

**ORGANISATIONAL COMMUNICATION ON
DEVOLVED GOVERNANCE: A CASE OF KISII COUNTY EXECUTIVE**

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in Communication Studies to the Department of Communication, Journalism and Media Studies,
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DECLARATIONS

Declaration by the Candidate

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DEDICATION

I dedicate this thesis to my family for the moral support they have offered to ensure it is a success. Through them, I learnt that hard work, perseverance and determination are instrumental to great achievement.

ACKNOWLEDGEMENT

I am most grateful to the Almighty God for having brought me this far. I would like to thank my supervisors, Prof. Jerry Agalo and Dr. Henry Kinya for their constant encouragement, support and guidance through the writing of this thesis. It was a great opportunity for me to learn from their profound insights into communication. My gratitude also goes to the lecturers in the school of Communication, Journalism and Media studies that were instrumental both materially and morally for making this thesis writing a success. I was more so motivated by the intelligence, knowledge and enthusiasm exhibited by the Masters class of 2015 in Communication Studies. Finally, I wish to appreciate the support given by the management and staff of Kisii County government for allowing me to use the organization as a case study.

ABSTRACT

In the year 2010, Kenya promulgated a new constitution that advocated for a devolved system of governance. This led to the establishment of 47 County governments in the country that are charged with the responsibility of providing services to the local people. Devolution, being a new phenomenon in Kenya, the capacity of the counties to face up with communication challenges and potential structural complexities to ensure that they are managed sustainably is a concern. County Government's capacity to entrench communication to ensure proper service delivery remains an area of concern. The purpose of this study was to assist in understanding how organizational communication contribute to the general performance of county governments in Kenya and possibly stimulate the exchange of ideas among public and private experts, policy makers and implementers on policy guidelines for optimal implementation of devolved governance.

The specific objectives were to establish how organizational communication channels affect devolved governance in Kisii County, determine the effect of employee communication skills on devolved governance in Kisii County and examine the effect of organizational communication structure on devolved governance in Kisii County. The study targeted 620 employees and a sample size of 86 respondents was used for the study. The location of the research was limited to the county headquarters at the former Municipal building along Kisii-Daraja Mbili road. The study adopted a descriptive research design and also used stratified sampling technique. The study used questionnaires and observation in the collection of primary data while secondary data was obtained through published documents such as books, journals, periodicals, magazines and reports to supplement the primary data.

Data was analyzed and presented in tables and column charts. Based on the study findings, the study concludes channels of communication, employee communication skills and organizational communication structure as the major factors that mostly affect devolved governance. The study recommends for improvement in the way the county executive conducts its management operations and activities by communicating to other employees properly besides equipping them with necessary communication skills through training to enhance and support devolved governance. It also recommends for an establishment of an internal communication policy in Kisii County government to guide the communication processes.

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LIST OF ABBREVIATIONS

CIC	The Commission on Implementation of the Constitution
CRA	Commission on Revenue Allocation
CoK	Constitution of Kenya
DFiD	United Kingdom's Department for International Development
ESCAP	Economic and Social Commission for Asia and the Pacific
F-T-F	Face to Face
IC	Organizational Communication
ICT	Information Communication Technology
KMM	Knowledge Management Model
KCG	Kisii County Government
OC	Organization Communication
OIT	Organization Information Theory
PA	Provincial Administration
TA	Transition Authority
WB	World Bank

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter purposefully addresses and covers the background of the study, purpose of the study, assumptions of the study, scope and limitations of the study. It also covers the statement of the problem, objectives of the study, research questions, and delimitation of the study and the significance of the study.

1.2 Background of the Study

Organizational communication is a process by which activities of an organization are collected and coordinated to reach the goals of both individuals and the collective group. It is a subfield of general communications studies and is often a component to effective management in a workplace environment (WebFinance Inc., 2018). This kind of communication has been in existence from ancient times and is probably more important in modern and complex organizations. A number of changes have taken place in the process of communication mostly because of emergence and development of technology. The way and style of communication by employees today compared to how they communicated in the last several decades has changed.

The way communication is done is central to the success of most organizations and therefore when change is occurring in an organization, communication is even more essential to implement that change effectively. However, one major problem for many modern organizations is that change is not always communicated effectively (Cummings & Worley, 2014). The lack of effective communication may give birth to miscommunication and adversely affect the smooth functioning of the organization by impacting negatively on organizational change. For instance, ineffective communication concerning a certain change within the organization can possibly lead to resistance to the change; promote exaggeration of the negative aspects associated with the change, rumours as well as to act as an overall negative influence on corporate culture (Keyton et al., 2013).

Therefore, as organizations get more complex in structure and in the way they function, it becomes necessary to re-evaluate the way organizational communication occurs to ensure that

they function effectively. Whether it is exchanging task related information or relational information, there is need to communicate with others in the organization. Proper communication helps improve function, meet the goals, and maintain relationships in organizations. Communication plays a vital role in the functioning of any organization, whether it is for business, nonprofit, educational, or government organizations.

It is important to note that communication in organizations occur at three primary levels; interpersonal level (between supervisor-subordinate), between groups (coworkers), and at an organizational level (within the organization and with outside stakeholders and clients). Communication also takes place in three major forms i.e. verbal, non-verbal and written communication. The direction that the communication flows is generally guided by the structure of the organization or organizational hierarchy hence it may occur from top-down, bottom-up, or horizontally and between individuals, within or between groups, or at an organizational level (Postmes, 2003). The downward communication involves supervisor to subordinate communication, upward communication involves communication from subordinate to supervisor, and horizontal communication involves communication with people (coworkers) at the same level. Communication among different departments is referred as cross-channel communication (Miller, 2008).

More so, some of the communications that takes place in organizations are formal, while others are informal. Formal communication is dictated by the formal structure of the organization, while informal communication does not follow any particular guideline (Postmes, 2003). Informal communication, also referred to as the grapevine, occurs in organizations through nonofficial channels (Miller, 2008). Communication in organizations occurs both internally, which is within the organization, and externally, which is outside of organization, and with outside stakeholders (Communicationtheory.org, 2010).

1.3 Statement of the Problem

Communication contributes effectively towards the organizational success. This is only possible if it is used to perform its key functions which include controlling, customer service, motivating, emotional expressions and decision making. Several research and organizational reports point

out that positive organizational communication is one of the most important factors that help build effective employee motivation. Whitworth & Riccomini (2005) cite a couple of organizational research by General Electric and Hewlett-Packard in the eighties that concludes: “The better the managers' communication, the more satisfied the employees were with all aspects of their work life”. Building a positive communication with employees is important because they are the organization’s best ambassadors or loudest critics.

Contrary to Articles 95 and 96 of the County Government Act, 2012 that provide for the establishment of a county communication framework and promote access to information, communication at the Kisii County Executive is still far from effective. Kisii County has uncoordinated communication structure, lack of professional training, no culture of disclosure and lack of implementation of legal framework. This has led to dissatisfaction of employees and customers thus poor service delivery. It is on this premise that the study undertakes to establish the effect of organizational communication on devolved governance in Kisii County, Kenya.

1.4 Objectives of the Study

1.4.1 General Objective of the Study

The main objective of the study is to establish how organizational communication affects devolved governance in Kisii County.

1.4.2 Specific Objectives

The specific objectives are:

- i. To establish how organizational communication channels affect devolved governance in Kisii County
- ii. To determine the effect of employee communication skills on devolved governance in Kisii County
- iii. To examine the effect of organizational communication structure on devolved governance in Kisii County.

1.5 Research Questions

The study sought to answer the following questions:

- i. How do organizational communication channels affect devolved governance in Kisii County?
- ii. What is the effect of employee communication skills on devolved governance in Kisii County?
- iii. What is the effect of organizational communication structure on devolved governance in Kisii County?

1.6 Limitations and Delimitation of the Study

The study includes certain limitations based on the theories and models, scale, and tests chosen in reference to the purpose of this study with the human relation theory being among the most prominent ones.

This study included staff members at the participating organization in Kisii County. It was conducted in a single county. Therefore, the results may not be used to give true reflection of other 46 counties in the country. It is also a possibility that participants chosen in the study may or may not reflect the views of all staff members in counties.

The timeframe of the study was limited but the researcher recruited research assistants to assist in the data collection exercise. Some respondents also expressed fear that information they gave might be used against them by the authorities. However, the researcher produced an introductory letter to assure respondents that any information obtained from them is meant only for academic purposes and not any other use whatsoever. On reaffirming the respondents on the strict confidentiality, the researcher administered questionnaires providing for anonymity.

1.7 Significance of the Study

The research highlighted the concept and importance of organizational communication as a key component in governance. The study contributes to the practice of organizational communication and specifically demonstrates the ability of devolved governments to use organizational communication to enhance governance. The study present an opportunity to the County

executive and the County public service board to streamline communication mechanisms and techniques in a bid to realize the importance of principles of governance that includes participatory, transparency and accountability, equity, effectiveness and efficiency and responsiveness in organizational management and operations.

It will provoke the need to train staff on communication skills and further allocate resources towards improving communication infrastructure. Through the findings, the study will equip government employees with the relevant skills and knowledge necessary for effective communication and further explore ways through which the government will engage its employees satisfactorily to enhance service delivery. As a result, the study intends to create an environment where leaders are able to understand the needs of employees and how to meet their expectations. It will lead to a motivated, inspired, retained and engaged workforce hence enhancing productivity and performance.

To the County Assemblies, the study will justify the need to pump more resources towards communication hence mobilize them for approval of budget on communication. To the citizens, the study will improve timely services which are necessitated by accessibility and availability of information. It will encourage transparency on how county government activities are conducted in order to generate trust, team spirit and accountability with the aim of enhancing customer satisfaction. To the policy experts, the study will be a source of guideline in establishing and formulating an organizational communication policy. In addition, the study will be of significance to researchers and those in academic field of communication as it will serve as a source of reference in forming a base to their future research topics and studies.

1.8 Scope of the study

The study was basically concerned with organizational communication on devolved governance in Kenya. It was conducted at the Kisii County headquarters at the former Municipal building along Kisii-Daraja Mbili road using a sample survey of 620 county employees and a sample size of 86 respondents.

1.9 Assumptions of the Study

The selection and reference to these theories and models as the theoretical framework for this study is a limitation because of the assumption that they are the most appropriate theories and models chosen to meet the purpose of this study.

This paper presumes that employing proper and more communication forms and channels at various levels within the organization is better and is considered as a fundamental belief that organization processes such as the desire for greater participation highly depends on it. The researcher further assumed that there will be enough locally available literature for access. However, there was scanty information on organizational communication as pertains to devolved governance. The researcher also chose a wider geographical area (Kisii County Executive) that could prove a major challenge in terms of getting the correct information that represents the views and opinions of the entire constituents. In addition, there was an assumption that many respondents will be cooperative and ready to provide the necessary information to help in the research work.

1.10 Operational Definition of Terms

Asymmetrical	Top-Down communication in an organisation
Bureaucrats	An administrative official who works for the county government
Devolution	A multi-dimensional approach that organizes governance and manages state power along multiple lines.
Decentralization	The process of transferring powers, authority, functions, responsibilities and the requisite resources from central government to local governments or administrative divisions.
Executive	An arm of government at the county level that has authority and responsibility for the daily administration of state bureaucracy
Government	A governing body
Legitimacy	Lawfulness or authenticity of something.
Organization	A social unit of people that is structured and managed to meet

	a need or to pursue collective goals
Organizational Communication	Communications and interactions among employees or members of an organization.
Organizational culture	A pattern of behavior developed by an organization
Organizational structure	Ways in which responsibility and power are allocated and work procedures are carried out by organizational members
Policy	A course or principle of action adopted or proposed by a government, party, business, or individual.
Symmetrical	Down-Top communication
Transparency	Honest and open: not secretive

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the literature review providing information from publications on topics related to the problem statement as well as various scholars and authors who had earlier discussed about the concept of organizational communication and governance. It further covers summary of literature and research gaps.

2.2 Theoretical Framework

The theoretical framework is a 'collection of interrelated ideas based on Karanja, & Mugambi, (2014). It is a reasoned set of prepositions derived and supported data or evidence which accounts or explains a phenomenon attempting to clarify why things are the way they are based on theories. According to them, a theory is a 'reasoned statement which is supported by evidence, meant to explain phenomena. Kothari, C. R. (2009) refers to a theory as a framework explaining a phenomenon by stating constructs and laws that inter-relate these constructs to each other. Ideally, the communication structures adopted by an organization follow certain laid down rules and guidelines that are set up by the employer or employees. If the organization chooses these communication pathways consciously, it helps determine the culture of its organization.

However, if it allows the communication systems to develop randomly, it might end up with a less-than-efficient style. Once the organization familiarizes itself with the traditional approaches to communication, it can decide which format best suits its style of management.

The dependence of organizational leadership on communication is seen in the five critical features of an organization as these features relate to the purpose of organizational communication (Miller, 2009).

In her text, Miller (2009) defined the critical features existing in any organization as follows: having a social collectivity; the existence of organizational and/or individual goals; the presence of coordinated activity; an organizational structure; and work done to embed the organization within the environment of other organizations. Miller (2009) argued the purpose of organizational communication leadership is forming networks, creating meaning systems,

persuasion, information flow, framing to prevent panic, and the advertisement of an understanding of that which divides and unites stakeholders.

2.2.1 Human Relations Theory

This study is based on the Human Relations Theory which challenges the early management theories that were built on the notion that if management could properly plan, organize and control jobs and organizations, productivity could increase. The objective of using this theory is to bring to light how its application in the county government of Kisii helps the researcher understand how work's personal aspects relate and affect organizational productivity. It also explored the ways through which managers interact with their subordinates and how it affects performance in the county under the study.

The early approaches emphasized technical rather than personal aspects of the work. This aspect is clearly evident in the works of classical theorists such as Fredric W. Taylor, Frank and Lillian Gilbreth etc. Therefore, it is not surprising that theories were later developed that challenged some of the early fundamentals (Indabawa, 2014). Two branches evolved during this period identified as the human relations and behavioral theorists even though to some degree many academics see them as belonging to the same orientation, being that they focus on the individual rather than the job.

According to Stoner (1978), when management and employees stimulates more and better work conditions we have good human relations in the organization. When morale and efficiency deteriorate, human relations in the organization are bad. To create good human relations, managers must know why employees act as they do and what social and psychological factors motivate them.

The human relations approach made relationships between employees and supervisors the most silent aspect of management. It advocates the training of people in behavioral sciences, such as clinical and social psychology to emphasize building collaborative and cooperative relationships between supervisors and workers. Two key aspects of human relationships approach are employee motivation and leadership style (Gomez et al. 2002). One of the major contributors to

the human relations approach was Elton Mayo (1880-1949). He together with his associates from Harvard University pioneered the use of scientific method in their studies of people in the work environment. Later researchers were more rigorously trained in the various social sciences (such as psychology, sociology and anthropology). They also tended to use more sophisticated research methods. Thus, these researchers became regarded as 'behavioral scientists' rather than members of the human relations school (Stoner, 1978). Mayo and his associates introduced the "social man" motivated by a desire to form relationships with others.

Hampton (1986) summarized Mayo's work as follows: Mayo and his associates conducted the Hawthorne experiments 1927-1932. Mayo was called in by Western Electric when other researchers, who had been experimenting with work area lighting, reported some peculiar results. They had divided the employees into a 'test group' that was subject to deliberate changes in lightening and a 'control group' who's lightening remained constant throughout the experiment. When the test group's lightening conditions improved, productivity increased, just as expected. But what surprised the researchers was a similar jump in productivity when lightening was reduced. To compound the mystery, the control group's output kept rising with each alteration in test group's lightening conditions, even though the control groups experience no such changes. In his attempt to solve this puzzle, Mayo ushered in the new era of human relations

In a new experiment, Mayo and his colleagues placed two groups of women, six in each group in two separate rooms. In one room the conditions were varied and in the other they were not. A number of variables were tried; salaries were increased, coffee breaks of varying lengths were introduced, the workday and workweek were shortened, the researchers who acted as supervisors allowed the groups to choose their own rest periods and to have a say in other suggested changes. Once again output went up in both the test and control rooms. The researchers felt that they could rule out financial incentives as a cause, since the control group was kept to the same payment schedule. Mayo concluded that a complex emotional chain reaction had touched off the productivity increases. Because the test and control groups had been single out for special attention, they developed a group pride that motivated them to improve their work performance. The sympathetic supervision they received had further reinforced their increased motivation.

The result of this experiment gave Mayo his first important discovery, which means that when special attention is given to workers by management, productivity is likely to increase regardless of the actual changes in working conditions. This phenomenon became known as the Hawthorne effect.

Another great contributor to Human relations thought was Miss Mary Parker Follett (1868-1933). It was Follett who originally defined management as ‘getting work done through others’. She felt that managers were responsible for motivating employees to pursue organizational goals enthusiastically, not simply to obey orders. She rejected the notion that managers should be groomed to give orders, believing instead that they should be trained to work with employees toward the attainment of common objectives. Follett laid the foundations for studies in group dynamics, conflict management and political processes in organizations (Mescon et al. 1977).

Human relations scholars generally believe that if management showed more concern for their employees their satisfaction should increase which would lead to an increase in productivity. They recommended the use of human relation techniques such as more effective supervision, employee counseling and giving workers more opportunities to communicate on the job.

2.3 Conceptual Framework

A conceptual framework is a set of wide-ranging ideas and principles taken from various fields of inquiry and are used to assemble a presentation (Muli, 2014). It is a framework with a brief description of a phenomenon under study represented in a graphical or diagram of major variables of the study. It can also be referred to as a research tool whose intention is to create awareness and an understanding to a researcher of the situation under study. In relation to this study, the conceptual framework was based on the human relations theory which emphasizes on the importance of human needs and of providing conditions for each employee to achieve their human potential. This human relations concept discusses how persons in different roles in the organization’s framework should communicate with each other so that both (individual and organizational) outcomes can be improved. The inter-relationship emphasizes on the importance of informal communication. By understanding this concept, it is possible to show how communication in an organization can contribute to improving organizational and individual outcomes at the county government of Kisii.

In this study, the main independent variable is organizational communication while the dependent variable is devolved governance. Governance is dependent on organization channels of communication; level of employee communication skills and organization communication structure. The channels of communication (traditional and modern channels), employee communication skills (verbal and non-verbal) and organization communication structure (down, top and lateral communication) affect governance, customer satisfaction and service delivery. Channels of communication determine the level of participation of employees in the organization.

If the channels of communication are limited and restricted, then employees will have challenges in the decision-making process which ultimately will affect service delivery. Communication skills exhibited by employees are very important to ensuring customer satisfaction and service delivery. Employee skills determine the quality of communication and dissemination. Organization communication structure has an influence on governance depending on the information flows that exist in an organization.

The following framework depicts the relationship between the independent and dependent variables based on four independent variables and a dependent variable as represented diagrammatically in figure 1.

Independent Variable

Dependent variable

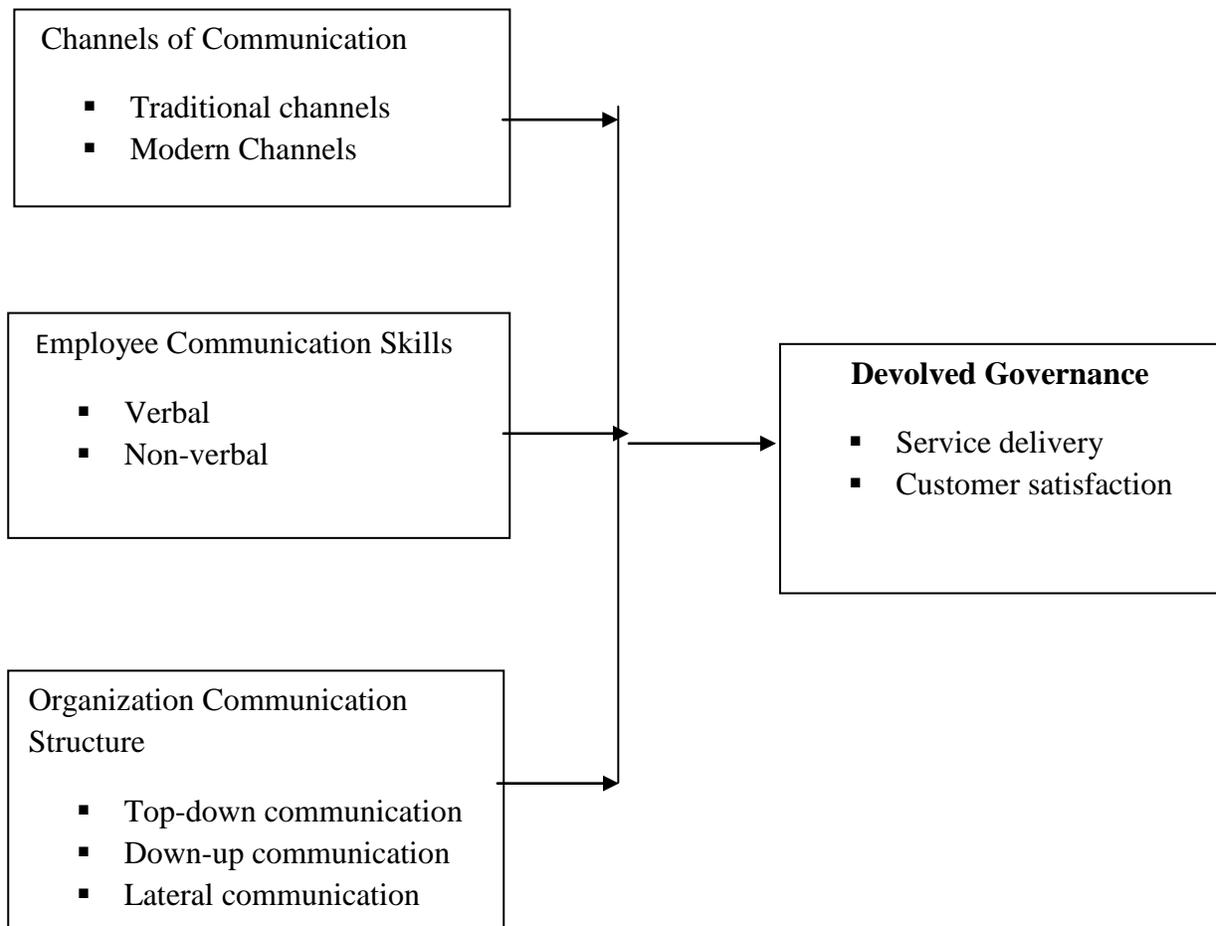


Figure 1: Conceptual Framework

2.4 Literature Review

Scholars and academicians have widely accepted communication as the livelihood of an organization because it is needed for exchanging information, exchanging opinions, making plans and proposals, reaching agreement, executing decisions, sending and fulfilling orders and conducting sales (Blalock, 2005).

The need and demand for effective organizational communication keeps on increasing for any type of relationship, be it is for personal, social, or for business purposes. As organizations

become more complex with the changing times, mainly because of technical advances and globalization, effective communication is becoming even more important in the workplace.

A review of the literature with respect to organizational communication reveals a central, shared emphasis on the issues of control and coordination through proper communication. The field of internal or organizational communication traces its lineage through business information, business communication, and early mass communication studies published in the 1930s through the 1950s. It found the roots of modern day practice lie in 19th century publications originally written by and for employees that were subsequently edited by former journalists, who became known as industrial editors in the 20th century. Therefore, when communication stops, organized activity ceases to exist, and individual uncoordinated activities return in an organization. So, organization in an organization is as virtual as the blood of life.

2.5 Organizational Communication

Communication is exchange of the "message" from one person to another, through an intermediary and a sense of awareness and understanding among the human elements. Organization Communication is a coordination of relationships that exist between organizational bodies. Generally organizational communication has two objectives. The primary objective is to inform the workforce about their tasks and the policy issues of the organization (De Ridder, 2003; Francis, 1989). The second goal of organizational communication is to construct a community within the organization (Francis, 1989; Postmes et al., 2001; De Ridder, 2003).

Organizational communication research has evolved considerably from the early conceptions of communication and its role in the organization. The terms organizational communication, communication in the workplace, and internal communication are often used interchangeably because the interest of the researcher was to explore the kind of communication that takes place within the organization and not communication outside the organization, hence the focus of this study remained on internal communication in an organization. Moyer, (2011) used the terms organizational communication and internal communication to mean the same thing.

The study of organizational communication has in the recent past achieved recognition as a field of academic study having grown with the needs and expectations of business. Majority of

business schools can now incorporate organizational communication as vital element of study in organizations unlike in the past where majority of communication programmes were on speech departments.

Deetz (2001) described internal communication as a process in which organizations are described and explained about. Communication plays a central role that aids employees in information sharing, building relationships, and constructing meaning, culture, and values in the organization.

The study of organizational communication not only recognize the needs and challenges of communication but have found that communication in organization goes beyond training management on effective speech and good inter-personal skills in communication. The way communication occurs in organizations has changed in recent years and is constantly changing. As our organizations and their structure get more complex, we need to find effective ways to function in the new setting and adapt to the changes and challenges. In the 21st century, the human dimension of the organization is increasingly taking place as one of the main element that aids in determining the effectiveness of the organization. Throughout history, many different thoughts and approaches about the way the organizations function have been formed. These include: Classical, Human Relations, Human Resources, Systems, and Cultural approaches (Moyer, 2011).

Before 1920, communication in small organizations was largely informal. As organizations increased in size, formal top-down communication became the main concern of organizational managers. In 1940, there was increasingly the need to make communication a two-way process in organizations following a human relationship movement. The movement emphasized on employee attitude and satisfaction, involvement in the decision-making process in an organization and the flow of communication that is top-down, down-top and horizontal flow.

Running organizations all over the world today is very challenging since all the factors of production require being consistent for optimal productivity. For years, managers have focused on customer care. More recently, they have begun to dedicate the same kind of attention to their

own employees, recognizing that employees have more to do with the success of a business than virtually any other constituency.

A study by consulting firm Watson Wyatt concluded that the bottom line is that ‘employee communication is no longer a “soft” function but rather a business function that drives performance and contributes to a company’s financial success’ (Argenti, 2015:12). Organizational Communications in the twenty-first century is more than methods, publications, and broadcasts that comprise it. It’s about building a corporate culture and having the potential to drive organizational change.

Today’s organizations are run by multi and cross-functional teams which show little tolerance for unquestioned authority. To deal with this situation, the art of persuasion and the effort to find the correct emotional match with your audience is necessary. This match means that it is not enough for communication to be a one-way ticket (Goutam, 2013). Communication is one of the fundamental factors of organization identity and as Fifner indicates is the heart and essence of management which planning activities, organizing, coordinating, leading and control is managed through it. Effective communication is important for managers for two reasons. First, communication is a process by which managers achieve planning structure, leadership and control. Second, the communication is an activity in which managers spend much of their time. Managers rarely think or plan alone. As a matter of fact, management time is mainly time for face to face, mail or telephone communications with individuals, peers, supervisors, suppliers or customers. While not dealing with others in person or by telephone, managers may write or read a memo, report or letter (Darijani, A., Soltani, H., & Pourroostaei, M. 2014).

Effective communication plays a critical role in the entire accomplishment of the organization hence should have a fundamental role in the strategic planning process for all organizations. Quirke, (2012) posits that communication is vital as people need to understand the strategy, its context and the rationale behind it. Companies should know that communication with their people is vital if the energies and the efforts of their employees are to point in the same direction. Making the Connections shows how to use internal communication to turn strategy into action. According to Quirke, it is therefore important that employees are aware of the strategies of an

organization so that these strategies can be performed. Therefore, for effective strategy implementation, effective communication is a requirement. Scholars and academics have perceived communication as being important to an organization since it is required for exchanging opinions, exchanging information, making plans and proposals, reaching agreement, executing decisions, sending and fulfilling orders and conducting sales.

Trenholm, (2017) asserts that communication enhances achievement of the organizational goals or objectives through directing and mobilizing and creating understanding thus enhancing cooperation and effective performance amongst the workforce. Communication is vital for organization managers and their job.

Grunig, (2013) found that excellent public relations is an integral part of an excellent organization. Organizational excellence provides a hospitable climate for excellent public relations. As a result, excellent public relations can help the rest of the organization be excellent. Therefore, communication is a very important skill and the need for efficient management through which managers establish and maintain interactions between employees to perform necessary daily tasks properly is paramount. However, more workers find communication as a crucial aspect of their work leading to mutual exchange of understanding, originating with the receiver that leads to effective and efficient work performance in an organization. Management functions of planning, organizing, staffing, directing and controlling cannot be fulfilled or rather performed without effective communication. The various units that exist in an organization can only coordinate through communication since interaction has to take place if attaining organization goals is anything to go by. The flow of communication can create an identity for workers and a sense of belonging with workers internalizing desirable values as appertains to the organizational goals and objectives.

The human resource management perspective is often theorized that organization communication is crucial in an organization. Knowledge, abilities and skills are key to ensuring better performance when employees are being recruited. Therefore, management must ensure that its policies and objectives are in such a way that employees fulfill their duties and responsibilities. For management to develop and sustain a competitive advantage, effective communication is key

as it leads to organizational performance and improvement (Winska, 2010). Communication entails all activities that the management engages in to enhance workers performance. More so, organizational capabilities are developed and enacted through intensely social communicative processes. Effective communication between leaders and employees is significant for potential success of a company. As a result, leaders are expected to enact strategies to streamline communication in a bid to enhance positive work and performance.

There is need that communication between supervisor and sub-ordinates is enhanced to assist organization meet their goals and objectives of managing diversity by promoting equality and integration in the workplace. Effective communication can only be possible and achievable if employees support the leader or management in an organization especially when employees feel their effort will be recognized and rewarded. According to Jonase, (2016) team-based leadership succeeds during the initiation of change or responding to such change and when such leadership is exercised with credibility there is no doubt about its success. He adds that employees become more than willing when they believe in those sponsoring the change.

Ngozi & Ifeoma (2015) acknowledges that effective communications help to establish clear expectations for employees and perhaps surprisingly, for customers as well. For employees, clear expectations will convey how their performance will impact the company and give them an indication of what they need to do to achieve positive feedback. Managers ought to provide a clear job description for each employee creating an opportunity for employees to get the necessary tools to complete their assignment

Rajhans (2012) asserts that effective organizational communication is a key motivator of employees and enhances the potential of the employees 'efficiency and productivity. Rajhans notes that organizational communication plays a key role in motivating employees given the modern changes in organizations such as lean staffing, increased workloads, longer working hours and greater emphasis on performance, risk taking and flexibility. However, managing motivation within an organization is no easy task as it is crucial to note that organizational communication is not sufficient in itself to motivate the employees. An organizational control

system is needed to equip managers with motivational incentives for employees as well as feedback.

Effective communication is a very crucial and significant element in an organization and it is necessary for creating collaboration among workers and allowing the organization to function effectively (Titang, 2013). The flow of information and communication within an organization according to Titang has its own effects on employees' performance and decision making. He further states that effective communication energizes people into fully participating in the firm activities thus it's vital for people to be involved in the implementation of strategic plan. Communication has become a linkage between managers and employees and further with the external environment. It is through communication that the leaders get to know the requirements and expectations of customers, availability of materials, the demands of shareholders, government regulations, and the reaction of society. Among the functions of organizational communication are informing, directing and regulating behavioral compliance.

Shimizu (2017) lays emphasis on the role of communication in managing risks and threats to instilling organizational order and control, problem identification and problem solving techniques, conflict management, and negotiation and bargaining. Clarity and conciseness forms key components to functions of organizational communication which is viewed as having three primary functions that includes coordination and regulation of production activities, socialization and promotion of innovation functions.

The coordination and regulation function was mainly focused on procedures, rule-oriented one way and top down communication but this has changed over time as tasks in many organizations have become more complex, less routines and repetitive, tightly coupled and interactive Wang (2017). The traditional bureaucratic view of organization has therefore been rendered insufficient due to changes that have occurred in the communication process over time resulting from the dynamic nature of the working environment in which employees interact hence the need for a more dynamic and interactive system of communication e.g. lateral, upward and downward communications between the top management and lower level employees (production activities).

According to Myers & Sadaghiani (2010), the human relations perspective of organizations emphasizes on the role played by the socialization function. The function believes that winning the hearts and minds of employees in an organization acts as a catalyst in effectively coordinating organizational functions towards achieving organizational goals and objectives. When this is done then organizational values are well articulated and strengthened with a view to aligning the individuals' goals with those of the organization. Through this, the organization establishes and grows reciprocal since it is a two-way communication kind of communication where organizational leaders and its members share and exchange information without any party feeling superior or inferior to the other. As leaders and employers focus on creating a culture that supports ethical behavior or positive business ethics, they will consequently increase job-related well-being and the success of their organizations.

Organizational communication also plays a major role in enhancing innovation where organizations develop and embrace the ability and of communicating within and beyond the organization's boundaries. This function revolves around functional goals of organizational communication instead of focusing on short term results of certain like decision-making or problem-solving matters. Decision-making, persuading negotiating, informing and problem solving are among the specific functions of communication included in the three mentioned higher-level main functions of communication objectives. Communication could be hierarchical, that is, from top to bottom or vice versa. It could be formal or informal; vertical, horizontal or diagonal. Whichever, means, modes or types of communication applied in an organization, the most important thing is reaching the audience to which it is intended (Wilhoit, 2016). In addition, for a communication process to be complete, whatever that is being communicated should be well understood and feedback given to underscore its essence in the process. On the other hand, if communication is misunderstood or not complete then there is a communication breakdown and could generate into grapevine or rumors.

In all, communication in an organization is very complex and it needs to be handled appropriately and monitored to avoid chaos, crisis or conflict. Consequently, the importance of communication can never be over-emphasized. Unless effective skills of communication are used, an organization would run the risk of getting insulated and fossilized. The capacity and

skill to communicate is important for successful managers since it assists them in structuring and planning, controlling, training and directing functions within the organization. Communication entails the exchange of information between individuals through a system of symbols, signs or behavior.

Communication takes shape in two forms that is verbal and non-verbal communication. Non-verbal communication plays a key role in building successful relationships at the workplace and could be in form of body movement, posture, facial expression, eye contact, and inter-personal distance. Non-verbal communication is also associated with social behavior and can be viewed as a conveyor of emotion. Channon, et al. (2012) posits that communicating emotional and social information appropriately according to the situational context by assessing non-verbal communication skills, interpretation of others' non-verbal communication skills accordingly when relaying information helps minimize chances of disagreements and possible confrontation between the management and its employees.

On its part, verbal communication refers to the transmission of language and messages from the sender to the receiver. A combination of verbal and non-verbal communication expresses emotions, sharing of ideas, information, inquiries and debates. The main challenge of verbal communication is misinterpretation which happens when there is breakdown in communication between two parties for instance the sender and the receiver. If words are not selected appropriately, styles of communication differ and perceptions are created, then there is a likelihood of communication breakdown occurring.

Scholars and practitioners alike argued that managers would have to develop and use unique capabilities to be successful strategic leaders in this challenging and competitive landscape. They would need to build and continuously develop dynamic core capabilities and also to develop and effectively use highly capable human capital. They would need to emphasize innovation, build effective organizational cultures and engage in ethical practices. Analysis of the leadership exhibited by many managers in the first decade of the twenty-first century, suggests that there was a major failure of strategic leadership.

Traditionally, there are two types of communication in organizations that is formal and informal communication. Formal communication follows set regulations and a particular channel of communication which flows through the hierarchy of an organization (Kandlousi, Ali and Abdollahi, 2010). Informal communication on the other hand has no set rules, flow and is based on social relationships. Informal communication in an organization is inevitable. This is due to constant interactions between employees.

Lee, & Kim (2016) notes that informal communication network structures plays an important role in information exchange by helping the network members to have a better access to ongoing information exchange processes in the organization. The results of the analyses also show that through an informal communication network of people in the form of scale-free connectivity pattern, organizational learning is faster comparing to small-world connectivity style. Good communication generates positive outcomes in any job setting although. Lack or inadequate communication among employees in an organization is a recipe to increased employee burnout, strained relationships, individual stress and mistrust in the organization. This affects emotions at work hence the need for introduction of an emotional organization which places people at the very centre of the organization and reveals emotions as the prime medium through which people act and interact. Here, organizational procedures and processes are shaped, negotiated, rejected, reformed, fought over or celebrated, because of feelings. Crashing or blossoming of careers usually happens through feelings. Therefore, maintaining a high level of communication satisfaction through quality organizational communication must be a high priority for businesses who wish to avoid negative and enhance positive outcomes.

Communication barriers include 'lack of communication skills, lack of sensitivity of receiver, insufficient knowledge on the subject, emotional interference, information overload, conflicting messages, physical distractions, long communication chain, channel barriers, inadequate feedback and absence of feedback (Jureddi, & Brahmaiah, 2016). Thus, Organizations should strive to eliminate communication barriers as they constitute the key barriers when implementing strategy. Organizations should ensure that Strategies are communicated, understood and properly coordinated with stakeholders inside and outside the organization as the formulated strategy would be useless if it is poorly communicated.

Hynes, & Veltsos (2018) says barriers to successful strategy implementation are created due to lack of knowledge by the employees. ‘An organization must first persuade its employees about the importance of strategy before turning to its customers.

In recent years, good governance has become a crucial issue in the agenda of executives, public institutions and communication practitioners. The Institute of Governance states that governance determines who has power? Who makes decisions? How other players make their voice heard and how account is rendered? Governance in the public sector needs to take into account legal and constitutional accountability and responsibilities. In the non-governmental sector, representing stakeholder interests may be a determining factor in the governance to be applied. Even within these sectors, size, shape, form and function will vary greatly from one organization to the next. When working in the field of governance, one operates in an area where one size does not fit all.

According to the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), “governance” means: the process of decision making and the process by which decisions are implemented or not implemented. Governance can be used in several contexts such as corporate governance, international governance and local governance. It refers to "all processes of governing, whether undertaken by a government, market or network, whether over a family, tribe, formal or informal organization or territory and whether through laws, norms, power or language.

Effective organizational communication is the key to resolving most governance problems, especially in matters concerning who takes the organization over when the current leader retires, who is responsible for what duties, and how to leave work at the office and not take it home Burke (2017). Strategies such as ‘regular meetings and behavioral process analyses’ and then tells how to apply these concepts with minimal effort Renaud, et al. (2010). Regular organization meetings facilitated by competent professionals, if necessary, to communicate the plans and seek necessary feedback are important in the ‘enhancement of effective governance’.

Feedback is necessary so that the leader can focus the employee on the reasons for the plan and to help them understand and accept it. Leadership effectiveness depends on his/her willingness to interact with others on developing effective communication skills. The capacity to communicate effectively is a fundamental function of modern governance. The success and sustainability of efforts to strengthen public sector systems and processes depend, in large part, on legitimate public authority (Centre for the Future State, 2010:3).

The legitimacy of public authority can be earned through good governance, defined by the United Kingdom's Department for International Development (DfID) as a demonstrated ability to "get things done" in ways that are responsive to citizens' needs, while being open to public criticism and scrutiny. Legitimacy is also earned by leaders who 'possess the ability to communicate a clear vision and carry out two-way communication with citizens in a meaningful and ongoing manner' (Salazar & Dagon, 2009:19).

Communication advocates argue that the main contribution communication can make to governance reform is to influence the opinions, attitudes and ultimately the behaviour of key stakeholders (including leaders, bureaucrats, and citizens). This is important because all reform requires behavioral change on the part of stakeholders. Skillful communication can increase 'stakeholders' support for governance reform objectives, influencing opinion, attitude and behavior change (Winska, 2010).

Communication can foster support for governance reform by influencing opinion, attitude, and behavior change among leaders and policymakers (political will); mid-level bureaucrats (organizational will); and citizens (public will). Therefore, providing information on priorities, programmes and activities is a vital government function which underpins state-society relations. Without communication structures and processes which enable the two-way exchange of information, it is difficult to imagine how governments can be responsive to public needs and expectations. Legitimate players in public spheres, governments need to develop and maintain effective communication capacity. Communication allows governments to take stock of employees and citizens needs and preferences, and to foster a more deliberative public space for

multi-stakeholder participation, informed policy debate and development effectiveness. Better communication between employees and management results to better public services.

The communication capacity is not just about efficient and effective information dissemination. The ability to “push out” information is necessary, albeit deeply insufficient. The willingness and ability to speak with employees must be coupled with a willingness and ability to listen to them, incorporate their needs and preferences into the policy process, and engage local patterns of influence and trusted sources of information.

2.6 Organizational Communication Channels

The communication process involves several elements like the stimulus, source/sender, the message, the medium/channel, the recipient and finally the feedback. According to Winska, (2010), the sender sends a message to the recipient through a medium or channel. As a fact, any communication that occurs in an organization is characterized by a medium for instance face to face conversation, memos, printouts, emails and schemes depending on the content and messaging, and the aim of the message which the sender wants to relay to the target audience.

The recipient then comprehends the message to understand its objective and aim so as to give a response or reaction to the message sent to show it has been received and understood as intended. However, it is important to note that the communication process may at times be interrupted by barriers such as noise in the communication channel that threatens the communication process to be successful as intended. The problem which often appears within organizations is getting information overload which leads to a burden, therefore it is important to take account of selecting only the relevant information

The number of communication channels available to a manager has increased over the last twenty odd years. This includes video conferencing, mobile technology, electronic bulletin boards and fax machines as some of the new possibilities. As organizations grow in size, managers cannot continue to rely on face to face communication alone as their major form or channel of getting their message across. Today, managers are faced with the challenge of determining what type of communication channel they should adopt to guarantee effective communication.

Fiske (2010) notes that open channels of communication foster and enhances creativity, innovation and new ideas. It is said that employees who are informed about their organizations are able to know what is important to their companies and work towards making improvements and spotting opportunities for innovation that can help further success. When employees know that organization's leaders will be open minded and that their ideas and opinions shall be sought after, besides being responsive to their feedback; they are more likely to contribute their ideas freely. Customers can also be a source of great ideas in helping to improve products and services within the organization. To help make a manager's task easier, the types of communication channels are divided into three main groups namely formal, informal and unofficial (Altınöz, 2009). For effective functioning of organizational communication, the communication channels and arrangements must be carried out so that the channel and information deficits are as narrow as possible. This can be done by concentrating on improving 'the way that informative messages move around in the organization, by creating set databases and by charting how the management communicates and making improvements in it'.

An organization has three basic methods of transmitting information. The 'verbal communication which ranges from casual conversation between two employees to a formal speech by the managing director'; In face-to-face meetings, the meaning or the information being conveyed by the sender can be expressed through gesture or facial expressions, what is referred to as non-verbal communication. The 'written communication ranges from a casual note to a co-worker to an annual report'. The development of technology has brought in the aspect of electronic mail systems and video machines as modern ways of communication which have revolutionized written and verbal communication in organizations (Winska, 2010: 118).

Formal communication follows the organizations chain of command or hierarchy. However, on the other hand, the informal communication network (the grapevine) in organizations does not base its operations on hierarchy but on social relationships. According to Enuoh, & Inyang, (2016), the "grapevine" is an important means through which employees fulfill their need to know about the organization. Forms and channels for organizational communication can be categorized into four different sectors according to some of their basic features. Channels can be

so called “close channels” or “distant channels” Close channels serve small working groups or an individual worker’s needs.

Fedesco, (2015) asserts that listening is the most utilized channel which consumes half of the communication time and adds that effective listening creates better learning, understanding or comprehension, conflict resolution and productive teamwork. This further helps leaders from the three levels of management to enhance the morale of employees, raise retention levels and uncover and resolve problems. However, many studies reveal that majority of individuals do not take keen interest in listening or rather are not good listeners. Some organizations have devoted resources towards developing and training managers on good listening skills.

The emergence of the internet has seen massive adoption of social media tools such as web 2.0 which have been turned into a social space to provide unique ways of supporting social processes along with the management of data, information and knowledge. With the emergence of social media, new terms such as Enterprise Social Software (ESS), social software-based knowledge management (Von Krogh 2012), Enterprise 2.0 (McAfee 2009, 2006), or social business are appearing. All acknowledge the central role of collaboration and support of social processes for communication and managing knowledge in the modern enterprise. Using social media, companies are exploring new ways to cultivate and exploit knowledge sharing with their customers, suppliers, and partners both inside the organization and outside strict organizational boundaries.

In the same way the internet was introduced and applied into business organizations from the military, so has the commercial value of social media networks become apparent and continues to attract the attention of business managers besides becoming the best friends of marketers in virtually all organizations with presence on the internet. The major reason for adopting this platform is to build relationships and interactions by individuals.

Social media is built on the ideological and technological foundations of Web 2.0, a platform for social interaction, communication, and collaboration that allows creation and exchange of user-generated content (Kaplan & Haenlein 2010). At the same time, even in the social media era,

the management of knowledge remains something profoundly personal. First, this is because ultimately knowledge is created, processed, applied, and exchanged by individuals. Second, contribution to knowledge repositories, and participation in the collective process, is often individually motivate

Readily available SM tools, for instance Face book and blogs when used to facilitate internal conversations between the C-level with middle managers and rank-and-file employees, they provide an environment where information can be shared faster and more efficiently. Faster access to information flowing up from the ground floor of large organizations can change top down-decisions and in turn, reduce the cost of having to change direction mid-stream.

Most of the organizations have numerous offices that sometimes span time zones. This can be as simple as having multiple locations in one city or as challenging as having locations across the globe. One of the key advantages to any web-based communication tool is the ability to literally eliminate physical boundaries in a very efficient way. Some organizations have already adopted chat as a means to an end, yet chat is primarily a one-to-one focused technology. Taking a similar view of social platforms and training internal teams to use those tools in a similar way will open the doors to new communication flow processes and could significantly impact travel and telecommunication budgets. As a result, social networking sites help in organizing and participating events; as users can get information easily on the events of their choice on the social networking sites. (Oniboken, 2012)

In the modern world, there are many organizations with established social media policies and are actively engaged on Face book, Twitter, YouTube and Skype to offer them an opportunity to communicate with stakeholders and carry messages to larger audiences (Braskov, 2012). Over the past 15 years, the emergence of social media and its use has shifted from private or individual use to public use such as communication in groups or organizations.

Both profit and non-profit organizations have been using social media in communication among themselves and in communications between organizations and their stakeholders. Data reveal that commercial organizations do advertise some of their services through social media. In the

year 2007, Face book as the leading social media site had about 22,000 commercial organizations, accounts being visited by about 200 million visitors per month at global level Friert, (2007). Like commercial organizations, civil society organizations continue to rely on social media as a vehicle to their organizational goals and objectives under the current Information and Communication Technology (ICT).

However, selecting the appropriate channel or medium of communication in the organization is the most critical issue when establishing the official means of communication in an organization. Harter, et al. (2013) asserts that professional communicators know that selecting the most appropriate medium or media is an important issue after having constructed messages, determined objectives and strategies, and assessed relevant audiences. This is simply because each medium of communication is independent of content, engages receivers in different ways and affects the scale of communication and the pace communication differently.

The functioning and success of organizations requires that all members have timely access to information that influences their behavior. Such information can be manifold, but often originates on a higher hierarchy level, which implies that organizations need to install appropriate communication procedures to assure sufficient information flow across hierarchical levels and business units. A widely employed communication procedure by most organizations and corporate environments is top-down, written communication – e.g., emails or memos – that managers direct to their subordinate employees (Brandes, & Darai 2014). However, when thinking about installing this procedure, organizations face two important questions: First, will managers decide correctly about what kind of information to communicate to their subordinate employees, and second, how do managers' communication decisions influence employee productivity?

2.7 Employee Communication Skills

Effective communication in organizations is of essence today compared to the past years owing to the complexities in the business and market conditions. This is because there is a lot of information flow in organizations today and it is important that employees are engaged in an understandable form of communication. According to standard economic theory, communication

decisions for managers are relatively straightforward: managers should only engage in top-down communication of information that is instrumental in nature. Instrumental information is important, because it comprises task-specific knowledge that is necessary for the employee to complete his/her work task. A key implication of this perspective is that communication of any other information (e.g., changes in a company's vision or goals) is irrelevant for employee performance. Thus, it is optimal for managers to withhold such information from employees to reduce communication costs.

A number of recent articles in the business press question the validity of this perspective and suggest that the concept of relevant information in organizational contexts may be more complex. Specifically, these articles describe a lack of top-down communication in connection with changes in corporate policies, goals, visions, or financial results (WSJ, 2012), and relate it to frustration, demotivation and reduced productivity among employees. Organizations should be concerned about these observations because they suggest that managers frequently misjudge the relevance and motivational power of information for subordinate employees, implying that top-down communication is often ineffective. A key challenge is therefore to provide managers with a more extensive guidance on what type of information they need to communicate to subordinates.

In contrast to standard economic theory, social psychology emphasizes that managers also need to communicate non-instrumental information if it reduces employee uncertainty. The reason is that the communication of such information improves employees' perception of organizational justice, which increases their productivity and motivation. Accordingly, many employees perceive their manager as unjust when he/she exposes them to uncertainty by withholding information about developments in the work environment (Bies, 2001), and might respond with reduced work motivation and productivity. Managers should therefore resolve employee uncertainty by communicating "everything they can" to avoid that employees feel less valuable and become less committed to the firm (BusinessWeek, 2000). Overall, social psychology provides a rationale for the adverse employee reactions in the aforementioned business articles, and suggests how to avoid them.

According to Proctor (2014), employees do not always realize the importance of communication to organizational goals, or know how to establish and maintain healthy communication systems. It is therefore, the responsibility of managers to improve communication in the workplace by training employees in communication skills and encourage informal communication amongst staffs. It was found that job satisfaction was positively impacted by effective communication from supervisors regarding expectations and feedback on job performance.

Employees are known to have their own sources, their own information system which is separate from the channels embraced by the management. Employees mostly pass across their information or news way ahead of the management as usually their network is often found to be flawless and transmits information in an indiscriminately manner. Fragments, rumors and gossip may not always operate in the best interest of an organization but it provides a checkpoint when management fantasies are disguised as information. Moreover, rumours and gossip enable employees to take part in the communication process and fill their need for information which at least come from a credible source that is ‘another employee.

Managers should therefore not arbitrarily assume that the relative absence of employee complaints is a positive sign but rather employees could be expressing themselves through other channels for instance unions representatives, government agencies, meeting with fellow employees, passive behavior such as go slows, inattentiveness, lateness, absenteeism and apathy. These are the symptoms that can be exhibited when other means of participation are unavailable to them. The art or skill of listening therefore comes in handy when engaging in downward communication. Byrne (2014) states that in many organizations have been provided through which the management can send messages downward but few avenues have been given for channeling information in the upward direction.

Trenholm (2017) cites that consistent inattentiveness to communication, its functions and malfunctions hinders the efficiency and benefits of organizations and stifles development of those who inhabit them. The more failures of communication are ignored and rationalized; the more there is less responsibility affecting negatively the intellectual, emotional and contributive potential. Non-threatening, mutual understanding and rewarding relationships can only be

developed and achieved in the workplace through proper communication. Supervisors who attain such relationships with employees are said to practice “positive human relations.

Possessing the skill to disseminate and receive information is an important tool for an employee in an organization. The employee should be able to distinguish non-verbal signals, mood and feelings to filter the right information. Communication binds and links individuals living in the community if sharing their feelings with other members of the society and lives harmoniously is anything to go by. In this context, communication is thus defined as the ‘exchange of messages or information from one another between two bodies i.e. the process of producing knowledge and giving it meaning.

Boswell (2016), states that the major barrier to communication between people is the tendency of judging, evaluating, approving and disapproving other people. Real communication occurs when these tendencies are avoided and the art of listening is applied so that others are understood. Keen listening with interest to one another’s message is the essence of communication. This is because most people try to understand others according to the perceptual world and reject stimuli which do not comply to their perceptions, an attitude that may prevent the establishment of effective communication.

2.8 Organizational Communication Structure

Organizations should have a vision, a mission statement, core values and goals. They should also have a structure in place for effective decision making. It should equally have clear strategies and plan of action to achieve these goals. The very establishment of an organization structure is a sign that communications are supposed to flow on a particular path’. Robbins & Judge (2012) mirrored this notion by commenting that a structure governs ‘who reported to whom, and the normal coordinating mechanisms and interaction patterns’ that should be followed. Therefore, without communication, there would be no organization.

The traditional perception of social structure as a constraint on interaction can be expanded by the recognition that interaction creates the structure of constraint to which it is subjected (Grunig & Grunig, 2008). Some organization scholars developed theories (structuration theory) of how

people use communication in the structuration of an organization. This is a social theory of the creation and reproduction of social systems that is based in the analysis of both structure and agents without giving primacy to either. Here, people create structure as they organize, and they must communicate to do so. In this case, repeated interactions are the foundation of social structure.

According to the structuration view, structure is made by interacting individuals whose activities are constrained by structure even as they form the patterns that we then recognize as structure. This is referred to as the duality of structure. It means that social structures control the choices that humans make about their activities, but at the same time those social structures are created by the activities that they constrain. The theoretical dilemma is that ‘communication helps to produce structure but that structure shapes and limits communication’. Communication is a tool used in creating these systems of constraints (structures), but once structures are in place they constrain communication and limit its ability to change the structures.

Hatch & Schultz (2002) put emphasis on turning our attention away from an understanding and viewing of social structure as systems for defining and controlling interactions and social relationships and shifts it towards how the everyday practices in which organizational members participate construct the very rules of organizing how they follow.

Asymmetrical systems of internal communication exist in organizations that have mechanical structures which are centralized, formalized, stratified, and less complex and do not allow employees to participate in decision making. Employees’ job satisfaction is considered to increase when an organization has an appropriate structure that supports such, particularly when that structure promotes autonomy.

D’Arcy & Cornell (2016) assert that important determinants of job satisfaction include but not limited to decentralized decision making and low stratification and formalization that in the recent study revealed that when using the structural equation modeling method, organizational structure has a strong direct effect on symmetrical communication, suggesting communication practitioners cannot implement a system of symmetrical communication without a change in

organizational structure. The study demonstrated that organizations with organic structures, which are decentralized, less formalized, less stratified, and more complex and facilitate participation in decision making, have symmetrical systems of organizational communication.

There are four major organizational structural variables or dimensions i.e. centralization, stratification, formalization, and complexity that provides a reliable way to study organizational phenomena. The centralization variable represents a situation where majority of the decision-making organ(s) is concentrated at the top of the organizational hierarchy which hypothetically inhibits communication in organizations, whereas the decentralization dimension encourages the distribution and dispersing of information and decision making in an organization. Stratification demonstrates the extents to which an organization makes it explicit who are its higher-level employees and who are its lower level employees. However, stratification is usually associated with low levels of communication in organizations and institutions.

Formalization is the extent to which an organization follows written rules and regulations (Kubai, Owano, & Ngoze, 2015). However, pervasiveness of rules and regulations discourages both innovation and communication in effective running and operations of the organizations since communication helps an organization coordinate its members, whereas formalization controls them. Complexity represents the extent, to which an organization has educated, professionalized employees who fill specialized roles. Therefore, upward communication, rather than a downward flow of communication, correlates with complexity far more than with the other three structural variables.

Organizational communication should foster good communication among the employees and should also provide for orderly succession. These factors are the most important in counteracting the strong emotions that can arise. The challenge main of leadership in organizational communication is how to keep the operations of governance smooth. It must be recognized that leaders are important pillars and social actors in organizations because they are centrally involved in establishing and maintaining institutional values. A theoretical framework of the process is advanced whereby leaders' claims function as transformational mechanisms of value infusion in the institutionalization of organizations (Raffaelli, & Glynn, 2015).

Organization managers should be visible among employees on a regular basis especially when the organization is very hierarchical or scattered to an extensive geographical area. They can do this by making special arrangements to meet employees in their offices or walk around and have a personal chat with them to develop and enhance a good working relationship. The aim of an organizational structure is to ensure an orderly flow of information from both ends i.e. top-down and vice versa which is described as the best way in which responsibility and power are allocated and work procedures are carried out by organizational members. Jalalkamali (2016), says that just like organizational structure, organizational communication is also a multidimensional construct where employees are not merely satisfied or dissatisfied with communication in general, but they can express varying degrees of satisfaction about aspects of communication.

Concepts such as communication climate; satisfaction with communication; perceptions of the amount, sources, and flows of communication; and the amount and type of supervisor-subordinate communication have been the most popular ones in organizational communication. While communication experts and scholars have put a lot of emphasis on dimensions of organizational communication, public relations researchers on the other hand have focused on the roles of two types of communication in public relations activities which include symmetrical and asymmetrical communications. It is reviewed in a number of studies designed to develop instruments to audit the effectiveness of organizational communication (Harter, et al. 2013).

Organizational communication can take vertical, horizontal or lateral form. Previously, organizations laid more emphasis on vertical form of communication which occurs between positions as compared to the lateral communication. Persons in the organization hierarchy can be downward or upward communication flows. The most popular form in most organizations is the downward communication than upward communication. Top managers in organizations prefer the downward communication as they communicate directly to their immediate supervisors who in turn communicate to their staff. According to Okafor, & Malizu (2015), communicating orally, and then following up in writing is the most tried and true rule of effective downward communication

Myers (2016) found out that increasing the power of supervisors by communicating directly to them and have them give input decisions increased both satisfaction and performance among employees. It is therefore prudent that supervisors are informed about organizational issues and changes before the employees or other staff so that they communicate such information to the staff to reinforce their position and power. It is believed that when a supervisor is thought to have power, then it follows that employees have greater trust in them and are likely to be convinced and believe in the information communicated by such supervisors.

Downward communication in organizations is also known as asymmetrical communication and is designed to control the behavior of employees in ways that best suits management. Such a system is typical in mechanical type of organizations with authoritarian cultures. It is characteristic for giving orders, broadening of ideas and communicational knowledge. It takes up a lot of time, but its most common problem is the loss or denying of information on the path through the chain of command. However, for correct and full information to be transmitted a backward connection has to be created to deal with misunderstanding of the directions that often occur when such communication style is applied in organizations. Despite that it remains the most popular among members of dominant coalitions who strive to increase their power and to control others rather than to empower employees throughout the organization.

Interestingly, very little information is given about upward communication that is also known as symmetrical communication. This incorporates listening, dialogue, negotiation and conflict management rather than through manipulation, persuasion, and giving of orders. Here, information flows from the sub-ordinates or lower level management upward to the superiors or top managers as is often used when sending information associated with suggestions and proposals systems, employees' opinions, work insights, attitude and grievances of employees. One devastating finding is that 'employee satisfaction with this type of communication tends to be lower than their satisfaction with downward communication. Low levels of satisfaction are witnessed with the organization strategies commonly used to enhance upward communication, employee surveys, suggestion programmes, employee grievance programmes and employees participation programmes such as quality circles and team meetings (Baker, 2002).

According to Ulmer, Sellnow, & Seeger, (2017), absence of leadership, uncertain managerial style and incomprehension of employees' anxiety for information is the cause for problems in internal organizational communication. In addition, the role of informal communication and 'grapevine' cannot be underestimated since its influence on organization's operations is so big to an extent it can be a threat to an organization if not properly tamed.

Lateral communication is whereby individuals who do not stand in the hierarchical relation to one another undertake the communication process. Recently, trends have demanded that organizations enhance the importance of lateral communication but it still lags behind. Baker, (2002) established that there are high levels of satisfaction (85 percent) with lateral communication common among human resource managers. Lateral communication is less problematic and fosters teamwork among workers in an organization.

Horizontal communication occurs among people of the same status within a department or among different working units, whereas the diagonal communication takes place among people of the different status who are not formally connected in the organizational communication system. In fact Baker describes diagonal communication as the communication between managers and workers located in different functional divisions.

However, despite the important role continuously played by vertical and horizontal communication flow of information in organizations; they have been unable to capture the new communication expectations and flows in most modern organizations. With the emergence and rise of both internal and external oriented networks, communication movements can no longer be restricted to one style of communication i.e. vertical, horizontal or diagonal directions. Therefore, as organizations increase the range and centrality of their interactions with customers, suppliers and the public, it even becomes more important with preparing and managing the communication competencies and resources of the organization.

Flynn, & Faulk, (2008) notes that listening continues to be one of the most desired employee skills at all levels in all types of organizations despite the nature of both work and the workplace having changed drastically in recent years. Fear of victimizations or reprisal is cited as some of

the employee-based reasons as to why upward communication is viewed to be ineffective since many people are afraid of being seen to be speaking their minds, filters of employees ideas and concerns as they are transmitted upward and the perception by managers that they don't have time to listen to the employees.

Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). This is important as positive attitudes to change are vital in successful change programs (Kotter, 1996), as resistance to change is one of the biggest barriers to overcome. Meaningful communication requires a degree of 'cognitive organizational reorientation' (Van Vuuren & Elving, 2008) i.e. comprehension and appreciation of the proposed change. Elving & Hansma (2008) carried out interview research between management and employees during organizational change.

The most important conclusion drawn was that the success of the dissemination and adaptation of organizational change significantly depend upon communicative and informative skills of managers at all levels. Although leaders appear to be aware of fast change within organization, communicating that change is difficult (Bolden & Gosling, 2006). Bennebroek-Gravenhorst et al. (2006) found that along with the role of management on the contribution of the workforce to the impending change, distribution of information and actual communication regarding the need for the change and the objectives of the modification in business organization are also critical.

Elving & Hansma (2008) proposed a conceptual framework to study communication in organizations experiencing change. Six propositions were developed that all simultaneously influence readiness for change. The level of readiness in this framework indicates the degree of effectiveness of change. The first proposition stated that low level of resistance to change or high level of readiness for the change is an indicator for effective organizational change. The second proposition stated that communication needs to inform the organizational members about the change and how that change will alter the individual's work.

The third proposition advocated that communication should be used to create a community which will increase commitment, trust, and identification with the organization and management. The next proposal looked at uncertainty in that high levels of uncertainty will have a negative effect on readiness to change. The fifth proposition focused on the effect of downsizing creating loss of jobs and feelings of job insecurity affecting readiness to change. The last proposition was related to fourth and fifth propositions which stated that communication will show impact on feelings of uncertainty and job insecurity.

Appropriate communications provide employees with feedback and reinforcement during the change which enables them to make better decisions and prepares them for the advantages and disadvantages of change. Employee Participation increases workers' input into decisions that affect their well-being and organizational performance (Glew et al., 1995). A growing body of research suggests that employee involvement has a positive impact on change implementation and productivity (Sims, 2002). Specifically, relinquishing control and allowing employees to make decisions yields constructive results (Risher, 2003).

Information is not only a pre-requisite to the ability of influencing the outcomes (Terry & Jimmieson, 1999), but knowledge about the motives for change also facilitates reducing uncertainty and creating readiness for change. Effective change communication can be viewed as a way to manage uncertainty (DiFonzo & Bordia, 1998). Uncertainty of employees during change processes will reflect on the implications for the individual employee, or the environment that employee is doing his or her work in. It comes with questions like "will I still have a job after this change", "will I still have the same co-workers after the change", and "can I still do perform my tasks on the same way I used to do them". In this sense feelings of uncertainty are about the process of the change, the personal and social consequences of the change.

Chia (2005) affirmed that "trust and commitment are byproducts of processes and policies which are designed to make the relationship satisfactory for both parties, such as open, appropriate, clear and timely communication" (p. 7). Trust can be conveyed through effective communication (Mishra & Mishra, 2005) via openness and concern. Communication practices within an organization are expected to have an important influence on the degree to which employees trust

their managers and the organization's top echelon, as well as their commitment to the organization.

Communication must address the information of employees, the management of changes and the motivation of employees (Dolphin, 2005). Excellent organizational communication means that everyone in the organization, at all levels, understands the need for change, what the changes are and how they will affect the business and each individual's work. Organizational communication scholars have shown that the adequacy of information provided by the organization has also contributed to an employees' job satisfaction which encourages and motivates the staff to behave in a positive manner. It has been shown that predictors of motivation include job satisfaction, perceived equity and organizational commitment (Schnake, 2007). Motivation is either positively or negatively influenced by the experience an employee has inside a given work environment and with leaders (Gilley et al., 2009). Powerful motivations promote strong efforts to complete the action in spite of huge difficulties.

In a nutshell, the literature has shown that organizational communication plays a crucial role during the management in the business organizations and is essential for any successful change management. Employees are the major sources to bring about any meaningful change in organizations. Therefore, to encourage employees for desired change, organizations must address the anxieties and issues related with them. Job insecurity and uncertainty should be decreased and a sense of community should be created so that employees may feel their responsibilities. The need for change and its advantages will motivate the staff to participate in change plan and execute it. As a result, excellent communication means that everyone in the organization, at all levels, understands the need for whatever kind of decision or change occasioned, what the changes are and how they will affect the business and each individual's work.

2.9 Research Gap

The role of organization communication and how it affects governance has been tackled by researchers as indicated by the empirical review of this study. However, past studies tend to focus more on academic and corporate institutions and organizations rather than county governments such as in the case of a study on 'Effects of Internal Communication on Employee

Performance: A Case Study of Kenya Power and Lighting Company, South Nyanza Region, Kenya' (Atambo & Momanyi, 2016). A similar scenario where past studies emphasized much on institutions rather than counties was reflected in the study on the knowledge management and performance of commercial banks in Kenya. The main objective was to determine how enhancement of effective service delivery in organizational performance is affected by the relationship between internal organization management and knowledge management. Kangogo, (2015), established that the state of internal organization communication on enhancement of effective service delivery is still at the infancy level.

Therefore, the researcher recommends a further research to be done on the effect of organizational communication on devolved governance in Kenya which this study intends to address. This is because there is very scanty documented information or literature on running and management of county governments and more specifically locally here in Kenya. This warrants further studies to help gain more insights into the strategies county governments employs in the management of organizational communication to ensure positive and good performance. This formed a curious case of study since the county government form of administrative structure in Kenya came into force starting the year 2013 when the Jubilee government came into power as the first office bearers to implement the new constitution's policies and provisions after the August 2010 promulgation of the country's new constitution (Constitution of Kenya, 2010).

According to the Constitution of Kenya (2010), Kisii County is among the 47 devolved units created under Article 11 of Constitution of Kenya 2010 and it shares common borders with Nyamira County to the North East, Narok County to the South and Homabay and Migori Counties to the West. This will help the researcher in unearthing the existing gaps. The county lies between latitude 0 30'and 1 0'South and longitude 34 38'and 35 0'East. The county covers a total area of 1,332.7 km square and is divided into nine constituencies namely: Kitutu Chache North, Kitutu Chache South, Nyaribari Masaba, Nyaribari Chache, Bomachoge Borabu, Bomachoge Chache, Bobasi, South Mugirango and Bonchari. It has 9 sub-counties and 45 Wards respectively. The county's total population is projected at 1,226,873.

Population distribution in the county is influenced by such factors as physical, historical, patterns of economic development and policies pertaining to land settlement. The county is characterized by a hilly topography with several ridges and valleys and relies more on agricultural activities (www.kenyampya.com, 2012)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the research methodology that was used to achieve the above stated objectives of the study. It outlined research design, target population, sampling design, data collection method and research procedures, validity and reliability and data analysis techniques that were used in the study. The discussion of the study methodology was organized around a review of the study participants, a review of the preliminary participant interviews, a review of the survey questionnaire, a review of the procedures for data collection, and a review of the data analysis.

3.2 Research Design

A research design is a framework for conducting the business research project. It details the procedures necessary for obtaining the information needed to structure or solve business research problems. It is a well laid down plan that lists the strategies that the researcher uses to develop accurate, objective and interpretative information. This study adopted the descriptive research design because of its specific nature and the fact that it facilitates a general understanding and interpretation of the problem.

It provided information regarding the state of the phenomenon to describe what existed with respect to variables or conditions in a situation. According to Mitchell & Jolley (2012), accurate descriptions played a key role in social policy reforms by helping students and other researchers go beyond simply memorizing terms to develop a true understanding of research design. The purpose of the study was to investigate a certain aspect intensively and comprehensively so that one could get the background aspect and the current status.

By showing the existence of social problems, competent descriptions could challenge accepted assumptions about the way things were and could provoke action. Good description provokes the 'why' questions of explanatory research. The issues in this study being the effect of organizational communication on devolved governance in Kisii County was thus aimed at addressing the essential questions in the research such as why, who, when, what, and how the

phenomenon affected good governance. The study sought to describe a situation through the study of variable relationships. In descriptive research, the problem was ‘structure and how well it could be understood’ (Kothari, 2004: 15). The major purpose of descriptive was to provide information on characteristics of a population or phenomenon.

3.3 Area of Study/Location

The location of the research was limited to the county headquarters at the former Municipal building along Kisii-Daraja Mbili road. The researcher chose Kisii County as a case study owing to its being found within the industry of my research topic which is organizational communication in county governments.

3.4 Population

The target population is a complete set of individuals, cases or object with some common characteristics to which researchers want to generalize the results of the study (Mugenda, 2008). Therefore, the target population is the entire aggregation of respondents that meet the designated set of criteria. The target population in this study was Kisii County Executive with a staff population of 620 employees including top, middle and lower level management according to data obtained from the county government statistical records.

3.5 Sample and Sampling Techniques

A sample is ‘a subset of the target population’ (Saunders, 2011: 51). It is also referred to as a sub-section of the population which is selected to participate in a study. A sample can be used to derive inferences about the population if appropriate sample size and sampling techniques are used.

A sample size is the number of units of observation that the researcher intends to collect information from. To get the sample size in this study, the researcher applied the formula proposed by Singh, & Masuku, M. B. (2014) since it is simple to use, and it is scientific and can be used in cases of large populations despite there being other various formulas that have been proposed for sample size determinations. Thus, to come up with the sample size from 620

employees which was the target population in Kisii County Executive, the study specified a 10 percent error. The following formula was used to find the sample size in the study:

$$n = \frac{N}{1 + (N * e^2)} \text{ Where:}$$

n= sample size

N = Number of employees

e = Tolerance at desired level of confidence; probability level of $\alpha = 0.1$

How the formula is used is as shown below:

$$n = \frac{620}{1 + (620 * (0.1 * 0.1))}$$

$$n = \frac{620}{1 + (620 * 0.01)}$$

$$n = \frac{620}{1 + 6.2}$$

$$n = \frac{620}{7.2}$$

$$n = 86$$

The distribution of the sample across the categories was done using the formula

Number of individuals x the sample size

Total Population

In order to carry out a scientific study, every 7th employee on the list was selected as a respondent until the desired 7th respondent in Kisii County Executive category was achieved and this gave a total of 86 respondents from the sample.

Category	Population	Sample size
Top level Management	30	4
Middle level Management	122	17
Lower level Management	468	65
Total	620	86

Table 1: Population and Sample Distribution

Sampling involves a process of selecting a sub-section of a population that represents the entire population in order to obtain information regarding the phenomenon of interest. The study adopted a stratified random sampling technique which involves the division of the population into smaller groups known as strata. The strata in this case were the three levels of management i.e. top, middle and lower level at the Kisii County Executive.

In stratified random sampling, the strata were formed based on members shared attributes and characteristics. A random sample from each stratum was thus taken in number proportional to the stratum's size when compared to the population. These sub-sets of the strata were then pooled to form a random sample.

3.6 Research Instruments

Data collection is defined as a systemic way of gathering information which is relevant to the research purpose or questions. The study's primary data was largely quantitative and descriptive in nature. Questionnaires were chosen and designed to elicit information that could be obtained through the written responses of the subjects. It consisted of a series of questions and other prompts for the purpose of gathering information from respondents.

This is because questionnaires are mainly used to obtain important information about the population and they were suitable for studies which mainly obtained that which was not directly observable as they inquired more on the feelings, motivation, attitudes, accomplishments as well as experiences of individuals. They had an added advantage of being less costly and consumed less time as instruments of data collection. The questionnaire was semi-structured in nature, with both open and close-ended questions. While the close-ended questions guided the respondents' answers within the choices given, the open-ended ones were helpful in gathering more detailed responses especially in cases where the researcher had no pre-determined options. An observation method was also included in the study to complement the questionnaire as a data collection tool and method.

3.7 Data Collection procedures, methods of data analysis, and ethical considerations

The researcher administered questionnaires to relevant respondents in an effort to obtain the necessary information. The questionnaires were administered through a drop and pick later method because of the busy schedule of the target respondents. This reduced the level of interference with the daily activities and operations of the organization.

The observation method employed was participant observation where the researcher observed employees' behaviours and systematically records the results of those observations. This is

because the method “combines participation in the lives of the people being studied with maintenance of a professional distance that allows adequate observation and recording of data” (Fetterman, 1998, pp. 34-35). Observations were guided by research questions. Therefore, the observations were conscious and planned. However, they differed from everyday observations of behaviours which were often casual, selective and inaccurate.

3.8 Validity and Reliability, Piloting

3.8.1 Validity

The researcher mostly focused on content validity which refers to the accuracy with which an instrument measures the factors under study. Therefore content validity was concerned with how accurately the questions asked tended to elicit the information sought concerning organizational communication with regard to county government performance and service delivery. Questions were based on information obtained during the literature review to ensure that they were representative of what county employees should know about organizational communication, its nature, use, importance and effects.

All the questionnaires were personally distributed to the subjects under study by the researcher. Statistical conclusion on validity will be enhanced by the use of adequate sampling procedures, appropriate statistical tests, and reliable measurement procedures Neuman, (2016). In order to enhance constructive validity, external experts in the area of study will be asked to give their opinion on the instrument so as to judge the appropriateness. The expert opinion was sort out and confirmed that the content depth and breadth is suitable for the study. Organizational validity on control of extraneous variables is addressed by making the question simple, straight forward and free from ambiguity.

3.8.2 Reliability

There was need to ascertain the reliability of the tools which were used to collect data so that the research findings would be reliable. This is because reliability measures accuracy and precision of an instrument to a specified degree of consistency. The instrument should yield similar results if used on a similar group of respondents in a similar context by other researchers. The instrument should avoid ambiguity and leading questions by phrasing

questions accurately and clearly to ensure reliability of the tool. However, the tools/instruments should all be tested first before doing the actual research. Clarke & Cossette (2016) defines validity as the degree or extent to which a research instrument measures what it is supposed to measure.

3.8.3 Pilot Study

A pilot study is a trial run of the major study. Its aim is to check the time taken to complete the questionnaire, whether it is too long or too short, too easy or too difficult and helps to check the clarity of the questionnaire items, and to eliminate ambiguities or difficulties in wording. According to Kothari, (2004), ‘Pre-testing enables the researcher to modify and remove ambiguous items on instruments’ which enables establishment of the content validity and reliability of the questionnaire and interview schedule to be used in the study.

Reliability is the stability or consistency of scores over time while validity refers to the extent to which an instrument truly measures what it is intended to measure or how truthful the research instruments are (Golafshani, 2013: 137). A pilot sample should be 10% of the sample projected for the study. In order to check and improve reliability and validity, a pilot study was undertaken on 8 respondents for the study. These helped in appraising the data collection instrument and also ensure that the research instrument states clearly its intended findings and has the same meaning to all respondents.

For the researcher to ensure reliability in this study, a pilot study was done to Kisii County Executive employees before the actual study was undertaken. The main purpose of the pilot study was to check on content validity, language, clarity of the instruments and the relevancy of the information needed by the researcher.

3.9 Ethical Considerations

When conducting research, honesty and integrity apart from expertise and diligence are a prerequisite in order to recognize and protect the rights of human subjects. The rights to self-determination, anonymity, confidentiality and informed consent were observed to ensure the study was ethical. Written permission to undertake the research study was obtained from the

School of Information Communication and Media Studies while formal permission was granted by the Kisii County Government. The researcher further obtained consent from the subjects under study before allowing them to answer the questionnaires.

This was done to avoid forcing someone into participating in the study but rather voluntarily agree or decline based on reasons well known to him or her after getting essential information about the study. The researcher was also under obligation to ensure trustworthiness prevails and anonymity to information sources (respondents) as a way of protecting them from any possible victimization and intimidation from any quarter more specifically the county government executive management team that might feel offended in the event negative information is shared with the researcher in the course of the study.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presented and analyzed the findings of the study as set out in the research methodology. The study findings were presented to establish the effect of organizational communication on devolved governance: A case of Kisii County. The data was gathered exclusively from the questionnaire as the research instrument. The study was also endeavored to test a correlation between communication and job satisfaction by analyzing the significance of different dimensions of communication satisfaction with a view that satisfaction is multifaceted. The questionnaire was designed in line with the objectives of the study.

4.2 Data Presentation

The following research questions were analyzed to determine how communication affected job performance and satisfaction among staff members which in turn affected the level of governance in the county. The research questions addressed each dimensions of communication separately as well as the total score of communication effect and staff satisfaction dimensions. The following research questions were used as guidelines in discussing the findings of the study.

- i. How does an organizational communication channel affect devolved governance in Kisii County?
- ii. What is the effect of employee communication skills on devolved governance in Kisii County?
- iii. What is the effect of organizational communication structure on devolved governance in Kisii County?

4.2.1 Response Rate

A total of 86 questionnaires were distributed to employees across the three levels of management i.e. top, middle and lower level. Out of this, 60 questionnaires were returned which translated to 69.77% response rate as shown in Table 2 below:

	Questionnaires administered	Questionnaires filled & Returned	Percentage
Respondents	86	60	69.77%

Table 2: Respondents' response Rate

This, according to Babbie (2010), a response rate of 60% is good, while 70% is considered very good and 50% thought to be adequate for analysis and reporting from manual surveys. This is because the benchmark response rate is usually set at 50% which is regarded as desirable. Hennink, Hutter, & Bailey, (2010) sets the adequacy bar at 75% and argues that the larger the response rate, the smaller the non-response error. The response rate was therefore adequate for the study to make relevant conclusions based on the responses. This reasonable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires.

4.2.2 Gender

The research sought to establish the gender distribution of the respondents and the findings were as indicated in table 3 below:

Gender	Frequency	Percentage
Male	30	50%
Female	18	30%
Did not Respond	12	20%
Total	60	100

Table 3: Respondents' Gender

From the results, both male and female respondents participated in the study and the results showed that 50% were male, 30% were female and 20% of the respondents did not indicate their gender. The results indicated that the two genders were adequately represented in the study since there was none which was more than the two-thirds. This means the study findings met the threshold after attaining the required gender representation.

4.2.3 Age of Respondents

The study undertook to establish the ages of respondents who participated in the study as recorded in table 4 below:

Age (years)	Frequency	Percentage
20 – 25	6	10%
26-30	12	20%
31-40	24	40%
41-50	12	20%
+50	6	10%
Total	60	100

Table 4: Age of Respondents

From the findings, 10% of those who filled the questionnaires were aged between 20 - 25years, 20% were between 26 - 30 years, 40% were aged between 31 - 40 years, 20% were aged between 41 - 50 years and 10% were aged 50 years and above. The findings were in agreement with those of Gannon, T. N. (2011) who established that there are two natural age peaks of the late 20s and mid 40s who are productive in organizations. The two peaks fall in both the two age brackets used in this study. Again, this shows that those who were interviewed were adults who were capable of making independent judgments and the results of a research process involving them was deemed to be valid and reliable.

Communication whether group, mediated, interpersonal, or other, will remain at the center of how we view, interact with, and relate to those of different ages at work despite the continuous pace of technological change that will surely transform many aspects of tomorrow's organizations. Therefore, the more we can understand how individuals of different generations communicate and perceive their communication with each other, the better placed we are to craft solutions for the cross-generational organizational communication challenges and opportunities of now and of the future.

According to the findings, it was established that the workplace, by its very nature, was rich with intergroup dynamics, with age in-group and out-group distinctions being but just one of the

many intergroup characterizations. For instance, the social categories such as rank, gender, ethnicity, teams, and age were termed as influential factors to communication between organizational members and their identity formation processes. Therefore, it is likely that age created a feeling of organizational commitment depending on both experience and the conservative attitude it produced in the structure of the organization’s communication process. This was well demonstrated in table 4 where a majority of respondents (40%) were aged between 31- 40 years of age. This then clearly indicated that age had an influential impact on organizational communication as a result of the responses that were gathered from the questionnaires responded from this age group.

Respondents aged 20 years and below and those aged 50 years and above returned the lowest response i.e. 6 respondents each representing 10% due to what was believed to be age stereotypes in society where the elderly people (employees) being considered to be eccentric, weak, feeble-minded, irritable, and cognitively deficient (poorer memory skills) while the young employees aged below 20 years being thought of lacking interest in participating in research activities due to their lack of competence in the field.

4.2.4 Length of Service

The study determined the length of service held by the respondents in order to ascertain the extent to which their responses could be relied upon to make conclusions on the study problem using their working experience as shown in table 5 below:

Length of Service	Frequency	Percentage
Less than 2 years	15	26%
2 - 5 years	28	45%
6 - 10 years	15	25%
Above 10 years	2	4%
Total	60	100

Table 5: Length of Service

Majority (45%) of the respondents comprised of employees whose length of service was between 2 – 5 years since the inception of county government administrative units in Kenya in 2013 after the new constitution was promulgated in August 2010. This meant that being a source of information regarding the research topic was highly reliable and could form a better foundation on which future management within the count will heavily base their bench-marking activities on with a view to making any meaningful development and re-adjustments for better customer service delivery.

This was closely followed by employees with less than 2 years of service with 26% response. Despite this category of employees posting the second highest response rate, their stay at the county government was less than 2 years thus didn't have much experience on how organizational communication worked. However, that doesn't completely rule them out of being in possession of vital information on how the operations were conducted. At 25% was a group of employees with a working experience of 6 - 10 years and 4% had a working experience of 10 years and above.

These two groups were of greater interest because the birth of Kisii county government found them already working in the municipal council that was later transformed into a county government hence the reason as to why they had more working experience than the overall number of years the county government has been in existence. It was revealed that the length of service had a direct impact on the level of understanding of organizational communication and operations of the county.

It took new employees longer time to understand how the county operated in terms of organizational structural communication from the top management to the lower cadres and vice versa compared to old employees who have been into the system for quite some time. These findings were in line with the assertions by Karangi, & Mwangangi, (2017) who noted that respondents with a high working experience assist in providing reliable data on the study problem since they have technical experience on the problem being investigated by the study.

4.2.5 Level of Education

The study further set out to find the respondents' level of education in order to ascertain if they were well equipped with the necessary knowledge and skills to aid the county in working towards achieving its established goals and objectives as indicated in table 6 below:

Level of Education	Frequency	Percentage
Diploma	22	38%
Degree	24	40%
Masters	10	15%
PhD	4	7%
Total	60	100

Table 6: Level of Education

From the study findings, majority (40%) of the respondents with a frequency of 24 indicated that they had university first degree, followed by a frequency of 22 which translated into 38% indicating they had diploma while a frequency of 10 representing 15% indicated that they had Master's degree and finally 7% of the respondents with a frequency of 4 said they had doctorate qualifications.

Drawing judgment from the above findings, it was very clear that all the respondents had the necessary level of education and understanding which according to experts impacts on employees' communication and motivation. Research revealed that highly educated employees were more motivated by intrinsic rewards than the less educated people who had a higher preference for extrinsic rewards. This means that there existed a relationship between communication, level of education, and motivation which consequently affected the level of performance within the county government.

This group of employees understood the organizational communication process within the county well and could provide relevant information that could help the research draw her conclusions and recommendations based on reliable data and in case of any substantiation they

were in a position to validate and prove that because of their level of education and ability to access, retrieve, synthesize and share information.

4.3 Organizational Communication Channels

The study assessed the effect of communication channels on devolved governance in Kisii County as presented in table 7 below:

Description	No.	Mean	Std
Print channels	44	3.754	.234
Electronic channels	38	3.134	.233
Face-to-face channels	46	3.898	.431
Social Media channels	44	2.212	.169
Effectiveness of the Media used	41	3.901	.832

Table 7: Channels of Communication

The findings' statements were presented on a five point Like-type scale where 5 = Very Great Extent, 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent. The scores of Very Great Extent and Great Extent were perceived to be equivalent to a mean score of 3.5 to 5.0 respectively. The score of Moderate Extent represented a statement equivalent to a mean score 2.6 to 3.4. The score of Small Extent and Very Small Extent represented an equivalent mean score of 1.0 to 2.5 respectively. Using the mean score rating, the findings were presented in a chart form as shown in figure 2 below:

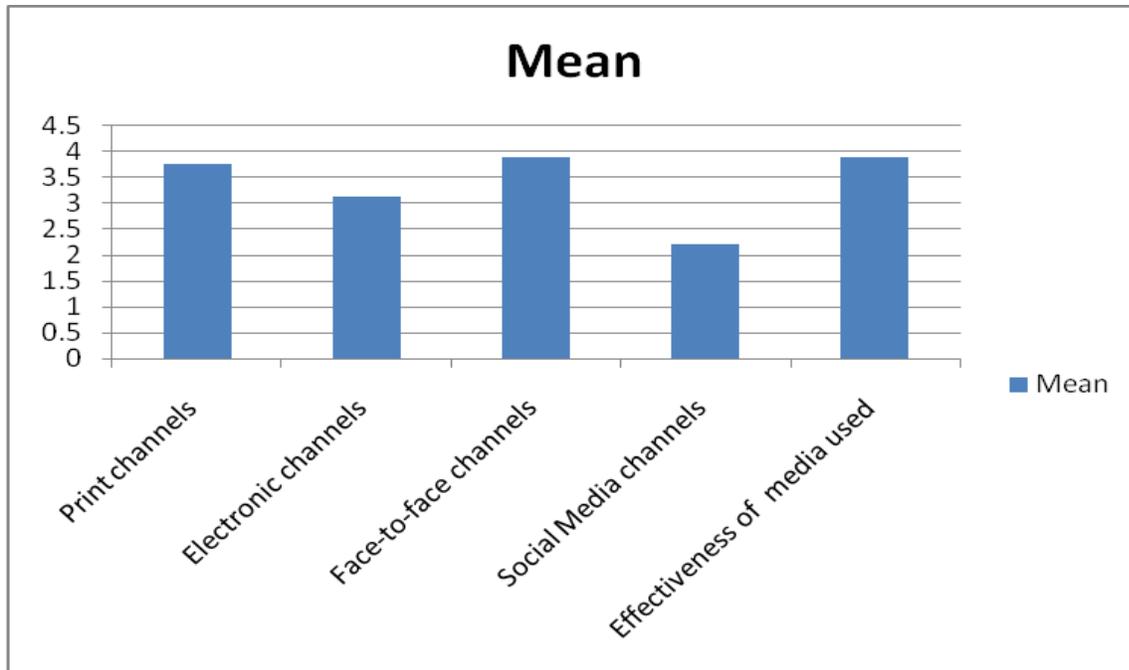


Figure 2: Communication Channels

Despite modern media being more effective in changing the knowledge by creating multiple communication possibilities for organizations and stakeholders, the research established that majority of the respondents concurred that face-to-face with a mean of 3.898 and print channels means of communication with a mean of 3.754 were used to a very greater extent compared to other channels of communication at the organization while relaying and conveying messages and information between the management and its employees.

This was followed by electronic channels to a moderate extent which registered a mean of 3.134 while Social Media which represents modern means of communication that is faster and more reliable than the traditional ones came in last with a mean of 2.212 as it was utilized to a very smaller extent. It was also demonstrated from the findings that media was effectively used in the county following a return response of 41 with a mean of 3.901 which indicated to be on a very great extent.

However, looking at figure 2 above, the researcher concluded that following the results obtained in the study, it was realized that integrating traditional into modern communication channels was not negotiable and could have a positive effect on motivating employees thus creating a

possibility of enhancing the desired level of satisfaction on employees. This is so because when you fuse face-to-face, print media (memos, letters, etc.) which are important with media such as social media, E-mails, blogging, they enhance communication in organizations hence spurring organization growth and development.

4.4 Employee Communication Skills

The study sought to assess the influence of employee communication aspects on devolved governance in the study area as presented in table 8 below:

Description	No.	Mean	Std
Employ listening skills	40	3.078	0.234
Express courtesy when communicated to	42	3.634	0.233
Level of feedback mechanisms	48	2.768	0.431
Level of training on effective communication	45	2.492	0.169
Sensitization on social media aspects	39	3.751	0.832

Table 8: Employee Communication Skills

This section presented findings to statements posed in this regard with responses given on a five-point like scale where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent. Table 4.7 presented the findings with the scores of ‘Very Great Extent’ and ‘Great Extent’ being taken to represent a statement equivalent to a mean score of 3.5 to 5.0 (Great Extent).

The score of ‘Moderate Extent’ were taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of ‘Small Extent’ and ‘Very Small Extent’ were taken to represent a statement equivalent to a mean score of 1.0 to 2.5 (Small extent).

The data in Table 8 was however presented in a clustered column to compare values across categories by using vertical rectangles as shown in figure 3 below to give a better understanding by demonstrating it graphically using the mean score rating as described in the likert-scale:

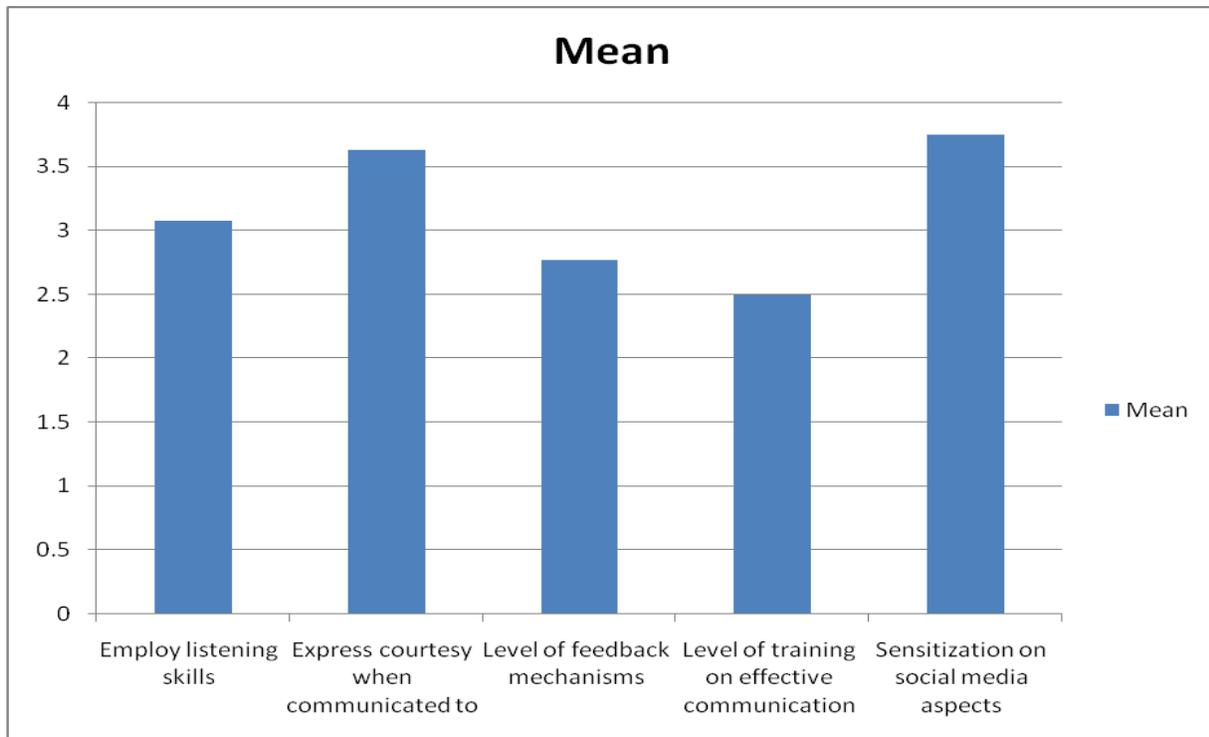


Figure 3: Employee communication skills

From the findings, respondents indicated that employees employed listening skills to a moderate extent i.e. with a mean of 3.078 when communicating. This depicted an employee force that doesn't really value listening as an important component in an organizational communication process. However, it important to note that listening is vital to effective working relationships among employees and between management and staff.

Listening skills highly impact on an organization's interaction with customers and other businesses. Therefore, to improve on listening skills, employees ought to give the other person their full attention and maintain eye contact. When they are done speaking, rephrase their

remarks and ask whether you understand them correctly. Continue to ask questions to gain a better understanding of their statements.

The respondents further indicated that to a very great extent, they expressed courtesy when being communicated to while handling clients at a return response of 3.634 mean. The level of feedback mechanisms received a 2.768 mean rating signifying a moderate extent in its application in the communication structure within the organization. This means that the county government's top management did not emphasize and engage so much on feedback mechanisms as a component in the communication process. However, the respondents acknowledged efforts by the county governments to offer necessary feedback on various issues that the residents and other clients wanted clarified or addressed. Going forward, the respondents felt it was important for the county administrators and executive managers to put more emphasis on enhancing the feedback mechanism so as to facilitate more transparency that aids in promoting a unit workforce within the organization for better service delivery.

From the findings, it was also established that the level of training on effective communication posted the least rating with a mean of 2.492 that corresponded with a very small extent on the likert survey scale. This implied that the management did not invest much in capacity building on employees' communication knowledge and skills which is deemed as the engine in the organizations' management. From these revelations, it was quite obvious that the county government cared less about improving the quality of employees' skills in the communication process within the organization to warrant effective and smooth sharing and exchange of ideas, opinions, suggestions and other important information.

Training and Development has a direct relationship with effectiveness of the devolution of counties in Kenya. When the county Executive and Assembly are well trained and thoroughly developed they will deliver the agenda of their respective county governments and hence the reason why this kind of relationship exists.

Interestingly, it was pleasing to learn that the county government was highly involved in sensitization of social media aspects as a means of communication within the organization with a mean of 3.751 which put it in a range of very great extent on a likert scale in its application by

employees through awareness creation by the top management. This was due to the nature of social media tools which allows multiple communications to take place at any one given time thus saving on time and resources.

4.5 Organisational Communication Structure

The study sought to assess the influence of organizational communication structure on devolved governance in the study area as presented in table 9 below:

Description	No.	Mean	Std
Level of Asymmetrical (Downward) communication	38	3.528	1.5
Level of Symmetrical (Upward) communication	44	2.371	0.5
Level of Lateral (horizontal) communication	48	3.999	0.6
Information flow between the top, middle, and lower level management	50	3.527	0.3

Table 9: Organizational Communication Structure

This section presented findings to statements posed in this regard with responses given on a five-point likert scale where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent. The findings were presented in both and chart formats. The scores of ‘Very Great Extent’ and ‘Great Extent’ were taken to represent a statement highly agreed upon which was equivalent to a mean score of 3.5 to 5.0. The score of ‘Moderate Extent’ was taken to represent a statement agreed upon moderately which was equivalent to a mean score of 2.6 to 3.4.

The score of ‘Small Extent’ and ‘Very Small Extent’ were taken to represent a statement agreed upon on a minimal scale equivalent to a mean score of 1.0 to 2.5. These findings were illustrated in form of a column chart using the mean score as shown in figure 4 below:

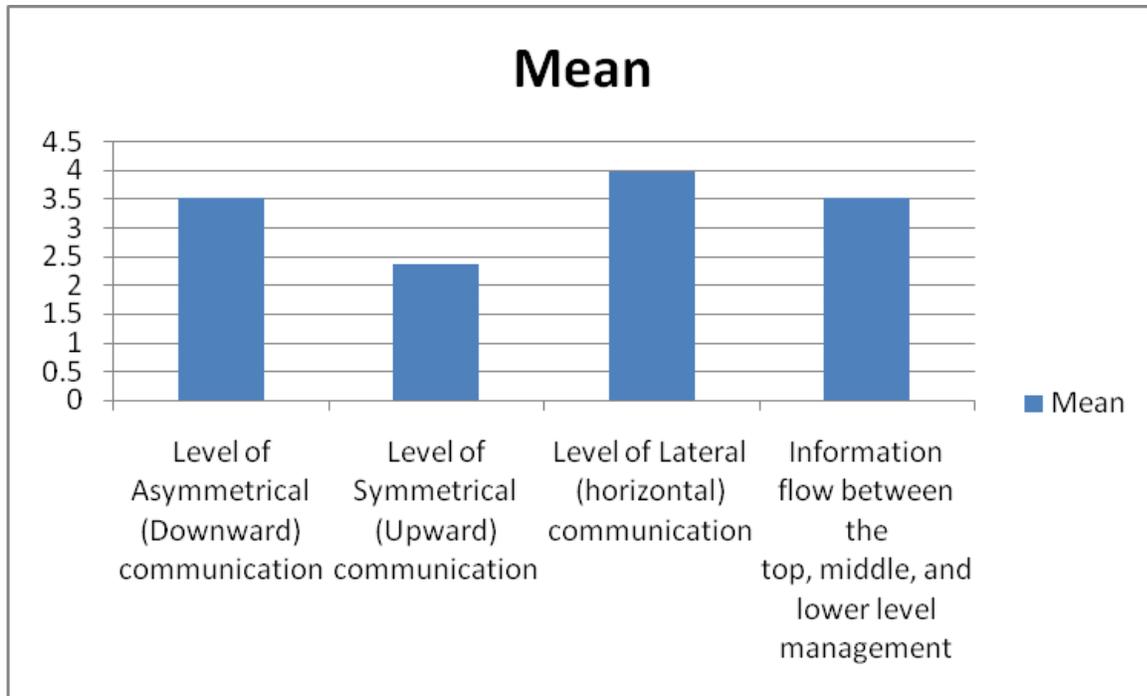


Figure 4: Communication dimension

The results of the respondents as shown in the table above indicated that to a great extent with a return response of 3.528 mean score, the county government employed the use of Asymmetrical (Downward) communication dimension in the management and running of their functions and operations. The employees therefore did not agree to its application in the organization's operations as the main means of communication. As much as the dimension did not give room for feedback and input in departmental decisions, process, and procedures from the lower levels, the county government felt it was the best channel of communication to its employees at the lower cadre.

On the other hand, despite the Symmetrical or Upward communication channel being a system that allows the lower level employees to express their suggestions, attitude or opinion as input to upper level managers for consideration, it was the least (small extent) utilized form of channel with a mean of 2.371. However, the respondents in their own thinking felt that going forward; the communication channel should be adopted because it gives way for feedback from employees which can help improve the organization's development agenda since it allows participation hence boost morale among employees and motivate them to work more towards fulfillment of assigned tasks and targets.

The respondents further felt that the channel provided room for feedback hence lower level employees' reactions and opinions could be returned to the superiors for necessary action(s) before a final decision or position was taken on the matter. This to a greater extent could offer and facilitate collective decision making thus creating and enhancing harmony for a favourable environment where creativity and innovation of ideas could be supported.

According to feedback from the findings, lateral (horizontal) communication dimension was the most utilized channel in the organization (county) with a mean score of 3.999. Various levels of employees within the county made use of lateral communication channel to pass around and share information regarding the functions and activities of the organization. They cited the main reason being due to its increased cooperation and efficiencies between people and units across an organization. However, they felt that in some way, it limited them to their peers at the same rank and position and could end working as a substitute to upward and downward communication by the top management hence ignoring them and their grievances.

More so, the employees stated that the top management was likely not to understand issues facing them when strictly limited to lateral dimension of communication. There was a feeling of a possibility of experiencing information overload since there was less information filtering at this level to ensure only current and relevant information is retained or accessed. The respondents further felt that the system did not motivate employees at the lower level since organization members were unwilling to expend the additional effort that it required.

The respondents highly agreed with the notion that the county government management allowed free flow of information between the top, middle and lower levels of management within the organization. This was reflected in their response mean score of 3.527 as per the 5 point like scale where 3.5 to 5 points indicated to be highly agreed upon.

Communication is a necessary and important component in any organization to develop team, individual and organizational success. Effective two-way group and individual communication makes employees happier and creates higher job satisfaction; the manager will also find more satisfaction and be happier at work. Two-way communication is the tool that allows managers to

delegate more effectively, create strategies for enhanced departmental success, and more appropriately align the goals of the department to the goals of the organization. As managers communicate and listen more, they could find that increased communication improves their attitude and enhances the office culture.

The results of the survey support other research that shows employees who are informed and included in decision making enjoy greater job satisfaction, have a higher self-esteem, and feel valued at work. Enrollment Management supervisors that encourage employees to provide suggestions and opinions may experience an increase in employee job satisfaction and higher productivity; which, speaking as a supervisor, improves the manager’s attitude tremendously. The respondents felt that communication was provided with the opportunity to provide feedback and input in departmental decisions, process, and procedures.

4.6 Compliance aspects of Governance

In relation to the study, respondents were also asked to indicate the extent to which identified factors affected the devolved governance as regards compliance to some aspects of governance in the county government of Kisii. The findings were presented as shown in table 10 below:

Description	0%- 10%	11%- 20%	21%- 30%	31%- 40%	Over 50%	Mode
Compliance with communication regulations	1	3	11	17	69	5
Level of communication expenditure	3	3	14	26	49	4
Communication in relation to service delivery	1	3	3	34	60	5
Communication in relation to customer satisfaction	1	3	20	43	34	3
Transparency and accountability in the county government	1	3	23	34	40	3

Table 10: Compliance to governance aspects

Compliance is defined as the set of processes and structures the organization uses to ensure that employees and the organization as a whole conform and abide by the internal and external rules of conduct and regulations.

The data collected was from different indicators of the variables in devolved governance which was ordinal (nominal) categorical or variable. The data was therefore presented in frequency tables with the median derived from the respondents' response rate being used as the appropriate measure of the central tendency (modal class). The modal class took a rating scale of: 1 (10-19%) =Very small extent); 2 (20-29%) =Small extent); 3 (30-39%) =Moderate extent; 4 (40-49%) =Great extent and finally 5 (50-100%) =Very great extent. The results were presented both in table (Table 10) as shown above and column chart as shown below in subsequent sub-titles. The first indicator for the dependent variable required knowing what was the devolved governance level of compliance with the communication regulations?

However, each variable was discussed separately with a view of ensuring that each one of them is properly examined on how it impacted on the organization's communication process at the county before they combine together to yield a more profound effect on the entire system. This was meant to help the researcher with information about how each of the variables operated within the dependent variable by highlighting the strengths of their correlations.

4.6.1 Compliance with communication regulations

From the findings, it was found that 1% of the respondents felt the county government complied with communication regulations to an extent of 0%-10% while 3% respondents thought the county did slightly better with a compliance rate of 11-20% to communication regulations. However, 11% of the respondents had 21%-30% return rate on compliance by the organization, while 17% of the respondents felt the county complied with the regulations up to 31%-40%. The highest response rate of 69% by the respondents indicated that over 50% on compliance to communications regulations was achieved by their employer.

However, the respondents believed that there was room for improvement and were hopeful that the entire management team will ensure a better performance on the same in the future. This variable was illustrated in a column chart as shown in figure 5 below:

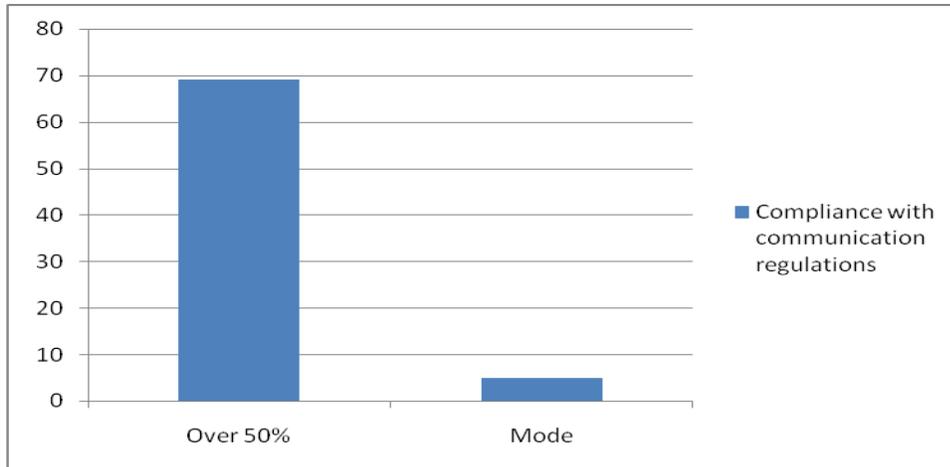


Figure 5: Compliance with communication regulations

The modal class was 5 with respondents who had over 50% compliance. This implied that an average level of compliance with communication regulations at the county was over 50% with a majority of the county government employees (69%) noting that compliance to communication rules and regulations supported the communication operations of the county government. This is because the flow of the workplace could be impacted negatively from time to time when workers violate the policies established by the organization and even if they do so with the best of intentions.

It is usually believed that when the organization’s entire team works towards the same goal and follow the same regulations, it is easier for it to fulfill the established goals and objectives. However, the respondents felt that when the organization understood truly why the rules were in place, it could be easier to communicate that urgency to its team of employees to help achieve the established goals as a united rather than a disjointed entity.

4.6.2 Level of communication expenditure

It was noted from the findings that, 3% of the respondents replied that there was 0%-10% compliance to expenditure as per the laid down regulations in the constitution while 3% indicated that the county government spent 11%-20% on communication expenditure. 14% of the respondents showed that there was 21%-30% on communication expenditure while 26% of the subjects interviewed returned 31%-40% response regarding the expenditure. Finally, of the

total target population reached, 49% of the respondents returned over 50% results on communication expenditure as an answer which is normally below the average mark that reflects the total possible attainment of the level of compliance despite the level of communication expenditure being over 50%. This derived a modal class of 4. The researcher illustrated this variable in a chart format as shown in figure 6 below:

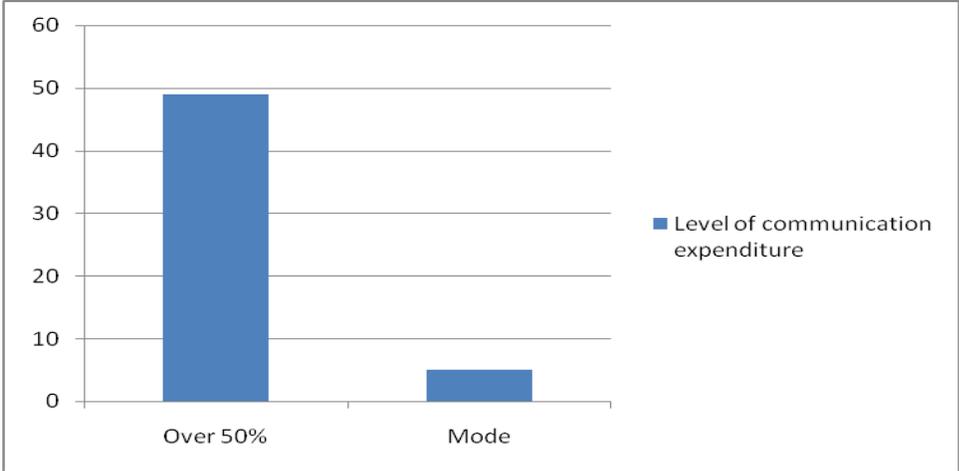


Figure 6: Level of Communication expenditure

From the statistics, the researcher established that 49% of the respondents which was the highest return results and is below average on the rate-scale believed that the county government’s expenditure on communication was over 50%. Despite respondents acknowledging that the county recognized the value and importance of communication in its administrative and organizational operations and functions as far as service delivery was concerned, they wanted the management to slightly increase the cost of expenditure on the organization’s communication systems to hit or even the 50% mark for effective service delivery.

4.6.3 Communication in relation to service delivery

From the study’s findings, 1% of the respondents’ indicated that communication as a component contributed 0%-10% to service delivery at the county implying that it did not play a major role in the county’s performance. 3% of the respondents said that communication helped improve service delivery up to 11% - 20% of the total county government’s performance rating.

This was a good sign for the county since some employees realized the significance role played by communication in service delivery. On the other hand, 3% felt that only 21%-30% of communication accounted for the county’s performance on service delivery. More so, 34% interviewees returned 31%-40% results of communication as the contributing and supporting factor to service delivery to the people of Kisii County and other stakeholders. This was presented in a chart form as shown below in figure 7:

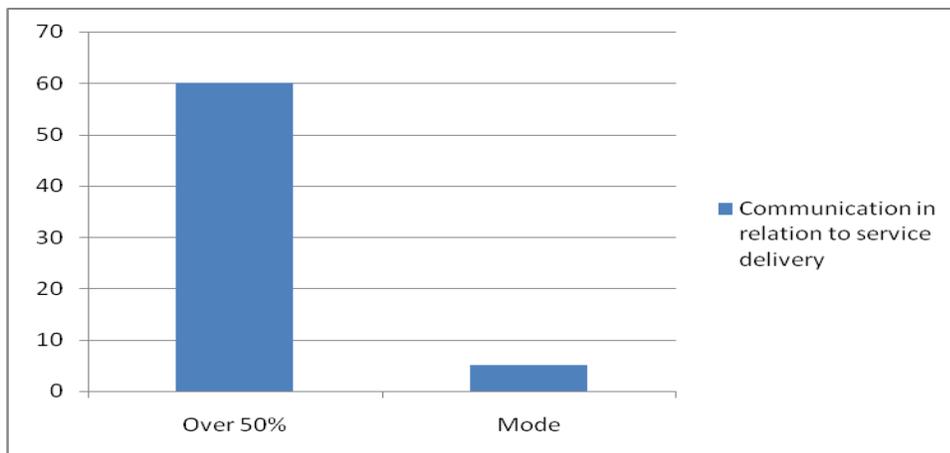


Figure 7: Communication in relation to service delivery

The modal class was of the respondents who had over 50%. The mode was found to be 5 which implied that on average the level of communication in relation to service delivery was over 50%. As a result, a greater percentage (60%) of the respondents gave over 50% as communication’s contribution towards service delivery in the county. This showed that both the employers and employees to a greater extent appreciated the essence of communication in service delivery in the organization. This huge return response meant that sharing of ideas, feelings, thoughts, and many other things that employees shared at the county made it possible for better service delivery. This also meant that there were accelerated communication interventions in support of service delivery initiatives at the organization through developing systems that aimed at strengthening the communication infrastructure and functions of county departments and committees.

4.6.4 Communication in relation to customer satisfaction

The statistical results implied that 1% of the respondents’ agreed that only 0%-10% communication as a component played some role in customer satisfaction when asked about the

level of communication in relation to customer satisfaction. On the other hand, a paltry 3% of the respondents intimated that 11%-20% of communication contributed to service delivery that met customer’s level of satisfaction. This category felt that despite the county government having a communication mechanism in place; it was not doing enough in communicating explicitly to its constituents while rendering service(s) to them.

Another category of respondents (20%) maintained that 21%-30% of the same component i.e. communication was the reason as to why customers felt satisfied while seeking services at the county offices. This showed that the county’s level of performance was sloping up in the eyes of employees and customers hence the need to maintain and improve on communication standards in order to post better and excellent performance and results. Interestingly, a majority of the respondents (43%) stated that 31%-40% of communication accounted for customer satisfaction while only 34% of the respondents believed that over 50% communication aided in the satisfaction of customers at the county.

These two responses were significant in the study but unfortunately they were below average as far as service delivery was concerned. The modal class was of the respondents who had 40%. The mode was 4 which implied that on average, the level of communication in relation to customer satisfaction was 43%. The above statistics was illustrated in chart form as shown below in figure 8 to help understand how this variable affected governance at the county.

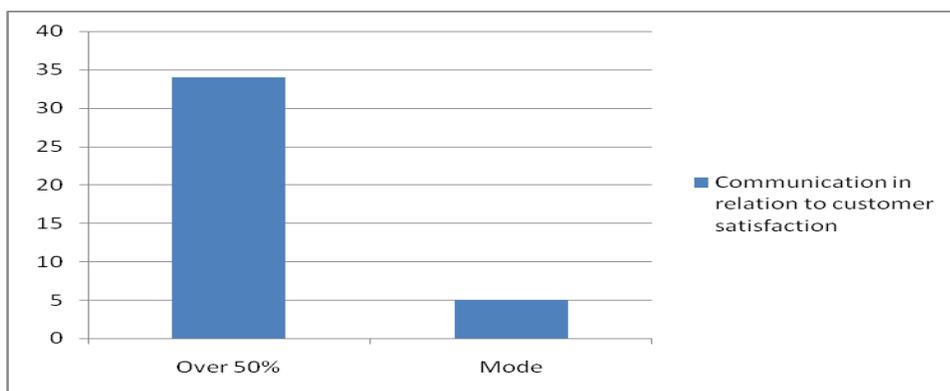


Figure 8: Communication in relation to customer satisfaction

According to Thomas and Tobe (2013) “loyalty is more profitable” and therefore these figures ought to increase in light of trust being an essential element in any kind of relationship. Customer loyalty is usually considered one of the main ways through which companies and

organizations can maintain and increase their revenues. This is because the customers are not only concerned with price, but also to the quality of goods and services and the way they are delivered. Therefore, customer satisfaction should be among the main concerns of organizations, regardless of their size and their market share.

However, it was believed that continuous and frequent communication with the customers could improve the weaknesses highlighted by customers i.e. accuracy and ease of understanding of the issues, response time and overcoming on long periods on services offered by the county. The county should therefore seek to maintain good long term relationships with partners, employees, shareholders, and customers and to gain confidence through open communication, trust and intercultural cooperation.

4.6.5 Transparency and accountability in the county government

County government came into existence to restore the public confidence that had been eroded by the rising impunity by public service holders and leaders at the national government who were mandated to safeguard the country's resources and provide services with utmost humility, accountability and integrity. Therefore, transparency and accountability are the only two components that the county government could adopt and embrace to inject trust into the public in having confidence in those chosen, elected, or appointed in managing people's resources and offering services to the citizens and residents.

This is so because they are critical for the efficient functioning of a modern economy and for fostering social well-being in any organization. For this to happen, communication plays a key role in ensuring that the public understands how funds meant for development are being utilized. Therefore, the executive ought to freely communicate their strategies, operations and use of funds in a more transparent and accountable manner to remove any doubts of misconceptions by the public.

From the responses, 1% of the respondents' indicated that the county government management shared 0%-10% information touching on affairs of running the organization for transparency and accountability purposes. However, 3% of the respondents proclaimed that the county

government conveyed 11%-20% information regarding transparency and accountability. According to this category of respondents, there were minimal revelations of information concerning county government activities especially the financial resources on which the residents of the county had more interest on how they were being spent on their behalf.

Another 23% of the respondents revealed that they were aware of 21%-30% of the information about financial management and other resource utilization at the county. 34% of the respondents divulged that they knew 31%-40% of information concerning the organization's activities and operations by employees who are the major stakeholders needed to have an open and free access to publications of public documents in order to know what was happening in their organization.

However, 40% of the respondents stated that over 50% of the information about transparency and accountability was in the public domain. This endorsement however moderate it is was enough to boost citizens' and residents' confidence in county management affairs and plans because the presence of transparency and accountability plays a key role in improving the quality of policymaking and investment decisions.

It also attracts more partners and stakeholders because of how it demonstrates its commitment to the principles of transparency and accountability which were in line with the international community's standards in promoting good practices in the region. The modal class was of the respondents who had over 50%. The mode was found to be 5 (60%) which implied that on average the level of transparency and accountability in the county government was over 50%. This was summarized in a chart form as shown in figure 9 below:

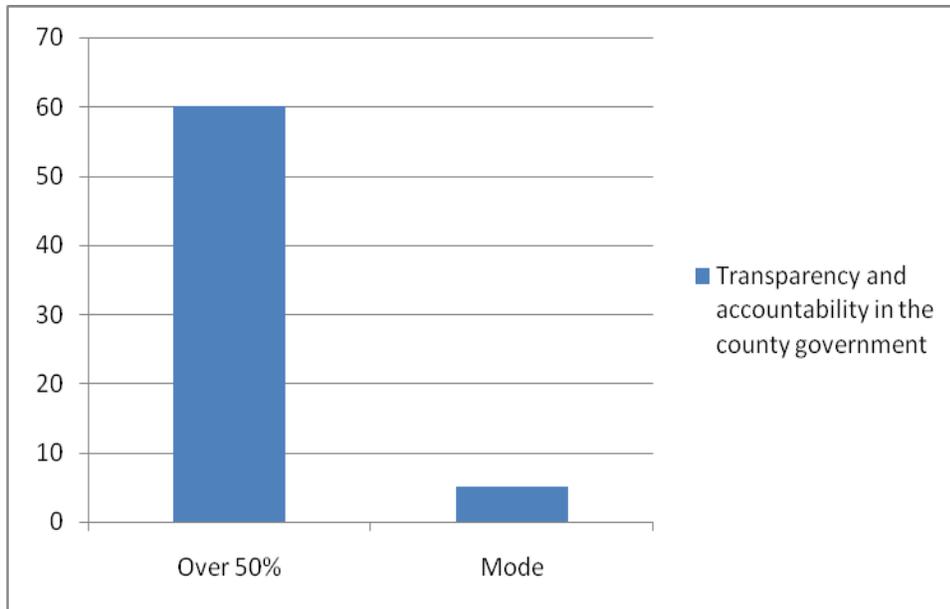


Figure 9: Transparency and accountability

Good governance, integrity, transparency and accountability are principles of governance which provide impetus for rapid social, economic and political transformation. Transparency facilitates availability of information that could be used to measure the authorities' performance and to safeguard against any possible misuse of powers. In that regard, transparency serves to realize accountability hence authorities could be held responsible for their actions. Trust would be lacking in government (national or county) and those whom it governs (citizens, employees, customers, partners, etc.) without the existence of transparency and accountability. The end result would be social instability and an environment that could be less than conducive to economic growth.

4.7 Summary of Research Findings

The findings indicated that organizational communication supplementing rational management positively influences the performance of devolved government. However, the Kisii county government management did not carry out training of employees to a greater extent as a type of rational management. More so the employees did not have a common conviction in decision-making.

It was also revealed that information on transparency and accountability was not widely shared by the executive with the rest of the employees thus creating an impression of a management that is out to hide something from the public. The findings on the communication in relation to customer satisfaction showed that the county's level of performance was sloping up in the eyes of employees and customers hence the need to maintain and improve on communication standards in order to post better and excellent performance and results.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary of findings, conclusion, and recommendations drawn from the findings. The conclusion and recommendations were mainly focused on addressing the purpose of this study which was to examine the effect of organizational communication on devolved governance in Kisii County. The study was also intended to establish the relationship between communication dimension and service delivery as a result of the two variables coming into play. More specifically, the researcher sought to answer the following research questions:

- i. How do organization communication channels affect devolved governance in Kisii County?
- ii. What is the effect of employee communication skills on devolved governance in Kisii County?
- iii. What is the effect of organization communication structure on devolved governance in Kisii County?

5.2 Summary of the Findings

The study sought to scrutinize the effect of organizational communication on devolved governance, a case of Kisii County, Kenya. The statistical analyses presented in this study were based on three research questions that were highlighted and enumerated in Chapter 1 and 4. A total of 86 employees participated in the study from a population of 620 staff members (Top, middle and lower level management) employed at Kisii County Government.

The survey used a Likert-type scale (where the participants had to choose from one of the following responses: Very Great Extent = 5, Great Extent = 4, Moderate Extent = 3, Small Extent = 2, and Very Small Extent = 1. The scores of Very Great Extent and Great Extent were perceived to be equivalent to a mean score of 3.5 to 5.0 respectively. The score of Moderate Extent represented a statement equivalent to a mean score 2.6 to 3.4. The score of Small Extent and Very Small Extent both represented an equivalent mean score of 1.0 to 2.5.

The researcher selected Kisii County as a case study because it falls within the industry/market (counties) of study and it is also within place of reach for purposes of data and information collection. The summary of the study findings presented herein followed the research objectives formulated in chapter one of the study.

5.2.1 Establishing how Organizational Communication Channels affect Devolved Governance in Kisii County

The study established that face-to-face channels such as speeches, focus group discussions, meetings, social events among others were the most utilized forms of communication in the county returning a mean score of 3.898 (very great extent). The print channels of communication for instance memos, notices, letters, newsletters, reports, brochures, policy manuals, and posters were the second most used posting a mean score of 3.754 which translated to a great extent.

It was also found that electronic channels including emails, television, video-conferencing, bulk-SMS, instant messaging systems and wikis were moderately used i.e. to a moderate extent with a mean score of 3.134 as per the Like-type scale. However, Social Media channels which are the latest and modern systems of communications such as Face book, WhatsApp, Instagram, blogs, twitter, etc. were used on small extent returning a mean score of 2.212. The researcher further established that the media used for communication was effectively used to a great extent with a mean of 3.901.

However, it was noted that the employees preferred a combination of multi-faceted tools and channels of communication depending on the nature of communication and the suitability of system of communication tool to be applied in that particular circumstance. Employees were further of the opinion that there must be willingness from the top management in engaging the lower cadre of employees in the communication process so as to participate in giving opinions and freely expressing challenges facing them so that they become owners of decisions arrived at within the organization.

5.2.2 Determining the effect of Employees' Communication Skills on Devolved Governance in Kisii County

The study's results indicated that to a great extent (Mean of 3.078), employees employed listening skills when communicating. They also expressed courtesy when being communicated to which indicated a moderate extent with a Mean of 3.634. The level of feedback with a Mean of 2.768 was moderately extent meaning it wasn't considered amongst the priorities in the communication process within the organization. This in turn impacted on the decisions made by the top management since the lower cadre felt excluded from fully participating in the decision making process.

Surprisingly, employees training on effective communication received the least consideration from the organization's management which felt that capacity building on employees to enhance their communication skills was unnecessary and could not add any value to the county's operations and functions. However, all was not lost as the county government management team took into consideration the aspect of social media sensitization as a means of communication to employees within the organization by creating awareness about its ability to allow multiple communications making it register a mean of 3.751 and with a standard deviation of 0.832 which gave it a very great extent of its utilization.

5.2.3 To examine the effects of Organization Communication Structure on Devolved Governance in Kisii County

The study found out as revealed in Table 9 by the respondents that to a great extent the organization engaged in Asymmetrical (Downward) communication (Mean of 3.528) as compared to Symmetrical (Upward) communication (Mean of 2.371). This meant that the county government preferred one way communication dimension where all the decisions emerged from the top management without or with little input from the lower level employees.

However, the lower cadre of employees preferred the symmetrical/upward communication which provided room for their opinions, suggestions, emotions, feedback, etc. to be considered and feel they were appreciated. The organization further engaged in lateral (horizontal) communication to a great extent with a mean score of 3. 3.999). Respondents disputed the notion that there was

free information flow between the top, middle and lower level management. The participants of this study seemed to think that their organization was centralized and stratified and did not allow employees to participate in decision making.

They wanted a type of communication system or channel that could free them from the shackles of intimidation, suppression, discrimination, and exclusion from participating in important activities and decision-making processes within the organization. They wanted to be part of the process hence the need and desire for a working organizational communication channel or system. From the results, one could tell that organizational structure was a strong predictor of internal communication. For instance, employees positively associated symmetrical system of communication to organizational justice which meant that employees were more likely to perceive that they were treated fairly by their organization.

5.3 Conclusion

Based on the study findings, the study concluded that Channels of communication, employee communication skills and organizational communication structure had a significant effect on devolved governance.

The study concluded that organizational channels of communication were the main factors that affected devolved governance. The study showed that the channels of communication significantly influenced devolved governance. Therefore, the more the channels of communication were utilized, the better the governance. This indicated that the channels of communication had a positive effect on devolved governance. Most of the respondents indicated that the County Government used traditional channels of communication as compared to the modern channels of communication. Majority of the respondents were of the opinion that electronic communication be embraced to facilitate the flow of information in all organization's levels of management from top to bottom without any bias.

The study further noted that employees' communication skills formed the second important factor that affected devolved governance. The study demonstrated that employee communication skills had a profound influence on devolved governance. This implied that improving levels of

employee communication skills would increase the performance levels of devolved governance. This showed that employee communication skills had a positive effect on devolved governance.

The findings however, revealed minimal training on communication to their employees; and concurred that training as a component was important because it enhances performance and service delivery ultimately to customer satisfaction. The findings therefore emphasized what Balci, (2015) observed that people with enhanced communication skills could cope better with the problems they encounter in their lives by developing satisfying relationship and can be more successful in their professional lives. Otenyo, E. E. (2017) effectively argued that whereas Kenya's trade unions are relatively weak organizationally, there is room for ICTs to be leveraged for the greater benefit of workers. He advocated for strengthening of institution through capacity building as a main enabler of good e-government progress which Kisii County government could recommend.

The study concluded that organizational communication structure was the third important factor that affected devolved governance. The study indicated that organizational communication structures had a significant influence on devolved governance. This implied that increasing levels of organizational communication structure would increase the levels of devolved governance.

This showed that organizational communication structure had a positive influence on development in county governance. The results also showed that only top management interacted and communicated unlike the middle level management who exhibited some form of centralization and reluctance in which (Hage, 2017) hypothesized that it inhibited communication in organizations. It was therefore noted that there was low information flow between the middle and lower levels of management which affected customer satisfaction. According to Hage, decentralization encouraged the dispersion of information and decision making in an organization.

5.4 Recommendations of the Study

The study recommended for improvement of the channels of communication to enhance devolved governance. This could include blending traditional channels with modern means of communication in complementing each other in the communication sphere within the organization. Using print channels such as memos, notices, letters, brochures, newsletters, reports, policy manuals, annual reports and posters, alongside electronic channels such as email and voice mail, Intranets, blogs, podcasts, chat rooms, business TV, video conferencing, instant messaging systems and wikis together with face-to-face channels such as speeches, meetings, focus groups, brown bag lunches, social events and gatherings for communication could aid in gaining a better understanding of the dynamics in employees behavioural effect to job performance which directly affects the organization's performance.

The social media channels such as Face book, WhatsApp were also found to be very important channels of communication though they needed to be explored more to enhance communication. The researcher encourages the county government to embrace the use of more modern channels of communication at all levels of management. This is because e-communication allows multiple communications and it is fast, accessible, convenient, accurate, effective and efficient. More training should be conducted on new technology and how it can be utilized to improve on organizational communication to ultimately enhance good governance.

The study recommends for an improvement of employee communication skills to influence devolved governance. The researcher expressed the need for capacity building of county governments' employees on communication skills. The employees should adopt listening skills when communicating, express courtesy and instill feedback mechanisms in the organization. This is because training on effective communication and sensitization on social media aspects will play a greater role and impact in improving the quality of service delivery in the County.

The county government engaged in asymmetrical (Top-down) communication and lateral (horizontal) communication more than Symmetrical (Down-Top) communication. The study recommends for more employee engagement with the top management through the initiation of upward communication channel. It is important that the organization creates an environment that

gives employees the confidence to communicate to their seniors on matters affecting the organization without fear of victimization. Information flows between the top, middle and lower level management should also be improved. The study therefore recommends that there is need to enhance communication among all levels in the organization and encourage freedom of expression.

By emphasizing on promoting symmetrical (upward) communication systems, the county will not only be able to address issues affecting the employees but will also be able to get the feedback on performance of their duties. More so, downward communication will assist the county management in getting things done in the right way because employees will be able to understand what is expected of them from the management which shall then help them execute specific duties effectively. On the other hand, lateral communication will help employees be able to create teamwork spirit and thus enhance their performance through teamwork kind of operations.

The study further recommends for an establishment of an internal communication policy to guide communication procedures in the organization as a critical step towards good governance. The policy will improve on the performance of the organization by stipulating the purpose of communication, the structure of communication, content and messaging including rules of operations when communicating. Communication to all stakeholders is necessary to ensure that the strategic process receives support from all concerned functions. Communication should be done on a timely manner so that employees may know about the changes that will occur and prepare themselves prior to implementation.

5.5 Suggestions for Further Studies

The study is a milestone for further research in the field of communication and governance in Africa and particularly in Kenya. The study demonstrated factors that influence devolved governance which include channels of communication, employee communication skills and organization communication structure. This study should be expanded further in future to determine the effect of channels of communication, employee communication skills and organizational communication structure on devolved governance.

Future researchers should also base their studies on effects of internal communication on service delivery to the customers to ascertain their level of satisfaction.

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APPENDICES

Appendix I: Introduction Letter

Kisii County Government

P.O.Box 4550-40200

KISII.

1st August, 2017

Thro'

The County Secretary,

Dear Sir/Madam,

RE: REQUEST FOR DATA COLLECTION

I am a student pursuing a Master's Degree in Communication and Media Studies at Rongo University. I am currently undertaking a research on '**Organisational Communication on Devolved Governance**' citing Kisii County as the case study.

You are kindly requested to assist in providing sincere opinion or response to the questions contained in this questionnaire. All information provided will be treated strictly as confidential and purely for academic purpose.

Looking forward to your favourable response. Thank you in advance.

Yours Sincerely,

Okemwa N. Diana

MCS/6009/2015

Appendix II: Questionnaire

INTRODUCTION: *This questionnaire is meant to collect information on the Effect of Organisational Communication on Devolved Governance; A case of Kisii County. Please answer all the questions honestly and exhaustively. Put a tick (✓) in the appropriate box that matches your view or alternatively write in the spaces provided where necessary.*

NB: This information will be used strictly for academic purposes only and will be treated with utmost confidence.

SECTION A: BIOGRAPHIC INFORMATION

1. Gender?

- a) Male ()
- b) Female ()

2. Age?

- a) 20-25 years ()
- b) 21-30 years ()
- c) 31-40 years ()
- d) 41-50 years ()
- e) Over 50 years ()

3. Length of Service?

- a) Less than two years ()
- b) 2-5 years ()
- c) 6- 10 years ()
- d) Over 10 years ()

4. Level of education?

- a) Diploma ()
- b) Degree ()
- c) Masters Degree ()
- d) Doctorate Degree ()

SECTION B: STUDY VARIABLES

ORGANISATION COMMUNICATION CHANNELS

5. To what extent do the following organisation channels of communication affect governance in Kisii County? Use a scale of: 1= Very Small Extent (VSE); 2= Small Extent (SE); 3= Moderate Extent (ME); 4= Great Extent (GE) and 5= Very Great Extent (VGE).

Description	VSE 1	SE 2	ME 3	GE 4	VGE 5
Print channels such as memos, notices, letters, brochures, newsletters, reports, policy manuals, annual reports and posters Electronic channels such as email and voice mail, Intranets, blogs, podcasts, chat rooms, business TV, video conferencing, instant messaging systems and wikis					
Face-to-face channels such as speeches, meetings, focus groups, brown bag lunches, social events and gatherings for communication Social Media channels such as Facebook, WhatsApp, Instagram					
Extent to which the media used for communication is effective					

6. In your own opinion, do you think information flow within the organisation is sufficient and satisfactory?

.....

7. Kindly propose ways in which management can ensure effective organisation channels of communication to enhance service delivery and good governance in the county?

.....

EMPLOYEE COMMUNICATION SKILLS

7. To what extent has employee communication skills affected governance in Kisii County? Use a scale of: 1= Very Small Extent (VSE); 2= Small Extent (SE); 3= Moderate Extent (ME); 4= Great Extent (GE) and 5= Very Great Extent (VGE).

Description	VSE 1	SE 2	ME 3	GE 4	VGE 5
Extent to which employees employ listening skills when communicated to					
Extent to which employees express courtesy when communicating Extent to which feedback mechanisms are instilled in the county government					
Extent to which training on effective communication is practiced in the county government					
Extent to which employees are sensitized on social media aspects in the county government					

9. Kindly suggest other ways you think the organisation can enhance employee communication skills?

.....

.....

.....

ORGANISATION COMMUNICATION STRUCTURE

10. To what extent has the organisation communication structure affected governance in Kisii County? Use a scale of: 1= Very Small Extent (VSE); 2= to a Small Extent (SE); 3= Moderate Extent (ME); 4= Great Extent (GE) and 5= Very Great Extent (VGE).

Description	VSE	SE	ME	GE	VGE
	1	2	3	4	5
Extent to which the organization engages in Asymmetrical (Downward) communication					
Extent to which the organization engages in Symmetrical (Upward) communication?					
Extent to which the executive structure engages in lateral (horizontal) communication					
Extent to which information flow between the top, middle and lower level management is satisfactory in the county					

11. Please tick the category applicable to your organization way of operations with respect to compliance aspects of governance?

	Description	0%- 10%	11%- 20%	21%- 30%	31%- 40%	Over 50%
1	Level of compliance with communication regulations					
2	Level of communication expenditure					
3	Level of communication in relation to service delivery					
4	Level of communication in relation to customer satisfaction					
5	Level of transparency and accountability in the county government					

Thank you for your cooperation.

Appendix III: Kisii County Organizational Structure

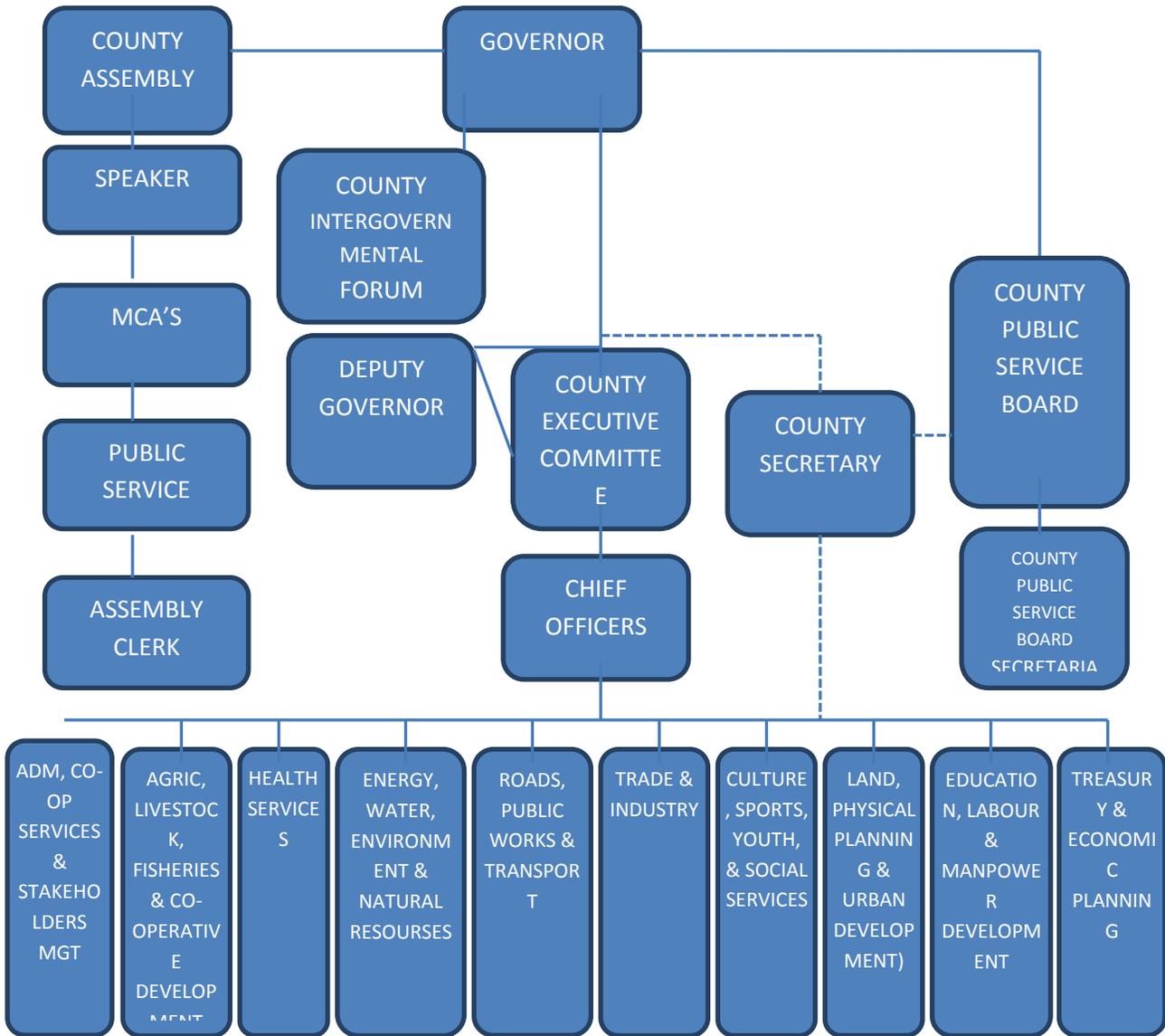


Figure 10: Organizational Structure of Kisii County (Source: Kisii County Government, 2017)

Appendix IV: Observation Schedule

Variable Description	Yes	No	Remarks
Organisational Communication Channels			
i. Are there adequate channels of communication used by the county to enhance devolved governance?			
ii. Are the channels of communication clear?			
iii. Are the channels of communication reliable?			
iv. Is there goodwill to improve on the channels of communication utilized to enhance devolved governance?			
Employee Communication Skills			
i. Is listening as a skill of effective communication given a keen attention?			
ii. Is courtesy exercised in the day to day communication between employees?			
iii. Are there any feedback mechanisms in the organisation?			
iv. Is there a communication policy in the organisation?			
Organisational Communication Structure			
i. Does the organisation have an organogram?			
ii. Are reporting channels clear?			
iii. Are reporting channels adhered to?			
iv. Is the information flow adequate?			
Compliance to aspects of Governance			
i. Is there legislation on communication??			
ii. Is there a budget on communication?			
iii. Is there transparency and accountability on the organisation activities?			
iv. Is employee engagement/ participation satisfactory?			

