

According to Polit and Hungler (1997), data analysis refers to organising, providing structure and eliciting meaning in a study. The primary data collected in this was sorted

and checked for completeness followed by an analysis using descriptive statistics such as frequency and percentages and presented using tables, graphs and charts.

Interview recordings were transcribed verbatim after which textual analysis was conducted to highlight the key words under consideration. A narrative analysis approach was then deployed to identify the key words which were then subjected to further analysis using methods such as frequency tabulation in which the data was coded to become quantitative for ease of measurement. Descriptive statistics such as frequency and percentages were then used as the basis of measurement for the variables under consideration. Measurement is the “process of linking abstract concepts to empirical indicants” (Carmines & Zeller 1979).

To reduce the possibility of investigator bias; investigator triangulation was deployed in this study. According to Thurmond (2001), investigator triangulation is the use of multiple observers, interviewers or researchers in data analysis in the same study for confirmation purposes. The aim of investigator triangulation is to confirm findings across investigators - without prior discussion or collaboration between them. In this study the researcher engaged three independent assistants who counter checked and corroborated the research findings and analysis.

### **3.11 Researchers’ Reflexivity**

The core concept of reflexivity is the awareness that researchers are reflexive when they are aware of the multiple influences they have on research processes and on how research processes affect them. Researchers’ reflexivity manifests in three ways one being through the choice of the topics they wish to investigate. This calls for researchers to account for the personal and professional meanings their topics have for them (Gilgun, 2010).

For emphasis and greater clarity, this section shall be written in first person. First person writing has a long history, originating at least in the first part of the nineteenth century when Albion Small, the founder of the first Department of Sociology at the University of Chicago, recommended it as means of providing contexts in terms of which future scholars may understand historically-situated research (Gilgun, 1999).

I am an employee of KeRRA at the time of conducting this study. Therefore, I undertook this study cognizant of the perceived or inherent biases that may project themselves and influence the study in terms of my personal views of the change programmes, the communication methods used and the ideals I hold as a practicing professional in the communication field.

To overcome any real or perceived biases in this study I adopted the researcher triangulation method basically through involvement of three independent research assistants to conduct interviews and administer questionnaires. This was integral in allowing the respondents provide information objectively and without prejudice.

The role of the Authority in this research was purely facilitative. This was by the availing of relevant reference and policy documents including the Strategic Plan and the Communication procedure. The Authority also allowed access to the Human Resource and ICT data which allowed comparative analysis and data collection.

The research assistants were further involved in conducting the study analysis which reduced the possibility of subjectivity. They were in this instance involved in capturing of data, transcription of the interviews, collating data and the generation of tables and graphs.

I finally wish to disclose in this section that this research has been fully funded by my personal finances.

### **3.12 Ethical Considerations**

The respondents were assured that the responses given are to be used with complete confidentiality and strictly for academic purposes. This disclosure was highlighted at the beginning of each interview and before the first item of the questionnaire. The researcher also takes individual responsibility for the conduct and consequences of the research which was conducted in adherence to the requirements of University of Nairobi for conducting research.

As per the University's requirements, the researcher obtained a Certificate of Fieldwork (Appendix II) which authorised data collection for the study. Following completion of the study, the researcher was examined by a panel of examiners who reviewed and pointed out areas of improvement in the study upon whose implementation the researcher was issued with a Certificate of Corrections (Appendix III). The study has referred to several works and borrowed from academic literature where necessary within the acceptable threshold of the University as evidenced by the accompanying Originality Report (Appendix IV).

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 Overview**

This chapter details the findings of the research, an analysis of the data collected and interpretation of the same based on all thematic fields under study. The research presentation, analysis and interpretation is guided by the study objectives namely; to evaluate staff levels of awareness of the phenomena under study, to investigate existing communication methods used for change programmes in KeRRA, to identify the contribution of uncertainty towards staff reaction to the change programmes and to analyse the effectiveness of the communication strategies towards staff uncertainty.

This study uses descriptive statistics such as frequencies and percentages that shall be displayed in form of tables, charts and graphs.

#### **4.2 Response Rate**

The research was conducted using the mixed methods approach and sampling was stratified into two namely, Head Office Staff and Regional Staff. Along these lines, management cadre staff were interviewed and non-management staff were given questionnaires. Of the targeted 20 interviews 16 were conducted providing a response rate of 80% and out of the 180 questionnaires administered; 156 respondents were responsive. This presents a response rate of 86.67%. This response rates is satisfactory based on the provision by Nachmias and Nachmias (2005) that any response rate above 75% is adequate for academic research.

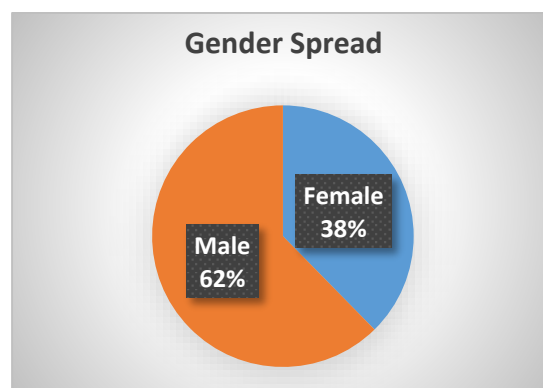
### 4.3 Demographic Information

The study sought to collect a number of demographic information including gender, workstation, academic qualification, duration of service, cadre, role in the family, presence of school-going children, and marital status. The gender spread was considered important in investigating any possible gender bias regarding interpretation of information. The workstation statistics are intended to indicate whether there are any advantages from a communication standpoint regarding access to information in KeRRA. The study sought information regarding academic qualification to establish the correlation between academic qualification and awareness levels which may speak to the complexity of the information and the information on duration of service was sought to help identify the relationship between duration of service and uncertainty concerning proposed changes in KeRRA.

The study considered respondents' cadre as important in pointing out differences in levels of exposure to messages whereas marital status, family role and presence of school-going children were all primarily sought to assist the researcher establish possible patterns while considering those attributes alongside uncertainty levels.

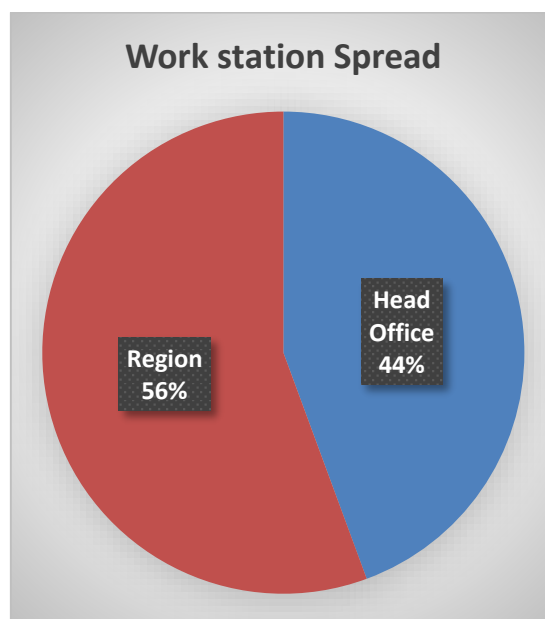
The spread for respondents in respect of their gender and work station are shown in Figure 4.1

**Figure 4.1 Respondents distribution by gender**



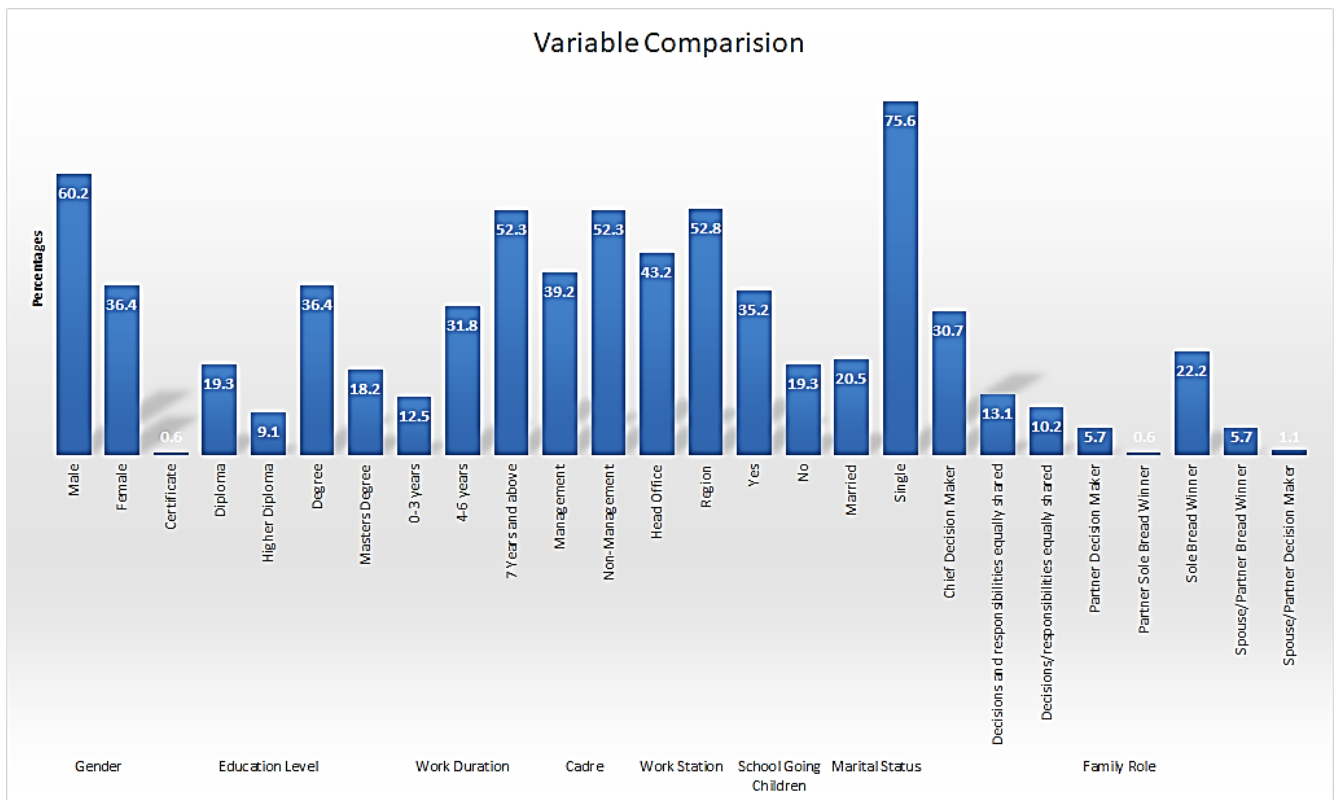
The distribution of respondents on the basis of gender was biased in favour of men (62% - Figure 4.1). The Authority`s work is predominantly technical involving civil engineering and affiliated fields which are traditionally male dominated. This study thus partly reinforces that tradition. It is also in keeping with the overall statistics in the Authority where men constitute 70% of all staff (KeRRA Human Resource Records).

**Figure 4.2 Respondents distribution by workstation**



The staff representation among the respondents was higher for the regional staff at 56% (Figure 4.2). This is generally consistent with the overall distribution of staff where 67% are based in Regional Offices (KeRRA Human Resource Records).

**Figure 4.3 Combined Respondents` demographic statistics**



The combined demographic statistics for the study respondents is as captured in the graph above. Among the notable statistics is that a majority of the respondents are experienced with 52.3% (Figure 4.3) having worked for 7 years and beyond and that 39.2% (Figure 4.3) are in management this places them in an advantageous position to understand the Authority's dynamics and be able to articulate possible concerns around anxiety and communication strategies due to greater exposure. This group can be considered as opinion leaders from the viewpoint of mediated communication as espoused under Paul Lazarsfield's 1944 Two-step flow theory (McQuail, 2005) where they are the first recipients of change messages and are then entrusted to internalise the change messages then impart the same to their respective audiences within each's sphere of influence.

It is also noteworthy that decision makers constitute 30.7% (Figure 4.3) and bread sole winners are 22.0% (Figure 4.3) of the respondents making it feasible that social pressure

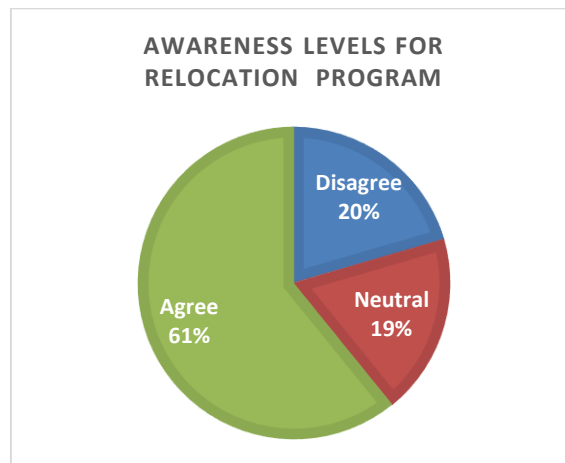


outside the workplace can be tested as a contributor to anxiety regarding the change programmes. This kind of segment can provide important basis for testing the earlier discussed behavioural uncertainty as theorised by Bradac (1982).

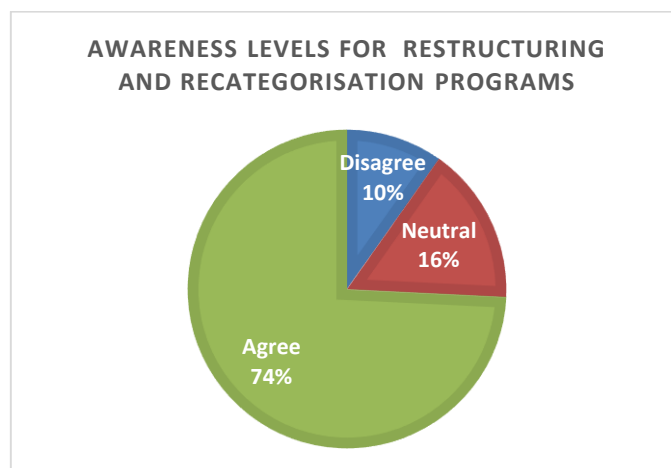
During the interviews some respondents failed to disclose their demographic information to the research assistants citing various reasons including privacy and that the information is already known to the researcher such as their designation and work stations. The researcher thus filled in such gaps afterwards where applicable.

#### **4.4 Evaluation of the level of awareness about ongoing change programmes in KeRRA**

**Figure 4.4 Overall Awareness level for Relocation programme**



**Figure 4.5 Overall Awareness level for Restructuring and Re-categorisation programme**

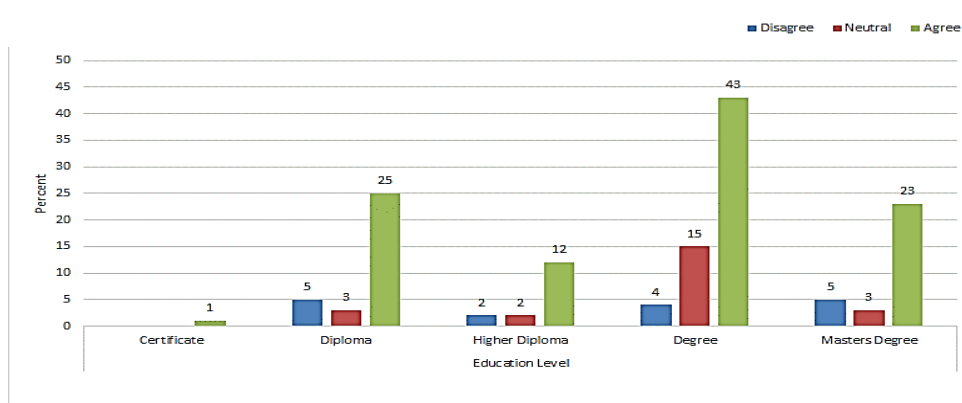


The study discovered that there was a combined 74% (Figure 4.5) level of general awareness among staff for the restructuring and re-categorisation programmes compared to a lower 61% (Figure 4.4) who agreed to being aware about the relocation programme. This points to a significant difference in the communication approaches used for the two, a matter that shall be examined in detail in subsequent sections of this study. This also indicates the possibility of a communication gap between the restructuring and re-categorisation programmes and the relocation programme. The researcher further correlated these differences in awareness levels with uncertainty levels to draw key study conclusions.

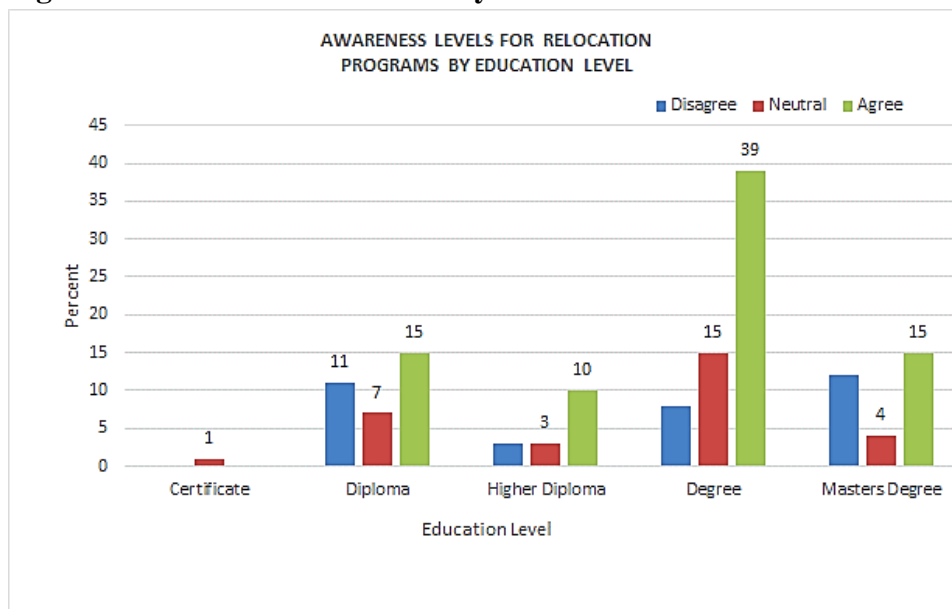
Interviewees were mostly aware about the restructuring programmes and admitted to have attended meetings where the programmes were discussed which is indicative that meetings are effective in creating overall awareness about the change messages. Notably however, a small minority of interviewees said they were aware about restructuring and re-categorisation though not properly informed about the same. For relocation however several interviewees suggested near-complete levels of unawareness with one respondent adding that a communication strategy was virtually non-existent for the programme.

**Figure 4.6 Re-categorisation and relocation awareness by education levels**

Awareness levels for Restructuring and Re-categorisation programs by education levels



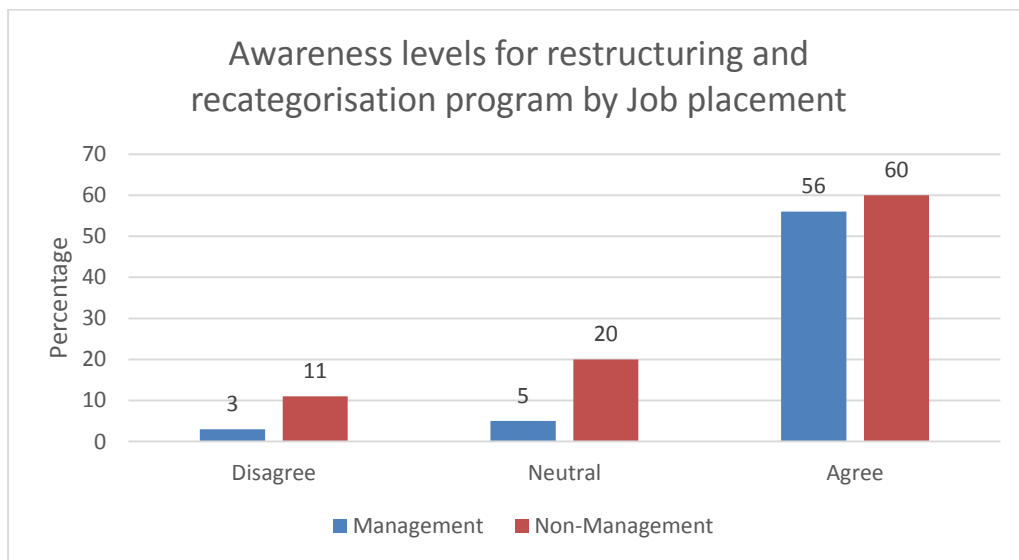
**Figure 4.7 Relocation awareness by education levels**



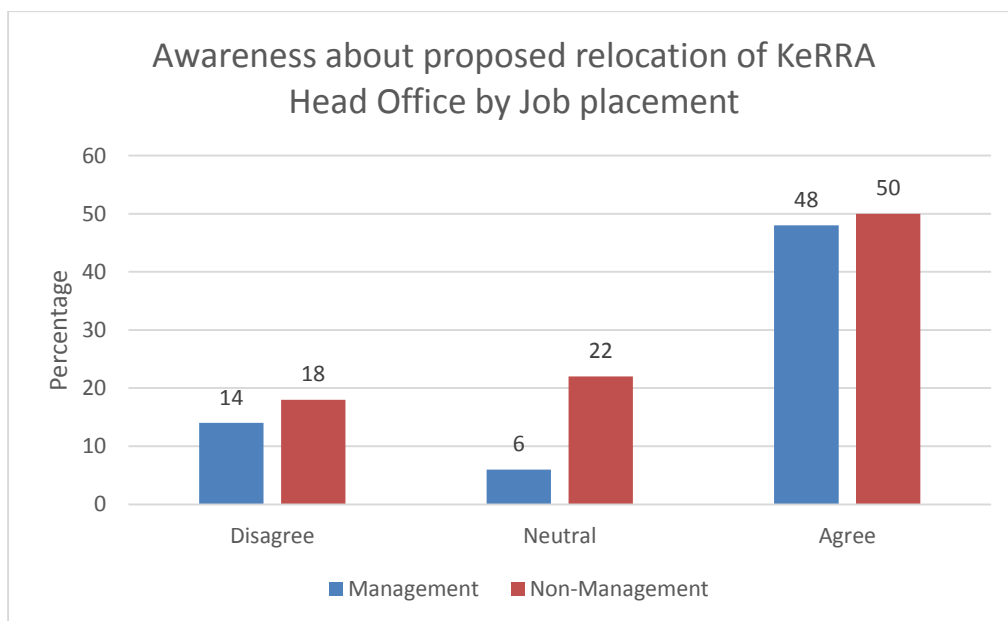
The study sought to investigate whether complexity of messages may have influenced awareness levels and in this regard looked at awareness statistics as segregated by education levels of respondents and interviewees. It was discovered that the most aware groups about re-categorisation/restructuring were staff with undergraduate degrees constituting 43% (Figure 4.6) of respondents aware followed by Diploma holders at 25% (Figure 4.6).

Staff with undergraduate degrees constitutes 35% of the general population (KeRRA Human Resource Records) which suggests that the level of complexity of the change messaging regarding re-categorisation/restructuring was favourable to those with that level of education qualification. The same group led in awareness about relocation 39% (Figure 4.7) and are possible the occupiers of management positions who are the most exposed cadre to change communication in KeRRA.

**Figure 4.8 Re-categorisation and relocation awareness by job placement**

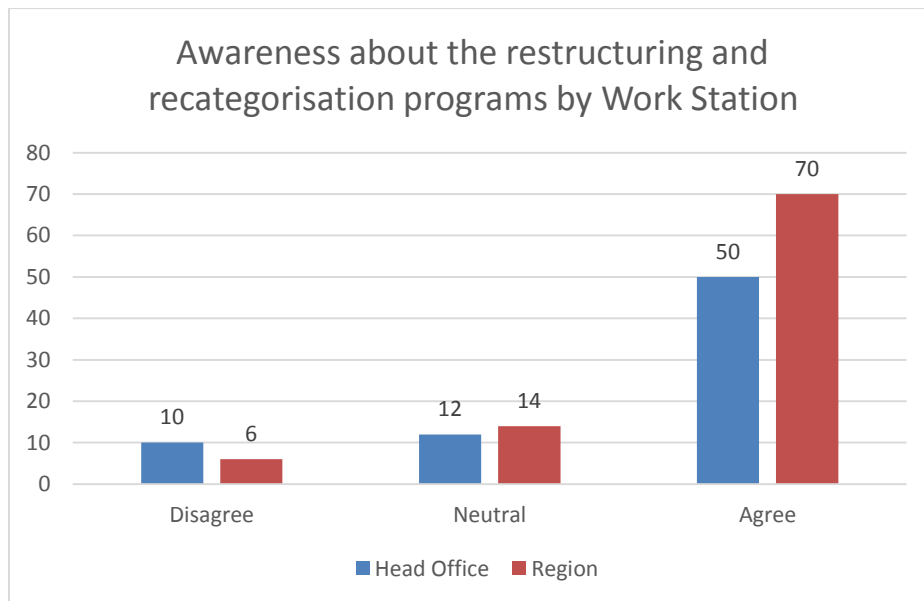


**Figure 4.9 Relocation awareness by job placement**

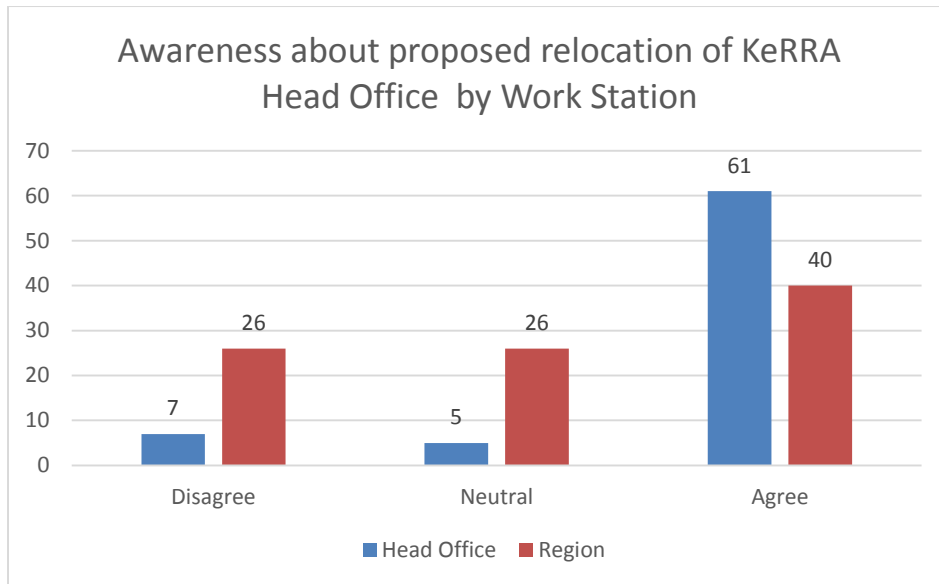


Through the interviews it emerged that managers are disproportionately more aware of both the change programmes with 56% (Figure 4.8) awareness about restructuring/re-categorisation and 48% (Figure 4.9) awareness level for relocation. Put in context management cadre constitute only 15% of the general staff population. This is indicative of possible intended or unintended biases in the approach to dissemination of change information in favour of the management cadre in KeRRA. It is a possible pointer to their role as the Innovators and Early Adapters for the change programmes in the context of diffusion theory and also speaks to the earlier discussed strategy the Authority deploys where communication takes the shape of a two-step flow with team leaders/supervisors being at the frontline of general communication.

**Figure 4.10 Re-categorisation and relocation awareness by work station (%)**

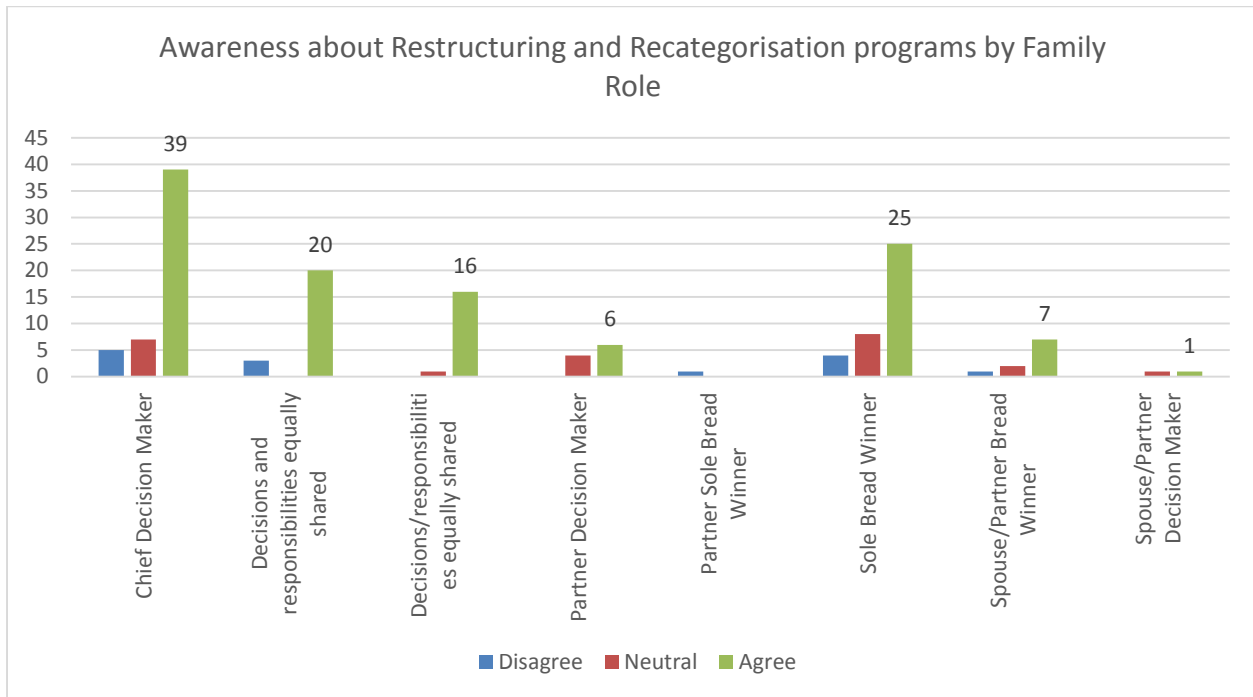


**Figure 4.11 Relocation awareness by work station (%)**

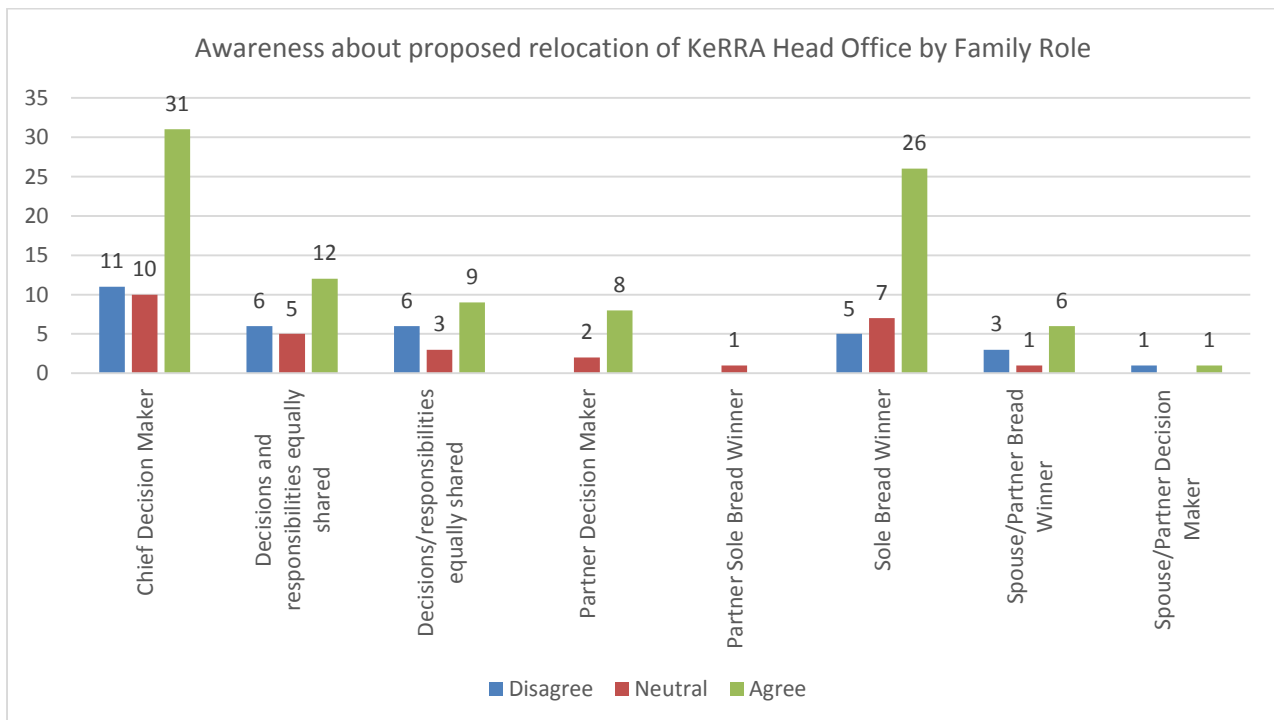


Staff in head office demonstrated greater awareness levels for the relocation programme (61% - Figure 4.11) as compared to re-categorisation (50%- Figure 4.10), indicative of the possibility that communication concerning this programme was mainly done at the head office or an alternative possibility that Regional Staff being significantly less interested with that programme (70%- Figure 4.10 for Restructuring/Re-categorisation and 40%- Figure 4.11 for Relocation). In measuring uncertainty later in the study, this finding is critical to the research in determining whether the levels of awareness based on work station may be responsible for some behavioural uncertainty concerning the change programmes. It is noteworthy that head office is disproportionately constituted in terms of having a greater number of management cadre staff. Going by their earlier discussed role as the influencers, innovators and opinion leaders in KeRRA, it is telling that the awareness levels for head office is not significantly better for both programmes, as would ordinarily be expected and is actually worse for the Restructuring/Re-categorisation programme (Figure 4.10).

**Figure 4.12 Re-categorisation and relocation awareness by family role (%)**

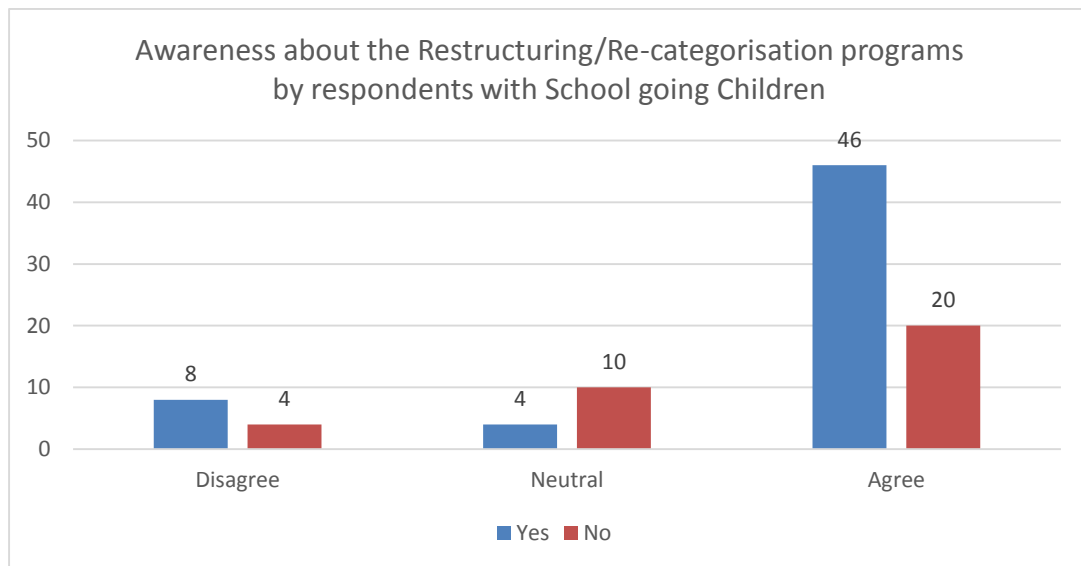


**Figure 4.13 Relocation awareness by family role (%)**

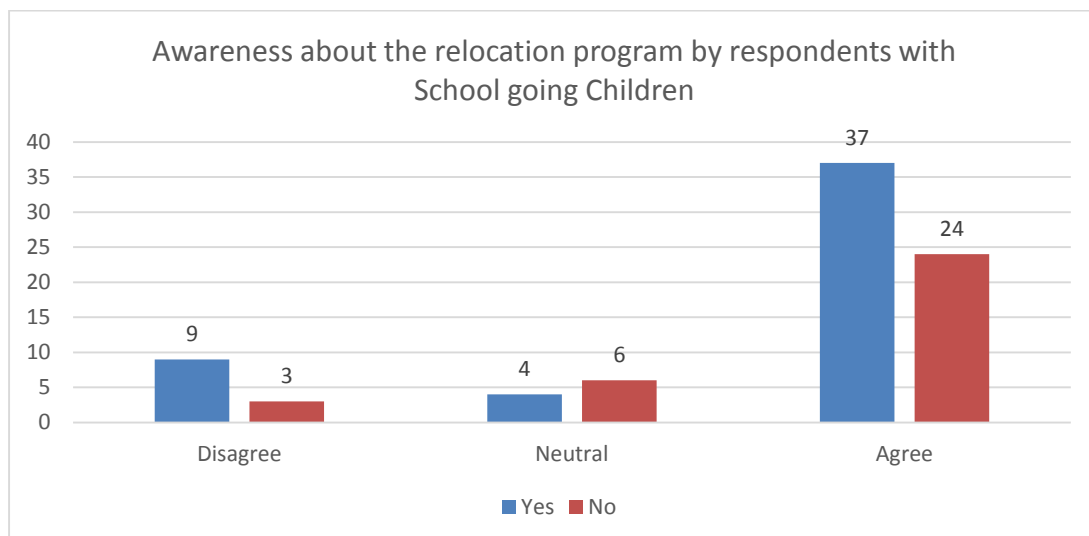


Based on this stratification of respondents, the groups most aware about the relocation and restructuring/re-categorisation programmes are those who are chief decision makers 31% (Figure 4.13) and 39% (Figure 4.12) respectively and sole bread winners 26% (Figure 4.13) and 25% (Figure 4.12) respectively. This is symptomatic of social pressures in this case family-roles being a possibly significant motive for staff interest in matters with potential impact on families and therefore message coding ought to take this into account.

**Figure 4.14 Restructuring/Re-categorisation awareness by respondents with School-going children**



**Figure 4.15 Relocation awareness by respondents with School-going children**





Respondents with school going children had greater level of awareness about the both restructuring/re-categorisation programmes and the relocation programme with 46% (Figure 4.13) agreement and 37% (Figure 4.15) awareness levels on this measure respectively. This greater awareness may indicate the possibility that such respondents took a more deliberate effort to gather information concerning the change programmes in cognition of their significance to their children or they were keener while under exposure to similar information as those without children. This is also an area for possible correlation with uncertainty indexes to determine the extent to which respondents` reaction to the programmes is influenced by consideration about their school-going children and points to the need for deliberate engagement with this niche group in communication design during similar change communication campaigns.

Interviewees also indicated this bias in greater detail. Some admitted that the matter has not been discussed at home. Interviewee No. 08 for instance said;

*“...They are not even aware that we are moving.... But it will be more difficult for me because its more that 20km away compared to now....and for them (Respondent`s kids) because they have to start earlier and their programme is dependent on mine ...they are used to a routine but now they will have to wake up earlier.”*

Another interviewee No. 05 said the following on the impact to family members;

*“.... For them they are happy because it will be faster for me.... for me I`ll be using Outer Ring Road and avoid traffic...I`ll be able to get home early by 7 and spend time with my family and assist the kids with homework...”*

#### **4.5 Investigation of existing communication methods used for change programmes in KeRRA**

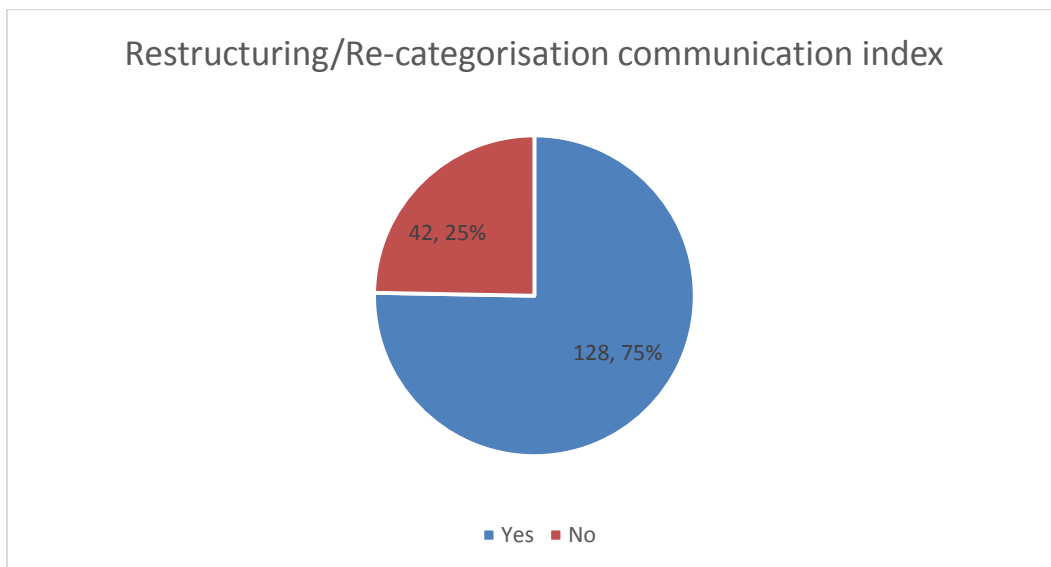
The study was premised on the notion that there are communication approaches in existence that have been deployed by the Authority to pass change messages. In this regard it was important to check first whether the change programmes under

consideration were communicated to staff then secondly allow respondents to identify the methods used and finally rate the various attributes of the channels/approaches used.

#### 4.5.1 Measure of communication being carried out

The researcher sought to establish if in the respondents' opinion the programmes had been communicated. This was a key test since it shall establish whether the programmes had been communicated at all in the first place from a staff viewpoint.

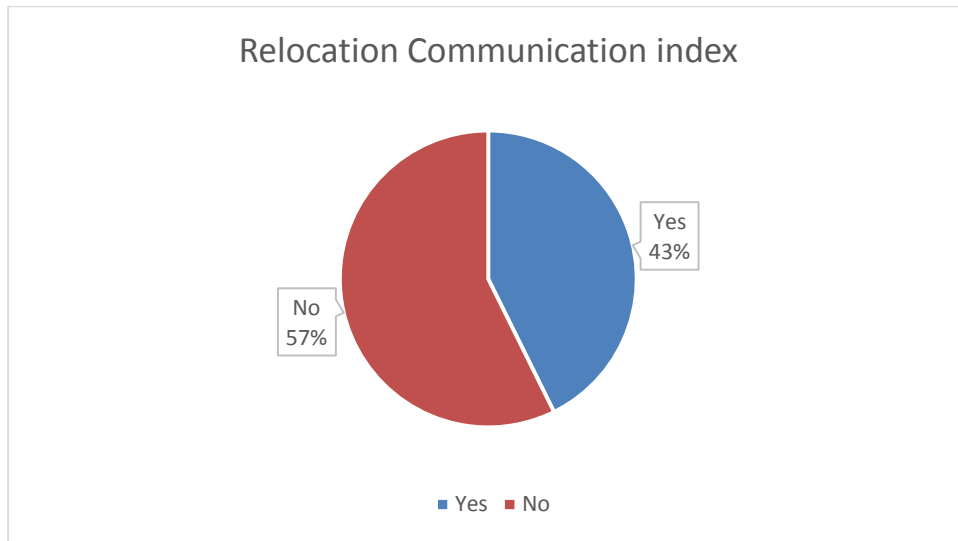
**Figure 4.16 Measure of restructuring/re-categorisation communication occurrence**



It was established that a significant majority of respondents (75%) concurred that communication had taken place regarding restructuring and re-categorisation which is indicative of a successful strategy in terms of overall reach.

All of the interviewees were aware particularly about restructuring and re-categorisation since most participated in the development of the tools and instruments that are being used to carry out the programmes.

**Figure 4.17 Relocation communication measure**



The study discovered that a slight majority of respondents (57% - Figure 4.17) were unaware of any communication taking place regarding the relocation programme as compared to the restructuring programme (75% - Figure 4.16); this indicates differences in communication approaches and consequently effectiveness of the communication approaches deployed.

There were mixed reactions from the interviewees regarding the relocation programme communication ranging from those intimately aware about the programme to those completely denying awareness about any communication taking place regarding the programme.

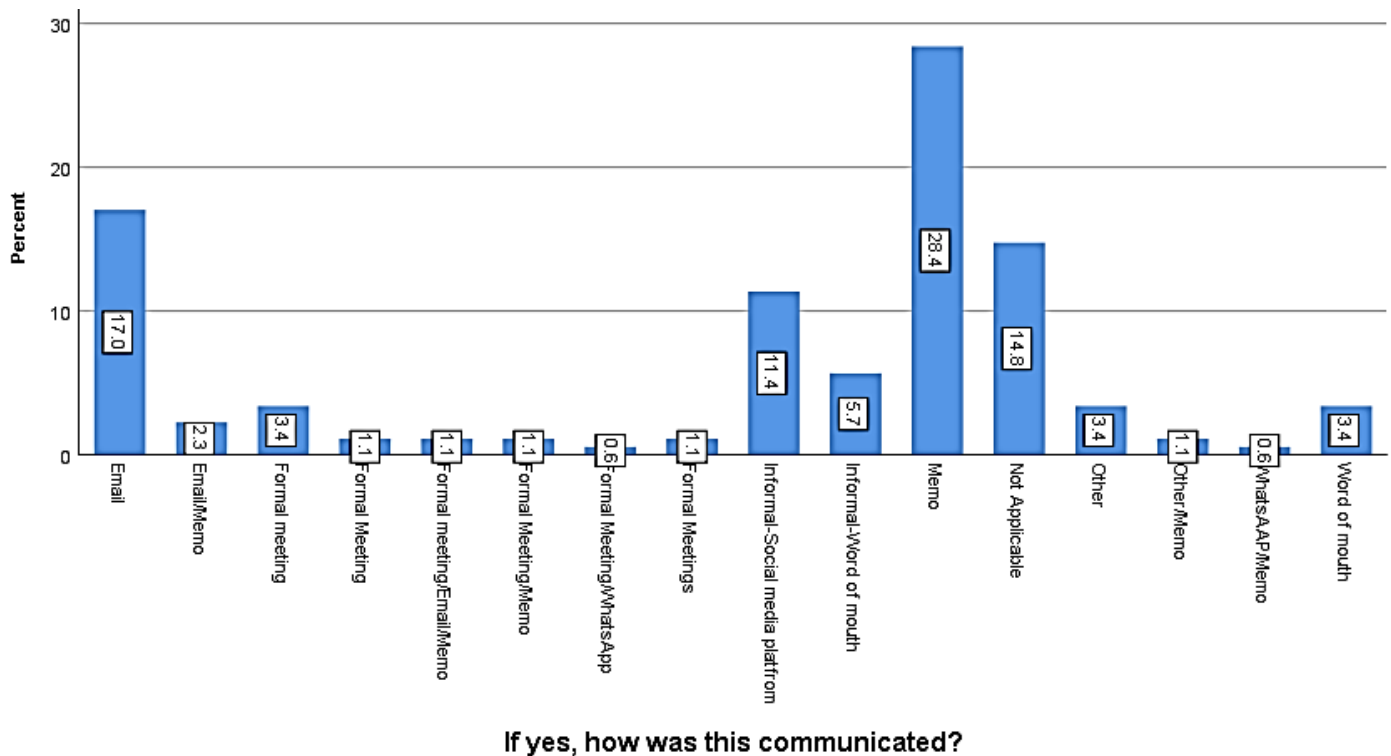
#### **4.5.2 Measure of communication approaches used**

It was important to the researcher to examine the specific communication method deployed for the respective change programmes in order to examine preferences and monitor trends which can subsequently be used to prescribe future approaches depending on audience rating.

**Table 4.1 Communication methods used for restructuring/re-categorisation**

If yes, how was this communicated?	
Method	Percentage
Email	17.0
Email/Memo	2.3
Formal meeting	3.4
Formal Meeting	1.1
Formal meeting/Email/Memo	1.1
Formal Meeting/Memo	1.1
Formal Meeting/WhatsApp	0.6
Formal Meetings	1.1
Informal-Social media platform	11.4
Informal-Word of mouth	5.7
Memo	28.4
Not Applicable	14.8
Other	3.4
Other/Memo	1.1
WhatsApp/Memo	0.6
Word of mouth	3.4

**Figure 4.18 Communication methods used for restructuring/re-categorisation**



The study identified memos as being the most used method of communication for restructuring/re-categorisation communication (28.4%) followed by email (17.0%). These are thus effective for this kind of audience considering the overall level of

awareness earlier identified in Figure 4.5 (74%). Formal meetings were not rated as effective (3.4%). One respondent interviewed (No. 012) said;

*``.....If we had that communication through emails or memos, then it would have been easy for members to know what is happening..... I know one or two members who joined other roads Agencies.... possibly the most productive and they would not have left if the restructuring was communicated well...``*

The indicator for the `Not applicable` category was significant at 14%. This high incidence indicates the possibility that a good number of staff failed to receive the messages at all and tallies with the converse of the general awareness index for re-categorisation which was 75% (Figure 4.16).

There was also a high incident of informal communication of these programmes with a combined index of 17.1% of the respondents having received the information via informal means. This is indicative an increasing reliance on social media especially the Social Media application such as WhatsApp which was the method through which 11.4% of respondents received the restructuring/re-categorisation information. There was also a 4.7% incidence of reliance on informal word of mouth to pass this information. The significant incidence of informal means of communication points to a gap in the communication strategy the Authority was deploying for these programmes.

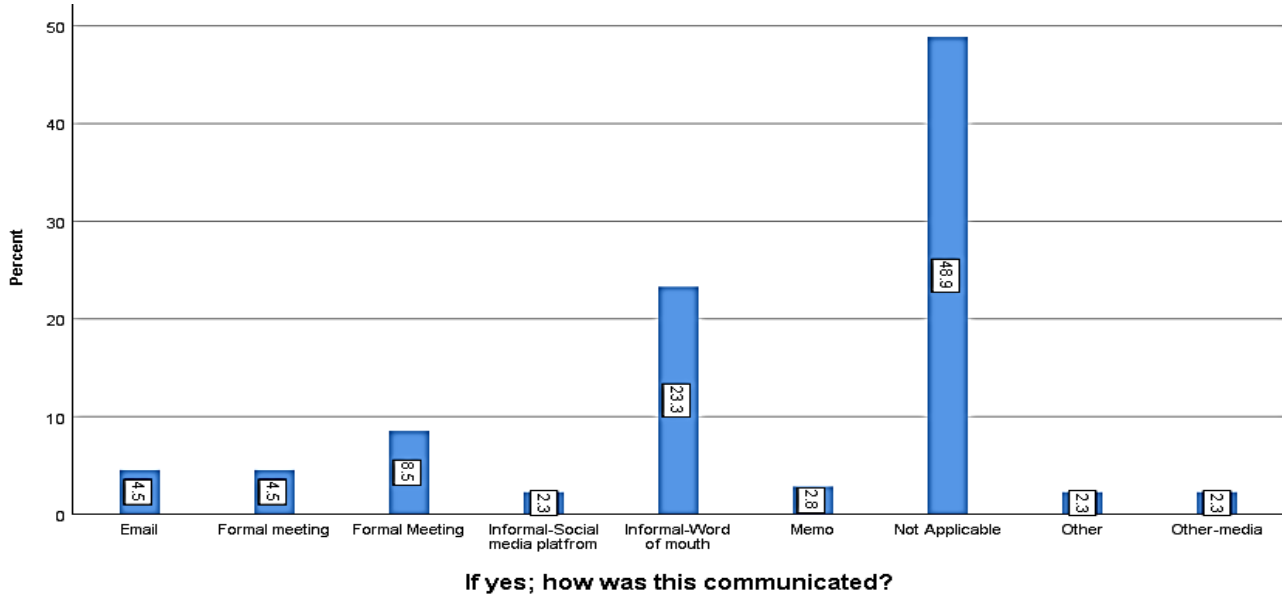
Formal meetings had a very low rating as a means through which the restructuring and re-categorisation communication took place (3.4%). This is even lower than the earlier discussed informal word of mouth. This finding is alarming since formal meetings were among the most relied upon means of communication in the authority and was a deliberate communication approach frequently used both for change communication

and generally. The finding indicates that the formal meeting held at the Authority are nearly completely ineffective in as far as change communication is concerned.

**Table 4.2 Relocation communication methods**

	Percent
Email	4.5
Formal meeting	4.5
Formal Meeting	8.5
Informal-Social media platform	2.3
Informal-Word of mouth	23.3
Memo	2.8
Not Applicable	48.9
Other	2.3
Other-media	2.3

**Figure 4.19 Relocation communication methods**



A majority of respondents did not indicate having received communication on relocation as earlier corroborated by findings demonstrated in on Figure 4.17, this tallies with the lower general awareness indicator for relocation 61% (Figure 4.4). A majority of respondents did also not indicate a channel (48.9%) further confirming that little communication took place regarding relocation. This tallies with the earlier recorded high indicator for the general lack of communication about the relocation programme where a higher number (57%) in Figure1 17.

There was a significantly high incident of informal communication of the relocation programme with an index of 23.1% for informal word of mouth and 2.3% for informal social media being the means by which respondents received information. This is supportive of earlier findings on an increasing reliance on social media in the work place as a method for passing formal information. The significant incidence of informal communication reinforces the emergence of a critical gap in the communication strategy for the Authority.

This is also symptomatic of an acute lack of communication concerning this programme. One interview respondent (No. 016) put it thus;

*“.....for the second one (Relocation programme) I cannot even say there was a channel used...it is hearsay ....”*

Another interviewee (No. 7) said;

*“We could have done better...there`s a lot that we could have communicated to staff so that they make their own private arrangements...its now a little late...there`s been no communication and we are wallowing in darkness...there`s been no attempt at communication....”.*

These kinds of feedback demonstrate the magnitude of the communication gap in the relocation programme.

#### **4.5.3 Analysis of channel attributes**

The respondents were asked to rate the channels used for the change programmes to enable the researcher tests respective attributes of the channel such as timeliness, adequacy and feedback options. This kind of rating allows the study to quantify audience perception regarding channel attributes.

**Table 4.3 Analysis of communication channel attributes**

<b>Attribute Under Study</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Combined Disagreement Score</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Combined Agreement Score</b>
Timeliness of Methods	14.2	17.61	31.81	28.98	27.84	7.95	35.79
Channels Contains Relevant Information	9.66	11.36	21.02	23.86	36.36	14.77	51.13
Adequacy of Method	11.93	17.05	28.98	28.41	28.41	9.66	38.07
Feedback Options	22.16	20.45	42.61	27.27	15.91	8.52	24.43
Channels Allow Opinions	26.7	26.7	53.4	25.57	11.36	4.55	15.91
Staff Views Incorporated	24.43	26.7	51.13	26.7	10.23	6.25	16.48
Adequacy of Messages	17.05	19.89	36.94	27.27	21.59	8.52	30.11
Message Sensitivity to Needs	17.61	14.2	31.81	34.66	21.02	5.68	26.7
<b>Combined Average Measure (%)</b>	<b>17.97</b>	<b>19.25</b>	<b>37.22</b>	<b>27.84</b>	<b>21.59</b>	<b>8.24</b>	<b>29.83</b>

Respondents were asked to rate the effectiveness of the communication approaches used and the combined averages to identify ratings and trends for the various attributes under consideration. Among the attributes of the communication strategies used by the Authority, the approaches were most deficient in the provision of feedback options (42.61%), allowing staff opinions (53.4%) and incorporating staff views (51.13%). These three attributes are essential for any communication strategy to be successful, but are particularly essential for change communication since the successful implementation of change programmes is often greatly reliant on accommodation and compromise.

The approaches used were however rated highly for relevance of information (51.13) timeliness (35.79%) and adequacy (38.08%). These attributes were identified to have been well developed and therefore indicates that the Authority's approaches for change communication are relevant to their audience, are reasonably timely and are also fairly adequate for the intended purpose. KeRRA communication methods were however considered inadequate to staff needs with a 31.81% index. This potentially has implication on the high incidence of uncertainty within the Authority for the three change programmes.

In terms of the mean measurement a slight majority of 37.22% disagreed with the methods having met the various criterion considered in the study. This points to the



possible conclusion that the methods used by the Authority are not ideal for change communication and should be adjusted in line with the specific attributes as tested in this study. 27.84% of the respondents were neutral on the overall efficacy of the methods with a significantly low 29.83% of respondents in agreement that the communication approaches used in the authority measured up to the various areas of consideration. One respondent interviewed (No. 015) said;

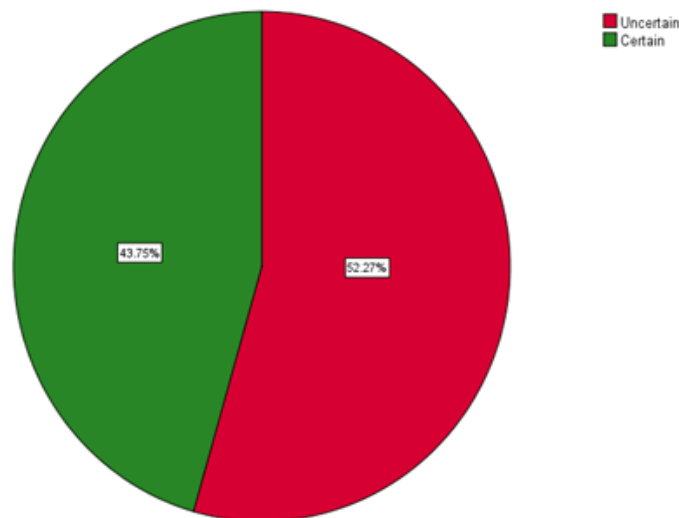
*``... There`s a WhatsApp group for a section of staff where I saw the memo before it was officially circulated..... it is informal.... but is faster because we have our phones at all times.... because of challenges of connectivity and reliability, people prefer to go to the one readily available which is WhatsApp...``*

#### **4.6 Identifying the Contribution of uncertainty to staff reaction to change programmes**

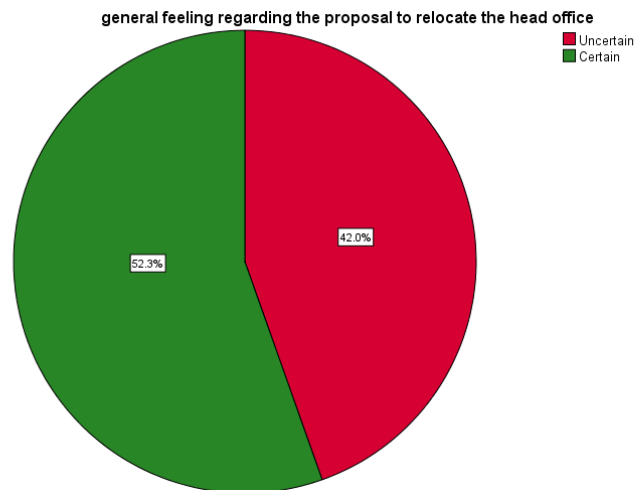
As mentioned in the problem statement, the researcher sought to test uncertainty among KeRRA staff members concerning the change programmes underway. The study thus inquired directly to establish staff feelings of certainty or uncertainty to establish an index for the same. The study further inquired about the respective aspects of uncertainty among respondents to establish possible areas of targeted messaging and communication.

**Figure 4.20 Restructuring/re-categorisation programmes overall uncertainty index**

General feeling regarding the proposal to restructure and re-categorise the Authority

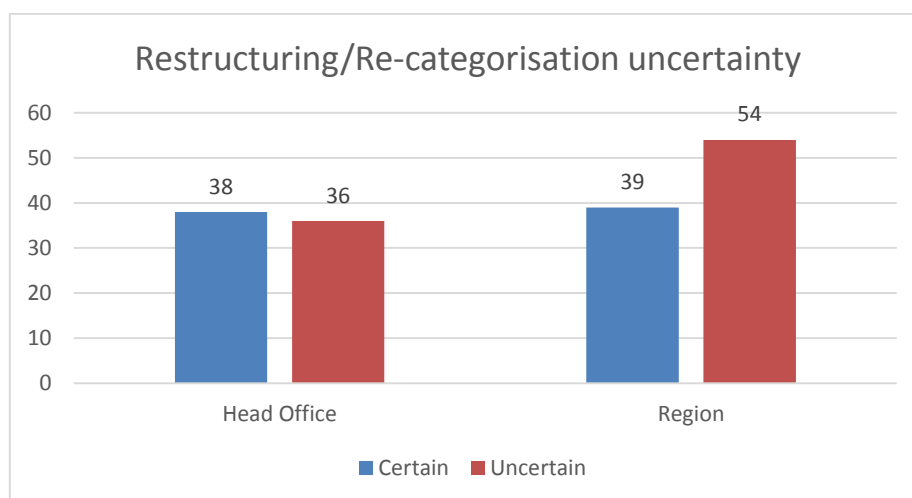


**Figure 4.21 Relocation programme overall uncertainty index**



The findings indicate that there were higher levels of uncertainty regarding the restructuring and re-categorisation programmes (52.27% Figure 4.20) as compared to the Relocation programme which had an index of 42.0% (Figure 4.21). This finding indicates a gap in the communication strategies deployed by KeRRA for change programmes because the study registered a significantly higher general awareness rate for the restructuring and re-categorisation programmes (75% Figure 4.5) and not Relocation programme 61% (Figure 4.4). This points to possible inadequacy or inappropriateness of the approaches in reducing communication uncertainty.

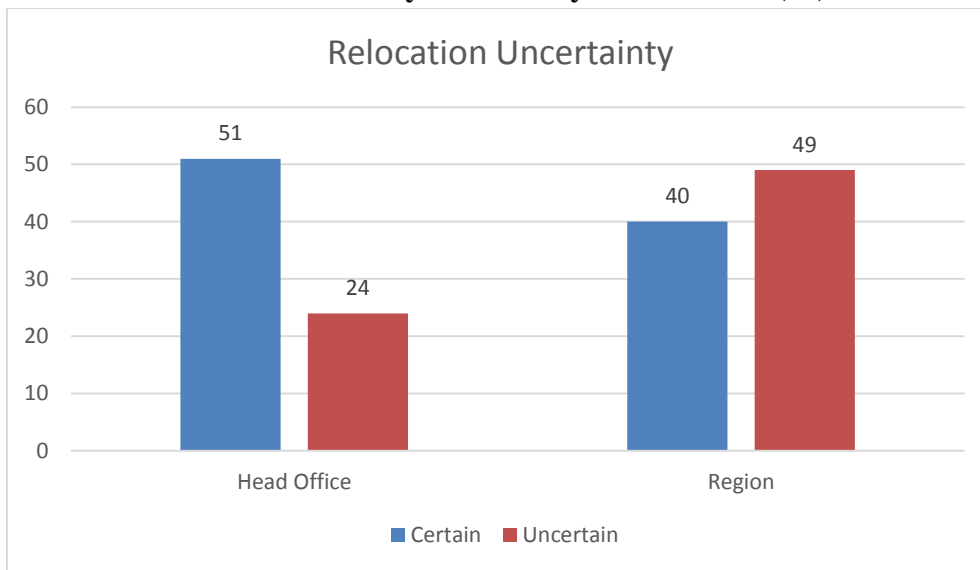
**Figure 4.22 Restructuring/re-categorisation uncertainty measure by work station (%)**



The re-categorisation/uncertainty index for head office was at 36% compared to regional staff who had higher uncertainty measure at 54%. This finding when

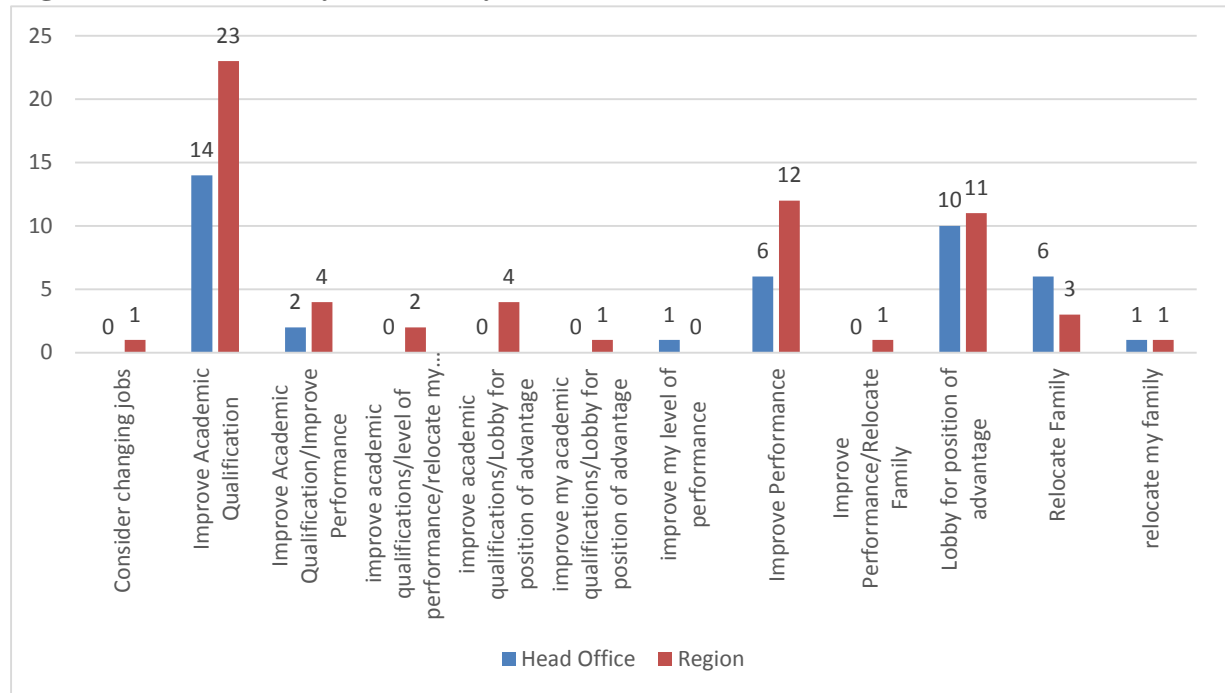
considered alongside the higher levels of awareness about re-categorisation/restructuring in the Regions 70% (Figure 4.10) indicates inadequacies in the communication approaches or attributes in reducing uncertainty. The findings also indicate differences in perception between the two strata and could inform the communication strategies aimed at reducing staff anxiety/uncertainty.

**Figure 4.23 Relocation uncertainty measure by work station (%)**

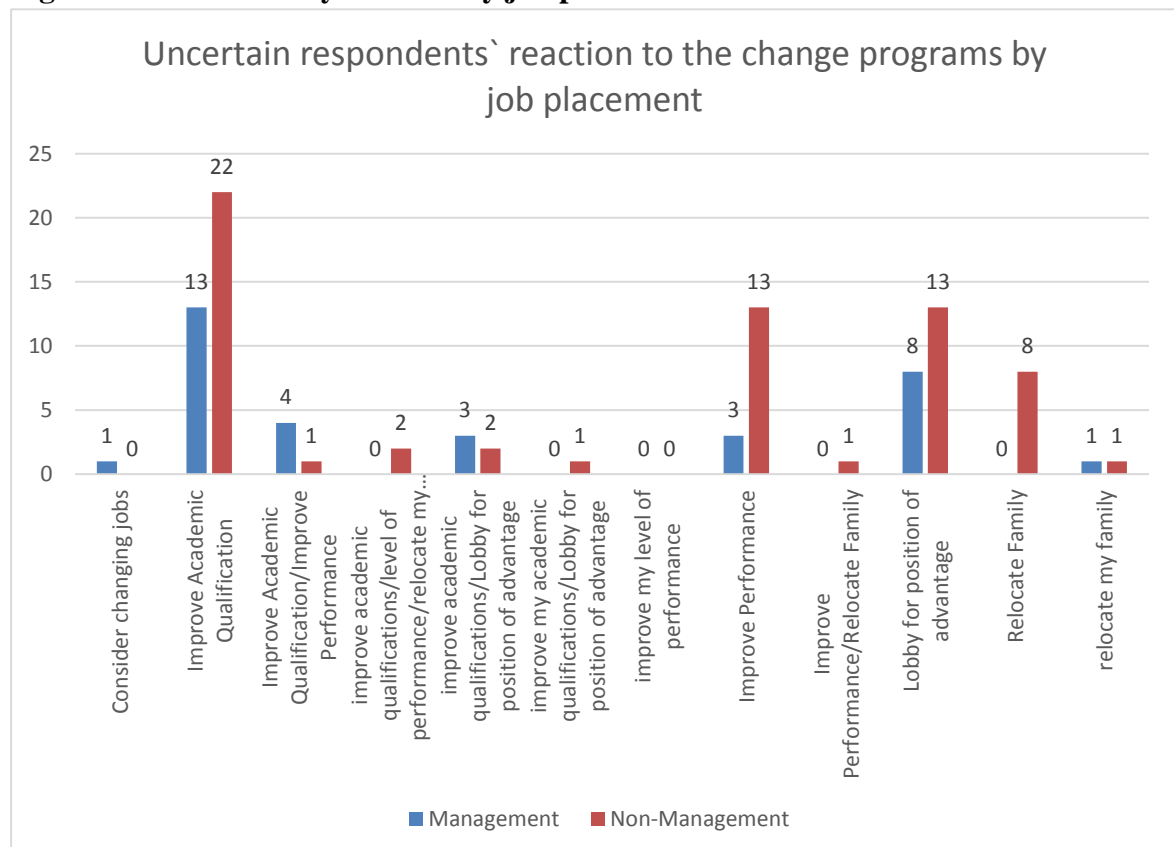


The uncertainty index for relocation was significantly lower for head office respondents at 24 % compared to regional staff who had a much higher uncertainty measure at 49%. This indicator if considered alongside the earlier indicator in which only 40% regional respondents agreed that communication on relocation took place in Figure 4.11, affirm the significant role of communication in reducing staff anxiety/uncertainty.

**Figure 4.24 Uncertainty reaction by work station**



**Figure 4.25 Uncertainty reaction by job placement**



The study assessment of staff anxiety/reaction to the change programmes discovered that a higher proportion felt the need to improve their academic qualifications, particularly staff in regional offices (23%); the second most prominent reaction is the

need to lobby for a position of advantage where both head office and regional staff were at near parity (10% and 11% respectively). When looked at from the distinction of cadre, a significantly higher segment felt the need to improve academic qualification (22% compared to 13% for management cadre). A higher proportion of non-management cadre (13%) felt the need to lobby and improve their performance levels as a reaction to the change programmes. These are informative indicators that can inform targeted communication along these key areas of anxiety.

#### **4.6.1 Analysis of specific uncertainty attributes for re-categorisation /restructuring**

In order to isolate the contributors to staff uncertainty, the researcher identified some key elements affected by restructuring/re-categorisation and asked respondents to rate them.

**Table 4.4 Analysis of uncertainty attributes for restructuring/re-categorisation**

<b>Attribute</b>	<b>Highly Uncertain</b>	<b>Uncertain</b>	<b>Combined Rating</b>	<b>Neutral</b>	<b>Combined Rating</b>	<b>Certain</b>	<b>Highly Certain</b>
Job security	9.7	18.8	28.5	21	44.3	36.9	7.4
Career progression	10.8	22.16	32.96	17.05	43.75	32.95	10.8
Remuneration rate	9.66	15.91	25.57	24.43	43.18	28.41	14.77
Influence level	10.8	16.48	27.28	31.25	34.66	28.98	5.68
Performance ability	5.11	7.39	12.5	17.61	63.64	50	13.64
Productivity level	5.68	6.25	11.93	21.02	60.23	43.18	17.05
<b>Mean</b>	<b>8.62</b>	<b>14.5</b>	<b>23.12</b>	<b>22.06</b>	<b>48.3</b>	<b>36.74</b>	<b>11.56</b>

For the restructuring/relocation programme, the specific attribute for which respondents registered the highest uncertainty levels (combined index of 32.96%) is career progression and the attribute with the greatest certainty index is performance ability (combined index of 63.64%). These indicate the possible areas where staff buy-in for

change communication can be pegged (improved productivity) and also areas of possible greatest resistance (assurance on career progression).

It is significant to note that the two areas that are least affected by uncertainty are performance ability (12.5%) and productivity level (11.93%) which indicates that staff are confident about their ability to perform their duties even when highly uncertain about key change programmes and that therefore communication strategy can leverage on this to assure staff regarding the other elements that are highly affected by uncertainty.

Staff remuneration rate is comparatively low in terms of the combined uncertainty measure (25.57%) and has also the third highest measure where staff demonstrated certainty (14.77%). This can therefore be tied in with the other positives to effectively communicate and inculcate change programmes at the institution.

**Table 4.5 Analysis of uncertainty attributes for relocation**

<b>Attribute</b>	<b>Highly Uncertain</b>	<b>Uncertain</b>	<b>Combined Rating</b>	<b>Neutral</b>	<b>Certain</b>	<b>Highly Certain</b>	<b>Combined Rating</b>
Performance ability	4.55	12.5	17.05	20.45	43.75	10.8	54.55
Ease of access	7.95	13.64	21.59	25	35.8	9.66	45.46
Operational convenience	6.82	10.23	17.05	32.39	34.09	7.95	42.04
Family convenience	12.5	17.05	29.55	26.14	27.27	8.52	35.79
Partner institutions access	7.95	11.93	19.88	22.73	38.64	10.8	49.44
Key stakeholders access	6.82	11.36	18.18	30.68	34.66	8.52	43.18
<b>Mean</b>	<b>7.77</b>	<b>12.78</b>	<b>20.55</b>	<b>26.23</b>	<b>35.7</b>	<b>9.38</b>	<b>45.08</b>

The study consideration for relocation anxiety attributes found out that family convenience was the greatest contributor to anxiety (combined 29.55%) and can thus be a key consideration in communication design and performance ability remains the attribute with the greatest certainty (combined 54.55%).

Practical measures such ease of access for the new offices are also a high contributor to staff anxiety as would be expected. In this study this had the second highest measure at 21.59%.

The relocation programme has encouragingly low uncertainty indices for operational convenience (17.05%) and performance ability (17.05%) which augurs well for the Authority since these have potentially the highest impact in terms of the achievement of the Authority`s mandate.

The relocation programme has generally high certainty indicators for critical measures such as Ease of access (45.46%), Partner institutions access (49.44 %), Key stakeholders access (43.18%) and operational convenience (42.04%). These are essential considerations for the location of any office premises and its therefore bodes well for the Authority in terms of implementation of the relocation change programme that they all registered high certainty levels.

#### **4.7 Analysis of effectiveness of Communication strategies in reducing uncertainty**

The researcher sought to assess the direct contribution of communication to uncertainty among respondents. This was intended to allow the study identify possible areas of improvement for communication scholars and practitioners using KeRRA as a benchmark for similarly structured institutions.

**Table 4.6 Analysis of communication attributes in relation to uncertainty**

Attribute	Strongly Disagree	Disagree	Combined Rating	Neutral	Agree	Strongly Agree	Combined Rating
Methods Increase Uncertainty	7.39	27.84	35.23	26.7	23.86	6.82	30.68
Methods Reduced Uncertainty	4.55	16.48	21.03	22.73	31.25	17.61	48.86
Better Approach Reduce Uncertainty	2.84	6.82	9.66	9.66	40.91	31.82	72.73
Better Written Message Reduce Uncertainty	7.95	5.68	13.63	13.07	44.89	20.45	65.34
Senior Source Messages Reduce Uncertainty	6.25	7.95	14.2	20.45	30.68	26.7	57.38
Allowing feedback Reduce Uncertainty	5.11	6.82	11.93	11.93	35.23	32.95	68.18
Information Official Source Reduce Uncertainty	6.25	5.11	11.36	10.23	38.07	32.39	70.46
<b>Mean</b>	<b>5.76</b>	<b>10.96</b>	<b>16.72</b>	<b>16.4</b>	<b>34.98</b>	<b>24.11</b>	<b>59.09</b>

From the above findings, it is apparent that the respondents placed greater premium on three main elements of communication methods used by the Authority to reduce uncertainty as follows: a combined 72.73% agreed that better communication approaches would reduce uncertainty and message coding had a combined agreement index of 65.34%. these two attributes had the highest indicative measure for influence of communication methods on uncertainty reduction.

Other attributes discovered to have significance in uncertainty reduction included information from official sources which had a 70.46% combined agreement as being influential in reducing uncertainty. This reinforces the findings by Gachungi (2016) that official communication reduces staff uncertainty.

The ability of communication methods to allow feedback had a combined 68.18%, agreement score with this measure registering the highest `Strongly Agree` score (32.95%). This reinforces the widely held position in communication circles that a feedback mechanism is critical in effective communication and is rightly given



prominence by Shannon and Weaver`s Information Theory which is the theoretical basis of this study.

As an overall measure for the purposes of this study; it is a poignant determination that about half the respondents (48.86%) agree that the methods used by KeRRA reduced their uncertainty with 30.68% attributing their uncertainty directly to the methods used.

This finding demonstrates that while the communication methods deployed have played a noteworthy role in the overall staff uncertainty regarding the Authority`s change programmes; other factors outside communication which were not the subject of this study have perhaps a bigger or at the minimum an equivalent role in engendering uncertainty. The extent of these roles can be discovered in a study deliberately designed for this purpose.

#### **4.8 Comments and suggestions on areas of improvement**

The researcher allowed respondents to give general feedback on the area under consideration that may not have been adequately covered by the questionnaire, they also were able to provide suggestions on areas of improvement that have enriched this study and could inform future areas of study. The following are some key comments and suggestions from respondents:

- Involvement of all stakeholders and incorporation of staff was the most repeated remark, reinforcing the study findings above on reduction of uncertainty through communication.
- Staff need a communication strategy on how to deal with the changes in grading, placement without affecting the staff morale needs to be in place.
- Through formal general meetings as follow-up after email communication

- Career progression is taking long and thus demotivating KeRRA staff and morale to improvement is low
- Sensitisation and consultative meeting are necessary for change programmes in addition to emails and memos.
- One respondent interviewed (No. 015) said;

*``..... Staff at junior levels do not have an avenue for airing their views.....there should be monthly departmental meetings after which matters can be escalated to the Director General for action...``*

This points to the need for differentiated approaches based on cadres to ensure effective communication.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Overview**

This chapter comprises a summary of the findings of the research, the conclusions drawn from the findings and study recommendations. The findings are based on the evidence deduced from the data collected from respondents which shall be the basis of conclusions and subsequently the recommendations. Recommendations shall be made as proposals for strategic, administrative and policy changes in KeRRA and similar entities, particularly in the public sector.

#### **5.2 Summary of Key Findings**

This study set out to assess the communication strategies deployed by KeRRA towards change communication. The study focussed on three change programmes taking place in the Authority namely the restructuring and re-categorisation programme, and the relocation of the Authority's head offices. The study was premised upon the belief that these changes have engendered uncertainty among members of staff and that communication has influenced the uncertainty. Thus the study sought to establish the levels of staff awareness about these programmes, identify the communication methods used for the change programmes , asses how uncertainty has influenced staff reaction to these programmes and the influence of communication on the uncertainty.

To this end the study established as a general finding that there is a major gap in the Authority in terms of lack of a clearly defined communication strategy in general and also one specifically designed to specifically address change communication. This was confirmed through the interviews conducted and was also manifest in the indices and returns established through the various questions asked in the questionnaire.

The study identified the following specific key findings;

### **5.2.1 Level of Staff Awareness about the Change Programmes in KeRRA**

Staff are generally more aware about the re-categorisation and restructuring programmes 74% (Figure 4.5) as compared to the relocation programme 61% (Figure 4.4) These Figures are alarmingly average considering the direct and long term implications of the programmes to staff. The disparity is heightened when considering the spread on the basis of work stations. Staff based in the Regions were significantly less aware about the relocation of the head office 40% (Figure 4.11) which indicates a serious communication gap or significant disinterest in the matter.

The study discovered that Managers are disproportionately more aware of all three change programmes once considered from a proportionality standpoint. They comprise 56% (Figure 4.8) and 48% (Figure 4.9) of respondents aware of the restructuring/Re-categorisation and Relocation programmes respectively yet only constitute only 15% of the general staff population (KeRRA Human Resource records). This is indicative of possible biases in the approach to dissemination of information in favour of management cadre.

The researcher observed that management cadre are entrusted to play the role of gatekeepers, innovators, early adapters and influencers as applicable in the respective theoretic constructs; they are also directly charged with passing change information using the supervisor/team leader strategy.

### **5.2.2 Findings on existing communication methods used for change programmes in KeRRA**

A significantly higher number of respondents 75% (Figure 4.16) confirmed that the restructuring and re-categorisation programme was communicated to them as compared

to relocation in about which only 43% (Figure 4.17) of staff agreed to having received communication. Memos and email which were the most used methods of communication for restructuring re-categorisation programmes (45% combined – Table 4.1) were not used for the relocation programme which had informal word of mouth 23.3% (Table 4.2) as the main method of communication.

In analysing the specific attributes of the methods used, the research discovered that the most significant gaps for the channels deployed were in terms of lacking feedback options 42.61% (Table 4.3), not accommodating staff opinions and failure in incorporating staff views 51.13% (Table 4.3) and inadequacy of messages 36.94% (Table 4.3) The best rated attributes for the approaches used were relevance 51.13% (Table 4.3) timeliness 35.79% (Table 4.3) and adequacy 30.11% (Table 4.3).

### **5.2.3 Contribution of uncertainty towards staff reaction to the change programmes in KeRRA**

The overall uncertainty index for the Authority concerning the restructuring and re-categorisation programmes was established at 52.27% (Figure 1. 20) which is significantly high translating into a ratio of 1:1 and points to the need for communication measures to be put in place to address staff anxiety. The measure of uncertainty for the relocation programme was 42.0% (Figure 4.21) which is also high and calls for possible communication strategies to be put in place to alleviate the anxiety.

The overall significant reaction to the high uncertainty was the need to improve academic qualifications, particularly for staff in regional offices 23% (Figure 4.24) and non-management cadre 13% (Figure 4.25); the second most prominent reaction was the

need to lobby for a position of advantage and in this indicator, both head office and regional staff were at near parity (10% and 11 % respectively - Figure 4.24). Non-management cadre significantly had a higher index for the need to improve academic qualification as a reaction to the anxiety (22% compared to 12% for management cadre - Figure 4.25).

The re-categorisation and restructuring specific attribute for which respondents registered the highest uncertainty levels (combined index of 32.96% in Table. 1.4) was concern over career progression and the attribute with the greatest certainty index was productivity level (combined index of 60.23% in Table. 1.4) the level of productivity measure was similarly the attribute with greatest certainty for the relocation programme (54.55% - Table. 1.5) and family convenience was the greatest contributor to anxiety (combined 29.55%- Table. 1.5) for the relocation programme.

#### **5.2.4 Effectiveness of Deployed Communication Strategies Towards Managing Uncertainty**

A vast majority 72.73% (Table 4.6) agreed that the choice of communication approaches would reduce uncertainty, information from official sources had a 70.46% (Table 4.6) combined agreement as being influential in reducing uncertainty while message coding had an index of 65.34%. (Table 4.6) These three features were identified to be the most significant in reducing anxiety.

Another key finding was that the ability of communication methods to allow feedback, which had a combined 68.16% agreement index (Table 4.6), is integral in change communication.

Generally, half the respondents (48.86% - Table 4.6) agreed that the methods used by KeRRA were useful in reducing their uncertainty with 30.68% (Table 4.6) attributing

their uncertainty directly to the methods used. This corresponds to the overall uncertainty index of 52.27% (Figure 4.20) and 42.0% (Figure 1. 21) that was earlier highlighted.

### **5.2.5 Respondents' remarks**

The most consistently repeated remark was that it is important to involve all stakeholders in communicating change and consideration for all opinions.

The use of mixed channels was proposed and Sensitisation forums were recommended to accompany memos and emails.

## **5.3 Conclusion**

There is no communication strategy at the Authority for both general communication and strategic communication including change communication.

There is disparity in terms of the levels of awareness about the change programmes with staff significantly more aware about restructuring and re-categorisation as compared to relocation. This is attributable to the differences in the communication approaches deployed in the two distinct programmes. The first two mostly utilised memos and emails and the most attributable method for the relocation programme was informal word of mouth. It is thus apparent that the channel of communication has a direct bearing on communication success in terms of awareness.

Greater exposure to messages and multiplicity of channels improves awareness levels. Through significant use of both emails and memos the respondents showed that duplicity of channels is a factor in increasing awareness levels. Management are exposed to messages beyond the two by way of attending meetings where the programmes are

discussed and this reflects in their higher proportionate level of awareness and proves that reinforcement of communication through presentations and discussions is useful in raising awareness levels.

Management cadre are not playing their role as information gatekeepers and influencers effectively. This is due to the comparative low levels of awareness about change programmes in KeRRA head office (61% - Figure 4.11 for Relocation and Restructuring/re-categorisation (50%- Figure 4.10), despite management cadre being disproportionately represented in head office (As per KeRRA Human resource records 55% are stationed in KeRRA head office).

Communication on change programmes should incorporate feedback mechanisms as a deliberate component for reduction of anxiety/uncertainty. The lack of feedback options in the preferred approaches by KeRRA is a significant contributor to staff anxiety, this was clearly pointed out by respondents.

Relevance, timeliness and adequacy of communication messages and approaches are important in reducing uncertainty. These attributes were identified by the research as being instrumental in reducing anxiety among respondents.

Anxiety levels for change programmes correlate with the significance of change programmes to the audience. There was greater uncertainty concerning restructuring and re-categorisation as compared to relocation. It can thus be deduced that the relocation programme held less importance to the respondents as compared to the restructuring and re-categorisation programme.



The occurrence of higher uncertainty about restructuring and re-categorisation despite the greater awareness levels for the same is indicative of the possibility of other significant contributors to uncertainty beyond communication.

Communication design is integral in eliminating uncertainty and must go beyond merely raising awareness to be effective. A communication strategy must incorporate stakeholder engagement to alleviate concerns that may trigger anxiety.

People in positions with less power, influence, decision making and control such as non-management staff are more susceptible to anxiety regarding change programmes. As such, an effective communication strategy should put in place deliberate mechanisms that target such a segment and is tailored towards increasing their levels of participation in change programmes. Such a forum may be a workshop in follow up to written communication where they are able to voice their concerns at a plenary.

Uncertainty may result in unintended positive responses such as staff feeling the need to improve their academic qualifications. This improves the individuals' knowledge base and boosts the human resource capacity of the organisation.

The choice of method of communication is the most significant contributor in mitigating anxiety for change communication. This is closely linked to the source of information as being influential in mitigating anxiety. A good strategy should prioritize the two attributes to be effective in controlling anxiety. Message coding should also feature prominently in communication efforts to manage uncertainty.

## **5.4 Recommendations**

The study, having considered the context of the organisation, respondents` observations and findings, has drawn the following conclusions:

- 5.4.1 The study recommends that the Authority should formulate a communication strategy informed by empirical research which can be informed by studies designed along similar lines as this one. The communication design should take into account the following critical considerations: careful choice of channel to make use of the best available channel that is most suited to address unique audience needs, use of authority Figures to pass messages such as people in leadership who staff members respect and look up to. This may also be people of middle or lower cadre that have influence or a following due to popularity or any other outstanding attribute. The design should also deploy informed message coding that shall address unique concerns among staff developed alongside demographic attributes. An ideal strategy should allow feedback options to give staff members a platform for ventilating their frustrations and give their opinions on change issues which may inform strategy. Such a strategy should integrate mixed approaches in change communication to have a wider reach, reinforce messages and promote retention of key messages, concepts and timelines. A mixed approach shall also reduce reliance on alternative sources and informal media.
- 5.4.2 Change communication should deploy a mixed approach to be more effective both in raising awareness and in reducing anxiety. The approach should incorporate written messages which are traditionally used in Government cycles and thus enjoy audience familiarity, electronic messages which are dynamic, fast and easy to share and face-to-face communication forums which allow immediate feedback.

- 5.4.3 Change communication for such a multi-demographic audience as KeRRA staff should be strategically segmented along such attributes as power, decision making ability and cadre. In so doing, the change communication strategy should address power imbalance in the audience by targeting audience perception of possible biases. Lower cadre staff demonstrated greater uncertainty and are inherently more vulnerable to its negative consequences compared to those in decision making positions (this is also true of decision making at their domestic levels as well).
- 5.4.4 KeRRA should re-evaluate their management-centric approach to communication and incorporate more inclusive approaches to be more effective in communication of change. The Authority has placed great emphasis on two-step communication segregated on the basis of cadre; this relies heavily on the communication skills of staff in management cadre which varies. It is my recommendation that channels that allow direct communication to all staff be prioritized for key communication affecting all staff. This can for instance be through a forum such as a general staff meeting.
- 5.4.5 Change programmes should engage in stakeholder involvement initiatives such as seminars and workshops as a deliberate effort in mitigating uncertainty. Change communication should identify key stakeholders and their unique needs. This can then form the basis of identifying ideal channels, language, frequency and spokespeople to conduct change communication. Through this uncertainty driven by misinformation or by unclear and incomplete information can be mitigated. The respondents in this study mentioned it as a key consideration and was a contributor to the high levels of uncertainty established.
- 5.4.6 Communication has to go beyond the one-way passing on of messages (mere raising awareness) to a deeper level of engagement with the audience through a deliberate

communication strategy so as to be effective in reducing anxiety. This is because as adduced by the study findings, a high index of awareness does not always translate into less uncertainty which raises the possibility that communication takes place and manages to raise awareness yet is ineffective towards reducing anxiety and may even increase uncertainty if incomplete and unclear.

- 5.4.7 Change Communication Managers should carefully consider the choice of mode of communication as this has a direct bearing on audience reaction to the programme particularly concerning uncertainty. Certain communication models such as two-step flow of information carry with them the hindrances of channel attributes. For instance the opinion leader may have an unwanted reputation with a section of the audience which would impact negatively on his ability to communicate effectively.
- 5.4.8 Public Sector institutions should preferentially use official sources for change communication to enhance credibility of messages and reduce uncertainty. The proliferation of informal or alternative media, particularly those supported by social applications, translates to a greater need for the communicator to maintain ownership and authority over the message. The tendency to rely on unofficial sources that are awash with misinformation thus engendering uncertainty is partly influenced by weak or non-existent formal sources.
- 5.4.9 KeRRA should pay attention to concerns regarding career progression for the restructuring/re-categorisation programmes and family convenience for the relocation programme. These are the areas that had the greatest influence on staff uncertainty for the respective programmes. Communication methods and message coding for each programme should reflect this by addressing these areas in detail, providing alternatives and outlining the mitigations put in place for those concerns.

5.4.10 KeRRA should examine the academic pursuits of the staff enrolling in studies as a result of the change programmes for relevance and necessity and institute controls against the acquisition of irrelevant qualifications merely for career growth. The motivation for staff to improve their qualifications may be superficial with a net interest of addressing their fears and anxiety thus such staff members may even resort to unethical means to acquire such qualifications which are consequently of no value.

### **5.5 Suggestions for Further Research**

5.5.1 A possible area of further study is to investigate the non-communication contributors to uncertainty. This has the potential for measurement of contributions of all major influences and thus ability to give the communication element in uncertainty its correct considered weight.

5.5.2 The various communication attributes covered generally in this study are all fertile areas of future study thus; Contribution of message coding to audience anxiety, Communication source and influence on uncertainty and Change communication strategies on uncertainty reduction based on audience segmentation.

5.5.3 It is feasible to carry out a study on how power play or individual's roles in family and in general social/office dynamics contribute to behavioral uncertainty and how communication can be used to overcome the same.

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## APPENDICES

### APPENDIX I: Questionnaire and Interview Questions

**This questionnaire is submitted towards collecting information for a research by Reuben Omondi Otiende for the Award of a Masters of Arts in Communication Studies Degree at the University of Nairobi. All information collected shall be strictly used for academic purposes only and shall be treated with utmost confidentiality.**

#### Section I: Demographic Information

1. Please indicate your gender?  
Male ( )  
Female ( )
2. What is your highest academic qualification?  
Diploma ( )  
Higher Diploma ( )  
Degree ( )  
Master's Degree ( )
3. How long have you worked in Rural Roads Authority in Kenya?  
0 – 3 years ( )  
4-6 years ( )  
7 years and above ( )
4. Please indicate your job placement as per the options below?  
Management ( )  
Non- management ( )
5. Where is your work station?  
Head Office ( )  
Region ( )

6. If in Head Office, Do you have School-going Children?  
 Yes ( )  
 No ( )
7. Marital Status?  
 Married ( )  
 Single ( )
8. Which of these best describes your role in your family setup?  
 I am the chief decision maker ( )  
 I am the sole bread winner ( )  
 My partner/spouse is the main decision maker ( )  
 My partner/spouse is the sole bread winner ( )

**Section II: Awareness about ongoing change programs in the Authority**

9. Using the Likert scale provided below rate the following statements on awareness about ongoing change programs in Kenya Rural Roads Authority. (1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.)

Statements	1	2	3	4	5
I am aware about the general restructuring and re-categorization programs					
I am aware about the proposed relocation of KeRRA Head Office					
I am fully aware about the implication of the restructuring program to my job					
I am fully aware about the implication of the re-categorization program to my job					
I am aware about the approval for restructuring of the Authority					
I am aware of the progress of re-categorization of the Authority					

**Section III: Communication methods used in change management**

10. Has the plan to restructure and re-categorize the Authority been communicated to you?

Yes ( )

No ( )

11. If yes; how was this communicated?

Formal Meeting ( )

Email ( )

Memo ( )

Informally by word of Mouth ( )

Informally via a Social Media Platform ( )

Other: \_\_\_\_\_

12. Has the plan to relocate the head office been communicated to you?

Yes ( )

No ( )

13. If yes; how was this communicated?

Formal Meeting ( )

Email ( )

Memo ( )

Informally by word of Mouth ( )

Informally via a Social Media Platform ( )

Other: \_\_\_\_\_

14. Using the Likert scale provided below rate the following statements on communication of ongoing change programs in the Kenya Rural Roads Authority. (1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.)

Statements	1	2	3	4	5
Communication methods used have been timely					
Communication methods used have been informative					
Communication methods used have been adequate					
Communication methods used have feedback options					

Communication methods used allow staff to voice their opinions on the proposed programs					
Communication messages have incorporated staff views					
Communication messages have been adequate					
Communication messages are sensitive to staff needs					

**Section IV: Contribution of uncertainty to staff reaction to change programs**

15. What is your general feeling regarding the proposal to restructure and re-categorize the Authority?

Certain ( )

Uncertain ( )

16. What is your general feeling regarding the proposal to relocate the head office?

Certain ( )

Uncertain ( )

17. If uncertain to any of the above; which of these best describes your reaction to the proposals? (multiple options are allowed)

I need to improve my academic qualifications ( )

I need to improve my level of performance ( )

I need to lobby and place myself in a position of advantage ( )

I need to relocate my family ( )

18. Using the Likert scale provided below rate your level of uncertainty concerning the following attributes that are affected by the proposed restructuring and re-categorizing of the Kenya Rural Roads Authority. (1= Highly Uncertain, 2 = Uncertain, 3= Neutral, 4= Certain and 5= Highly Certain)

Statements	1	2	3	4	5
Job Security					
Career Progression					
Ideal rate of remuneration					

Level of influence					
Ability to Perform duties					
Level of productivity					

19. Using the Likert scale provided below rate your level of uncertainty concerning the following attributes that are affected by the proposed head office relocation for the Kenya Rural Roads Authority. (1= Highly Uncertain, 2 = Uncertain, 3= Neutral, 4= Certain and 5= Highly Certain)

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Ability to perform duties					
Ease of access					
Convenience to field activities/operations					
Convenience to my family					
Access to partner institutions					
Access to key stakeholders					

**Section V: Effectiveness of Communication programs in reducing uncertainty**

20. Using the Likert scale provided below rate the following statements on effectiveness of communication methods in reducing uncertainty regarding the change programs (1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.)

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Communication methods used have increased my uncertainty					
Communication methods used have reduced my uncertainty					
A better communication approach would reduce my uncertainty					
A better written message would reduce my uncertainty					

Receiving the message from a more senior source would reduce my uncertainty					
Allowing feedback from staff would reduce my uncertainty					
Receiving information from an official source would reduce my uncertainty					

21. Give your suggestion on how the change programs can be improved to be more effective

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**Thank you for your participation**

## INTERVIEW QUESTIONS

**This interview is conducted towards collecting information for a research by Reuben Omondi Otiende for the Award of a Masters of Arts in Communication Studies Degree at the University of Nairobi. All information to be recorded shall be strictly used for academic purposes only and shall be treated with utmost confidentiality.**

1. Please introduce yourself; indicating the following:  
Your designation, Work station, Marital Status and whether you have school-going children.
2. Are you aware about the re-categorization and re-structuring programs currently ongoing at the Authority?
3. How did you get this information?
4. Are you aware about the proposed relocation of KeRRA head office?
5. How did you get this information?
6. How adequate has the information provided on these programs been?
7. How appropriate have the channels used to provide the information been?
8. Have staff views been sufficiently accommodated in managing these programs?
9. How effective have the channels used to communicate about these changes been?
10. Describe your reaction to the change programs introduced in the Authority.
11. Have these changes caused any uncertainty in you, your spouse or children?
  - a) If yes, briefly explain.
  - b) Has the communication approach taken by the Authority influenced this uncertainty?
  - c) If yes, please explain.
12. Please give your overall assessment on how the change programs in the Authority have been communicated.

**Thank you for your participation.**



**APPENDIX II: Certificate of Field Work**



**UNIVERSITY OF NAIROBI  
COLLEGE OF HUMANITIES & SOCIAL SCIENCES  
SCHOOL OF JOURNALISM & MASS COMMUNICATION**

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Nairobi, GPO  
Kenya

**REF: CERTIFICATE OF FIELDWORK**

This is to certify that all corrections proposed at the Board of Examiners meeting held on 25/07/18 in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can be allowed to proceed for fieldwork.

Reg. No: KSO / 72833 / 2014

Name: REUBEN OMONDI

Title: AN ASSESSMENT OF KENYA RURAL <sup>ROADS</sup> AUTHORITIES  
STRATEGY ON CHANGE COMMUNICATION

Dr. Marjory Nairimu  
SUPERVISOR

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SIGNATURE

2/08/2018  
DATE

Dr Samuel Siringi  
ASSOCIATE DIRECTOR

[Signature]  
SIGNATURE

02/08/2018  
DATE

Dr Neth Neth  
DIRECTOR

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**APPENDIX III: Certificate of Corrections**



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Reg. No: KSO/72833/2014

Name: Reuben Omandi Ofende

Title: An assesment of Kenya Rural Roads  
Authority's strategy on change Communication

Dr. Marjory Wairimu  
SUPERVISOR

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14/12/2018  
DATE

Dr Samuel Siringi  
ASSOCIATE DIRECTOR

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## APPENDIX IV: Originality Report

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