THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Effectiveness of Internal Communication Strategies at Lake Victoria North Water Services Board

Daniel Owino
Ph.D. Student, Department of Information, Science and Technology,
Masinde Muliro University of Science and Technology, Kenya
Dr. Lazarus Millan Okello
Research Scholar, School of Education, Department of Educational Psychology and Science,
Rongo University, Kenya

Abstract:
The Government of Kenya initiated reforms in the Water Sector in the year 2002 with an aim of making the sector more efficient and effective in service delivery, with the coming of the Water Act 2002. The reforms were necessitated by poor service provision by the previous Water Service Providers, existence of poor water and sanitation infrastructure for Water and Sanitation Services Provision in the country, lack of ownership and conflict in roles and responsibilities of the players in the water sector, and lack of consumer involvement in the Water Service Provision. The Water Act 2002 established various institutions within the Ministry of Water and Irrigation with different specific roles. Among the institutions formed under this act are eight regional Water Services Boards tasked with ensuring efficient and economical provision water and sanitation services in their areas of jurisdiction. One of the eight Water Services Boards is Lake Victoria North Water Services Board, with headquarters in Kakamega and serves eight counties located in the Western Kenya and North Rift. Lake Victoria North Water Services Board identified strategic communication as one of the means that the Board would use to strengthen its capacity in fulfilling its mission. The Board planned to achieve this through development and implementation of a communication strategy and the establishment of a communication unit and resource Centre. In 2007, the Lake Victoria North Water Services Board contracted the services of a private consultant; Alpex Consulting Africa Ltd., to evaluate the situation of communication within the Board and amongst its contracted Water Services Providers with the aim of coming up with a Communication Strategy that would enable the Board reach out to its stakeholders regularly and effectively. The research adopted descriptive research design. The sample from this study was drawn by use of purposive sampling. Mixed method approach of data analysis was used where both qualitative and quantitative data analysis techniques informed the process of analysis. The findings from the study revealed that Communication was not adequately embedded in the Board's operations. The study revealed that communication in the Board was in most cases ad hoc and based on the need to need basis. A communication strategy was therefore developed to systematize communication functions within the organization. The communication strategy document has been in implementation by the Board since the year 2009. This study established the effectiveness of communication strategies in the employee relations at Lake Victoria North Water Services Board.

Keywords: Internal communication, strategies, water services

1. Introduction

Communication is the process by which information is passed between or among people by means of previously agreed symbols in order to produce a desired response. Information is transmitted in various forms including verbal, non-verbal and written forms of communication. Communication is indeed of great significance in the management of any organization. According to James (2012), Communications between and among people is a necessity in any society and in any form of organization to ensure smooth flow in operations and activities of the institution. People must be told of the organization's plans, programs, policies, activities, successes, achievements etc. and the stakeholders be given chance for personal exchanges, so as to involve them and get their willing participation.

Messages are conveyed from source to the receiver through various channels otherwise referred to as the Media. The choice of media for use in any communication context depends on the purpose of the message, 'the first task to communication is therefore to decide the medium that suits the purpose (Giddens,2014). Organizational communication has become a 'cultural' phenomenon, explaining why different organization with seemingly similar functions and structures may have totally different communication cultures. Communication within an organization and perceptions are inextricably bound. How people communicate to their colleagues, bosses, subordinates, friends and partners in an organization will depend on their perceptions of them, on their history with them and on their emotional state, Cole (2017)

This study evaluated the available communication strategies at the Lake Victoria North Water Services Board, and the extent to which they influence the employee relations. The Board, (Lake Victoria North Water Services Board) is a relatively young institution having been into existence for barely five years. The Board was formed as a result of the Water Sector reforms through the enactment of the Water Act 2002. The Water sector reforms have been initiated in many African countries. The reforms have taken a path that lays emphasis on separation of responsibilities, decentralized decision making, increased efficiency through engagement of the private sector, and improved transparency through civil society consultation, participation and expanded and better service provision to the Water and Sanitation service consumers, (Stephen, Timothy, Bruce, & Terry, 2018).

In Kenya, the Government of Kenya has been undertaking reforms in the water sector since 1974. In that year, (1974), the Water Department under then the Ministry of Agriculture was elevated to a full Ministry, the Ministry of Water Development with a mandate to actively steer water sector activities targeted at improving access to the populace through effective service provision. With the employees of the Board coming from different backgrounds, a blending of sort had to take place and with it establishment of a communication culture. Later in 2007, three years after inception, the Board engaged the services of a communication consultant to evaluate the existing communication strategies – both internal and external, with the aim of establishing their effectiveness in enabling the Board achieve its broad mandate and objectives, (LVNWSB - Communication Strategy (2018). The consultant came up with a number of findings and a communication strategy for implementation. Since the Board started implementing the communication strategy, no known study has been done to establish its effectiveness. This study evaluated the effectiveness of the internal communication strategies as proposed by the communication strategy document and came up with recommendations for any improvements.

2. Literature Review

Organizational communication lays the keystone to every organization for upbringing and grooming the environment of that particular organization. It is imperative to communicate in an organization for smooth flow of operations of the institution Pearce and Robinson (2014) categorize organizational communication into three different categories. These include upward communication, which is the communication that occurs in an organization from peer to the managerial level and has formal tone included in it. It can be the feedback of the employee towards the manager about some specific report or task. The other is the downward communication which is the communication that takes place from the upper echelon, i.e. from manager towards its employees and can be in the shape of orders and or instructions that are required to be followed. The third type of communication according to Pearce and Robinson (2014) is the dyadic Communication, which they describe as the more friendly and informal communication that occurs between the peers of same organization. It takes place as exchanging of ideas amongst each other, being the subordinates of that organization. Pearce and Robinson (2014) further postulate that communication thrives under the following seven principles otherwise referred to as 7 C's of communication. These include conciseness, Concreteness, Clarity, Completeness, Courtesy, Correctness and Consideration. They further clarify that for communicational effectiveness in an organization, communication is preceded by the following components: Context, Sender, Message, Medium, Receiver and Feedback. The multidirectional flow of information in an organization helps to maintain harmony in the programs and activities of the organization. Research shows that institution heads/managers have begun embracing the Smith's corporate philosophy on communication 'people-service-profit' (PSP) which says that all people in an organization and those relating with the organization in one way or the other must be involved through communication if the organization wishes to achieve its desired goals, O'Hair et al. (2018).

According to Aarti, Akanksha and Ruchi (2013),employees have high level of awareness on sustainability issues and initiatives concerning company's sustainability activities. Well defined messages might encourage them to consider sustainability initiatives in their own jobs and informal meetings are the best venue to share their ideas with their colleagues'. To overcome their unwillingness to approach peers directly with sustainability related suggestions and encourage them to share sustainability ideas, it might be useful to assign a sustainability manager to each department.

A study by Karen, Aneil, and Khaner (2019) outlined that internal communications (or internal marketing) is generally led by marketing or PR professionals with expertise in human resources, public relations, marketing, social media, and/or employee engagement. One new way that companies are extending internal communication is by extending its use of digital communication. A study by Lauren (2020) also showed that successful leaders had better communication strategies in their operations across major job descriptions and departments within the business organization compared to the unsuccessful ones. Equally, Cad (2018) argued that the implications for positive social change include the potential for managers with direct reports to improve their understanding of the causes of engagement and disengagement, internal communication strategies that cause disengagement, and the benefits of implementing engagement strategies.

Apoorva (2014) carefully stated that one has to carefully design communication apparatus, internal communication matrix as an HR tool. By integrating the applications of human resource management, communication, psychology and organizational behaviour, one can formulate a holistic model of communication that can redefine the communication profile of an organization and streamline the internal communication process for organizational effectiveness. Michele, Linjuan and Julie (2019) in their study on Using Social Media to Engage Employees revealed the best practices in using internal social media to engage employees, including providing clear social media policies and employee training; empowering employee social advocates; involving leadership and securing endorsement; social media listening; sharable, relevant, and practical content strategies; and, authenticity and consistency.

Inkeri (2011) discovered that to improve internal communications in fast-changing organizations, careful attention needs to be paid especially to the amount of management, supervisor and interdepartmental communication.

Communication especially about company situation and financial and sales situation should be increased. Employees value open, systematic, clear and well-organized communication. They appreciate feedback from supervisors and management, as well as regular team meetings, interdepartmental meetings and meetings with management. Development of interdepartmental communication processes is vital in order to improve knowledge sharing across the company and consequently business performance. It is essential that all members of work community understand their responsibility to communicate. Internal corporate communications function should teach that and provide good communication tools for all employees, especially intranet, e-mail and possibilities to face to face meetings and versatile feedback sessions. Efforts to equalize communication between locations, departments and teams need to be taken.

There should always be a continuous information flow in an organization. Frequently, information has to be transmitted to several people at once in the organization. Again, people in organizations need to pass information to each other, and to their various subjects, Drake, Gulman, and Roberts (2005). The frequently used media of internal communication within an organization include written communication (which include memos, letters and emails) telephone, and face-to-face communication. Internal communications are messages that are sent and received within the organizational boundaries. These can be categorized broadly as formal and informal. Most organizations use formal and tend to discourage at all cost the use of informal channels of communication. Although this is the case, much of the research in the area showed that grapevine, (informal) is faster, generally accurate, carries much information and gives an accurate indication of the employee's attitude and sentiment, Goudge (2006).

According to Foot and Hook (2011), Communication networks in an organization of any size needs a means of keeping all departments or sections involved so that they can co-ordinate their efforts. At minimum anybody who is working for an organization needs to know what he/she is supposed to be doing and how to do it. Most organizations have also realized that people work best when they know what is going on around them. They therefore make sure that employees receive all the information they need to be able to put in the maximum contribution to the efficiency of the whole concern, (Goudge, 2006). This has led to the introduction of intranet communication system, by many well-established organizations, where the employees can communicate through interconnected computers just like the case with the internet.

In organizations, information flow takes different directions: upwards, downwards and horizontally. Foot and Hook (2011), gives a classification of the kinds of information that can originate from a particular source to a particular destination. For example, upward communication will include reports, requests, suggestions and improvements while downward communication comprises instructions, requirements, criticism, advice, confirmation and reminders. Horizontally, communication will involve information assistance, suggestions, arrangements and requests. This study will evaluate all the communication strategies used in the Lake Victoria North Water Services Board and establish their effectiveness in enhancing the relations of the employees within the organization.

There are many different forms of written media of communication used in Lake Victoria North Water Services Board. These included memos, letters, emails and internet chats. Majority of these were used, and still are, for official communication (Lake Victoria North Water Services Board Communication Strategy, (2019)). As is the case with most formal institution, a lot of official correspondences at Lake Victoria North Water Services Board are done through the written media. Smith (2008) state that written communication is most appropriate for use in a formal institution, since they are used for recording and presenting technical details which are common in an organization's set up, "Ideas are easy to follow when written down than when communicated orally," they explain.

Traditionally, written communication has been slow to develop and transmit, but with electronic mail, weblogs and other computer mediated communication channels have significantly improved written communication efficiency. Electronic mail (e-mail) is revolutionizing the way people communicate in organizations. It has also become the medium of choice in most workplaces because messages are quickly formed, edited, and stored. Information can also be appended and transmitted to many people with a simple click of a mouse. E-mail is asynchronous, i.e. it can allow messages to be sent and received at different times, so there is no need to coordinate a communication session (Pfister, Koehler, & Hellweg, 2009).

There is however a number of challenges associated with e-mail communications, as highlighted by Pfister, Koehler, and Hellweg, (2009). "Email is a poor medium for communicating emotions. People rely on facial expressions and other nonverbal cues to interpret the emotional meaning of words, and e-mails lack this parallel communication medium," they quip. They also observed that email reduces politeness and respect and are often less diplomatic than written letters because individuals can post email messages before their emotions subside. In addition, email is very impersonal, so people are more likely to write things that would never be said verbally in face to face conversations, in addition to being a poor medium for ambiguous, complex, and novel situations, "Coordinating through email in ambiguous, complex and novel situations requires communication channels that quickly send a larger volume of information and offer equally rapid feedback. It is therefore advisable to avoid using emails when things get mucky, but instead use face to face communication", they advise.

In addition to email, advancement in technology has given rise to array of other computer mediated written communication. Intranets, extranets, blackberry wireless, instant messaging, blogging, podcasting, and other forms of computer mediated communication are fuelling the hyper fast world of corporate information sharing. Companies are beginning to use blogs (weblogs) as a way for executives to communicate more personally with employees.

3. Methodology

The study used descriptive survey research design. This method was used to describe the area of interest by bringing out the facts on the ground. The researcher obtained information on how and the extent to which the various communication strategies employed at the Lake Victoria North Water Services Board affect them in their work place. The study population was the 48 employees of the Lake Victoria North Water Services Board. The study used all the members of the study population owing to the small number involved (48 employees).

The research employed Purposive Sampling. When the desired population for the study is rare or very difficult to locate and recruit for a study, purposive sampling may be the only option, Mugenda and Mugenda (2003). The designed instruments were tested through a pilot study and analysis done quantitatively.

4. Findings and Discussions

4.1. Most Commonly used Means of Communication

The first question sought to establish the most common means of communication used among the employees with their colleagues of different categories. The table below and the pie charts that follow summarize the responses.
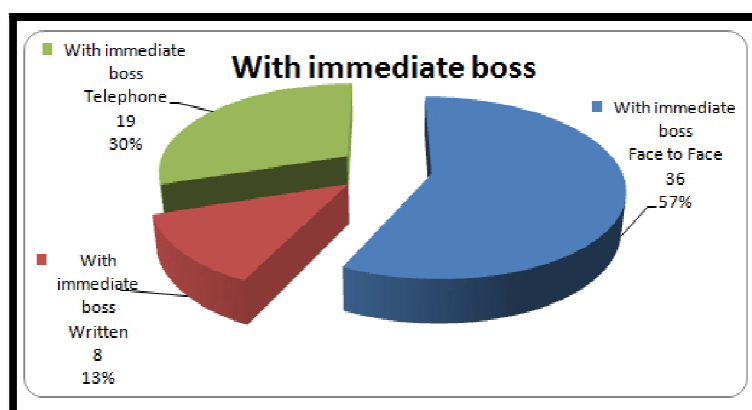
Figure 1: Most Commonly used Means of Communication with Immediate Bosses

As can be seen in the pie chart above, majority of the employees interviewed 57% commonly use face to face communication with their immediate bosses, more than telephone communication at 30%. Very few, only 13% of the staff, indicated that they commonly use written form of communication with their immediate bosses. This could be attributable to the size of the organization, and the open working environment/plan where employees work together in an open room; therefore there is ease of access to one another necessitating frequent use of face to face communication.
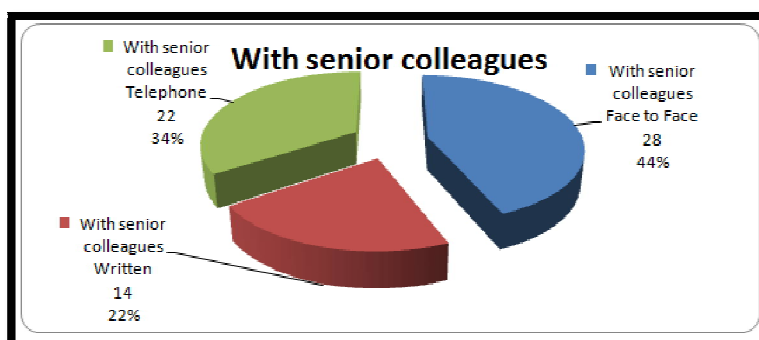
Figure 2: Most Commonly used Means of Communication with Senior Colleagues

On the commonly used means of communication with senior colleagues other than ones immediate bosses, it was interesting to note, however, that even though there were still more junior staff who commonly use face to face, (44% of the respondents), there was a significant propotion , 34%, who commonly opt for telephone communication. Even though written communication is the least choice for the junior staff, the number that commonly use it are not as few as when communicating to their immediate bosses, i.e. 22%..
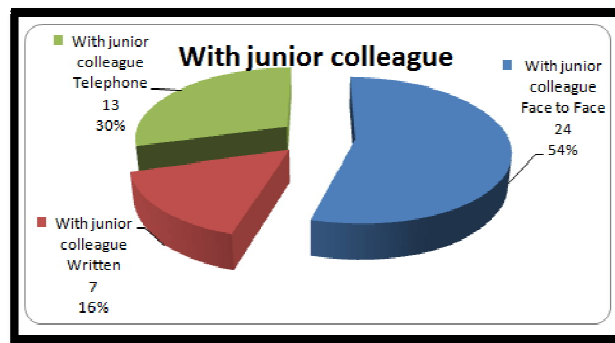
Figure 3: Most Commonly Used Means of Communication with Junior Colleagues

It was equally interesting to note that more senior staff, 54% commonly use face to face communication with their junior colleagues, more than telephone at 30%. Very few senior staff 16% commonly us writing while communicating with the junior staff.
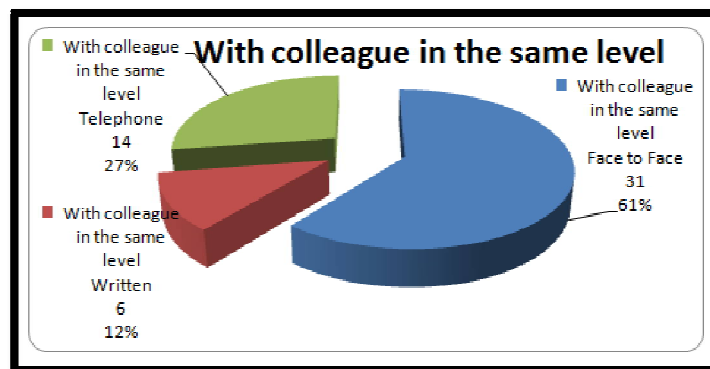

Figure 4: Most Commonly Used Means of Communication
Among Employees at the Same Level

Finally, as would be expected, more employees of Lake Victoria North Water Services Board commonly use face to face in communication with their colleagues at the same level. This can be attributed to the feeling of equality thereby making ease approachability and accessibility. Telephone communication accounts for 27% among employees of the same level, with only 12% commonly using written communication with employees of such category.

4.2. Effectiveness of the Most Commonly Used Means of Communication

In question 8, the respondents were further asked if they considered the means of communication they commonly used effective. 39, (95%) of the 41 respondents responded to the affirmative that the methods were effective, while two of the respondents, 5%, stated otherwise. The responses have been summarized in the pie chart below:
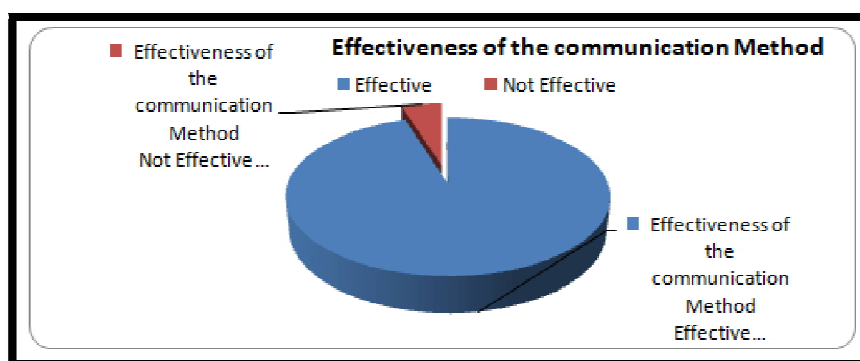

Figure 5: Effectiveness of the Most Commonly Used Means of Communication

4.3. Preferred Means of Communication

Question 9 inquired from the respondents the means of communication they preferred using with the different categories of their colleagues:

Commonly Used Means of Communication	Face to Face		Written		Telephone	
	Frequency	%	Frequency	%	Frequency	%
Your immediate boss	37	56%	18	27%	11	17%
Other senior colleagues	31	48%	25	39%	8	13%
Your junior colleague	39	71%	4	7%	12	22%
Your colleague in the same level	32	54%	13	22%	14	24%
Total	41	100%	41	100%	41	100%

Table 1: Preferred Means of Communication

As can be seen in the Table above, majority of the employees interviewed, 56%, preferred using face to face communication with their bosses, followed by written communication at 27%. Only 17% preferred telephone communication with their immediate bosses. This could attributable to the size of the organization, where the junior and the senior staff freely interact closely, as well as the open work policy, thus necessitating more face to face communication in the workplace.
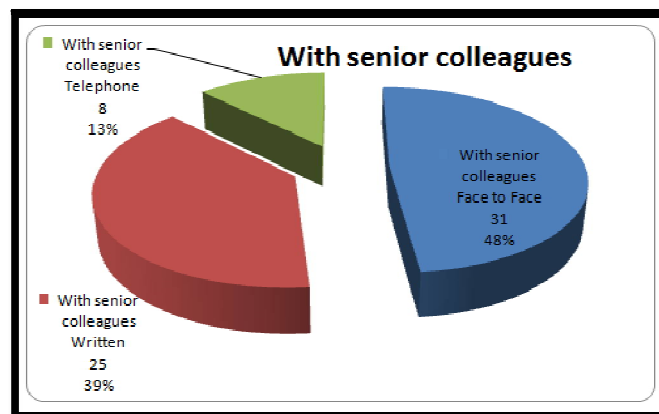

Figure 6: Preferred Means of Communication with Senior Colleagues

Apart from just the immemdiate bosses, face to face communication was still the most prefered means of communication for the junior staff while communicating with other senior staff other than their immediate bosses, at 48% followed closely by written communication at 39% and telephone communication least at 13%. The percentage of respondents who prefered face to face communication with their other senior colleagues other than their immediate bosses slightly dropped compared to those who preferred the same with their immediate bosses probably because of the slight distance in the working spaces for the two categories of the employees.
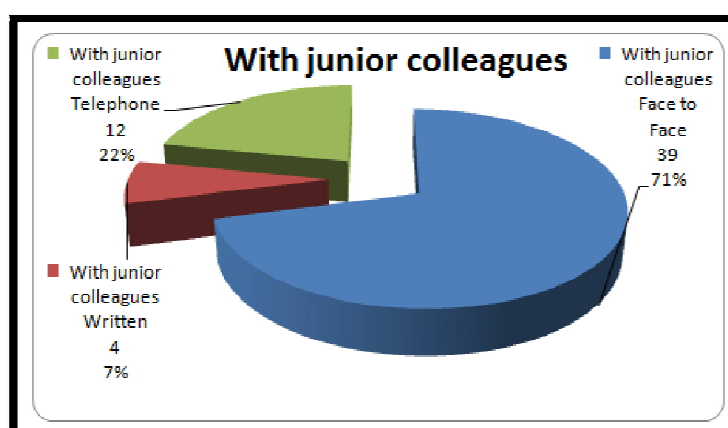

Figure 7: Preferred Means of Communication with Junior Colleagues

There was a complete shift in the preferred method of communication for the senior staff with junior colleagues. This was probably the most interesting in this study. A whoping 71% of the senior employees prefer using face to face, and just a paltry 7% would go for written means of communication with their junior colleagues. This shows that most of instructions and directios are provided in a face to face interruction other than through writing. This could also point to the high level of confidence the senior staff have in their junior colleagues to execute their instructions, since the expectations would be that most senior staff would prefer written communicaiton given the official nature of their interactions.
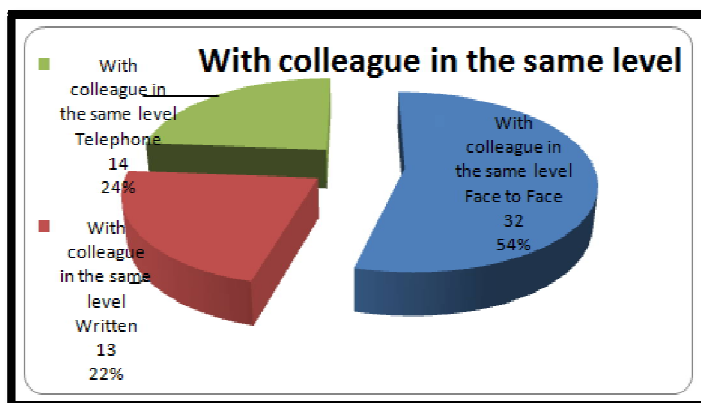
*Figure 8: Preferred Means of Communication with
Colleagues in the Same Level*

When it comes to communication among colleagues in the same level, it would actually be expected that they would prefer more personal approach in communication like face to face and telephone as opposed to the official ones like the written. This was indeed the scenario, 54% of the respondents preferred using face to face followed by 24% who preferred telephone communication with colleagues in the same level. Only 24 percent preferred written communication as a form of communication with colleagues in the same level.

4.4. Effectiveness of the Means of Internal Communication among Employees
        In Question 10, the respondents were further asked to give their opinion on the effectiveness of the various means of internal communication among employees within the organization. Table 4.10 below shows a summary of the findings, which are further presented in the graph that follow.

Means of communication	Most Effective		Moderately effective		Least Effective	
	Frequency	%	Frequency	%	Frequency	%
Telephone	22	29%	25	49%	2	28%
Face to Face	37	49%	8	16%	3	43%
Written	17	22%	18	35%	2	29%
Total	41	100%	41	100%	41	100%

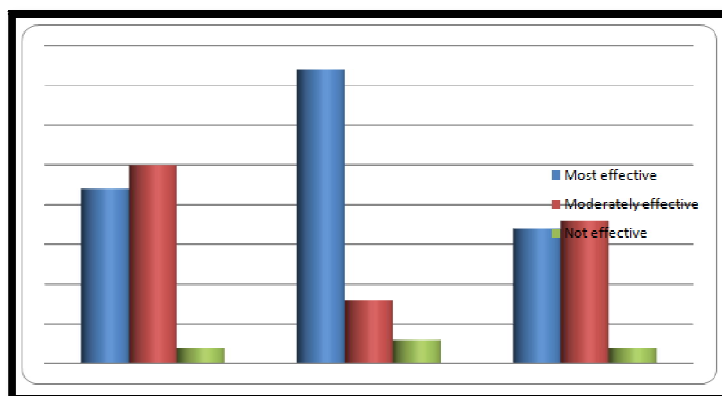*Table 2: Effectiveness of the Means of Internal Communication among Employees*

*Figure 9: Effectiveness of the Means of Internal
Communication among Employees*

The table and the graph above present the respondents' opinion on which of the three means of communication, telephone, face to face and written communication were most effective, moderately effective and least effective respectively. It is clear from the graph that majority of the respondents were of the opinion that all the three were effective, with face to face communication being considered the most effective of all followed by telephone an finally written communication.

4.5. Types of Written Communication Used, and Those Preferred by Employees
        Question 11 sought to establish the type of written communication the employees of Lake Victoria North Water Services Board commonly use in the organization, and which one they preferred using:

Types of Written Communication	Commonly Used		Preferred Using	
	Frequency	%	Frequency	%
Letters	23	25%	14	20%
Memos	25	27%	19	27%
Emails	39	42%	21	29%
Telephone text messages	5	6%	17	24%
Total	41	100%	41	100%

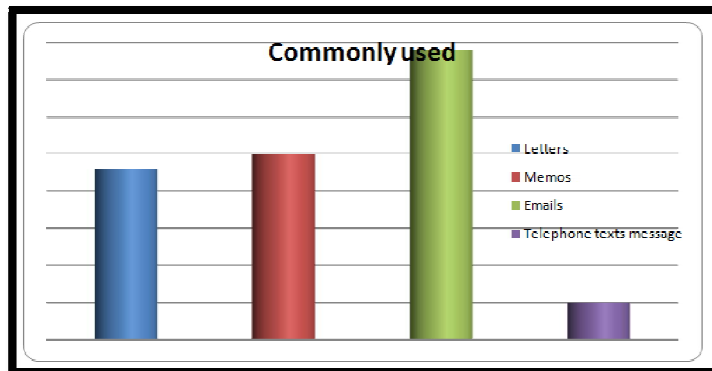*Table 3: Types of Written Communication Used, and Those Preferred by Employees*

Figure 10: Type of Written Communication Commonly Used

The graphs above shows that emails are the most commonly used type of written communication, followed by memos, then letters. Telephone texts are the least commonly used in the organization.
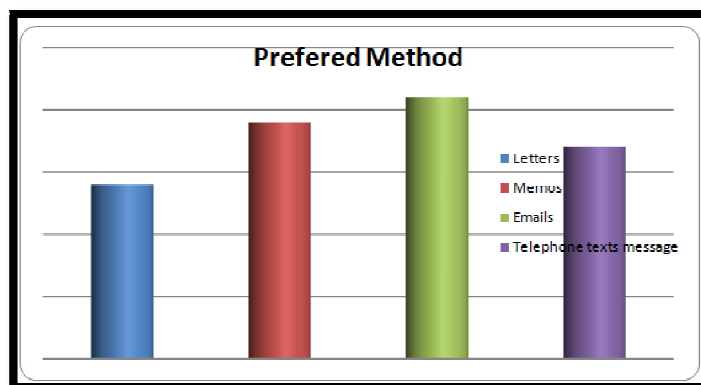

Figure 11: Forms of Written Communication Mostly Preferred

With regard to preference, email still remains the most preferred means of written communication within the organization, followed again by memos. It is interesting that as much as telephone text messages are the least utilized in internal communication, quite a significant proportion of the respondents prefer it as for communication with colleagues. Letters were the least preferred means of internal communication. This finding probably points to desire to drift from the traditional means of written communication, letters and memos to the new media, the emails and telephone texts.

4.6. Circumstances under Which the Various Means of Communication Would Commonly Be Used

Question 12 in the questionnaire required the respondents to give their opinion of the circumstances under which the various means of communication would commonly be used. The responses have been summarized in table 12 and Figure 12 below.

Means Of Communication	Harmonious		Strained		Official		Personal	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Telephone	23	36%	2	28%	18	31%	10	26%
Face to Face	26	41%	3	43%	12	21%	24	61%
Written	15	23%	2	29%	28	48%	5	13%
Total	41	100%	41	100%	41	100%	41	100%

Table 4: Circumstances under Which the Various Means of Communication Would Commonly Be Used
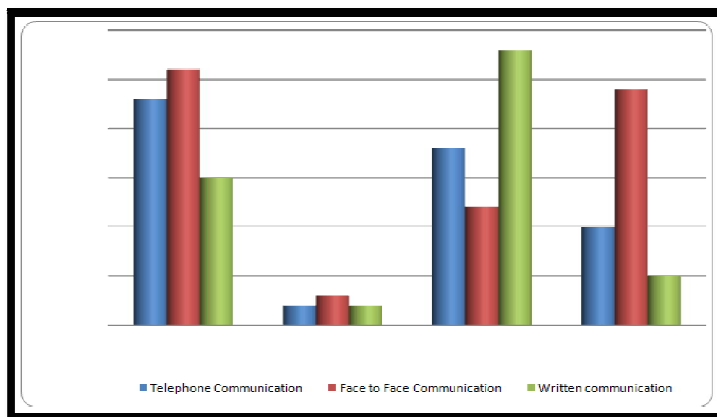
Figure 12: Circumstances under Which the Various Means of
Communication Would Commonly Be Used

In this question, the respondents were expected to provide their opinion of the circumstances under which the various means of communication would most likely be used by an employee. This would be important for monitoring communication trends among employees and predict the nature of or any changes in the relationships existing among staff members.

From the tabulation and the graph above, communication between employees seem to be more where there exists a harmonious relationship between them. The employees tend to use more face to face communication in such circumstances, followed by telephone communication. There still though a significant number that would use written communication when their relationship is harmonious.

More employees further indicated that they tend to use written communication for official matters, more than face to face. Where the nature of the transaction between two is more personal than official, the employees tended to use face to face communication and least of written communication.

4.7. Recommendations for Improvements in Internal Communication

The final question, question 13 gave the respondents opportunity to provide their opinions on how to improve internal communication within the institution. Their responses have been captured in table 13 and figure 13 below:

Recommendations for Improved Communication	Frequency	Percentage
Regular memos on the notice board	5	6%
Introduction of regular in house magazines	6	7%
Regular meetings	18	22%
Social networks in the workplace/intranet	28	35%
Interactive websites	24	30%
Total	41	100%

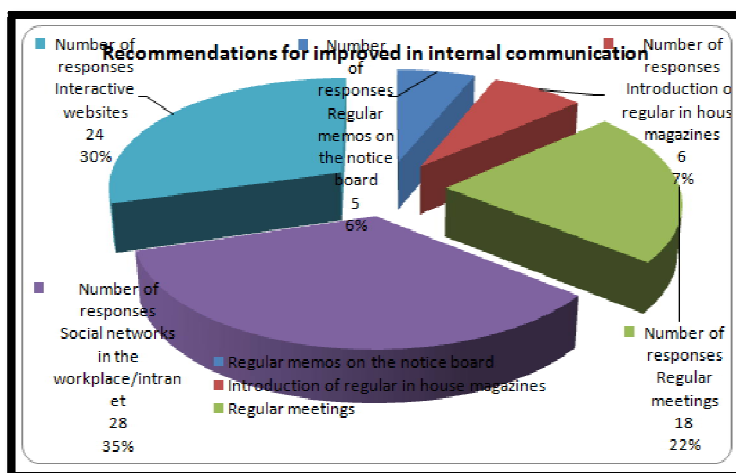*Table 5: Recommendations for Improvements in Internal Communication*

Figure 13: Recommendations for Improvements in Internal Communication

Majority of the staff recommended adoption of modern communication media in the workplace. 35% of the respondents recommended introduction of intranets and acceptance of social networks as official channels of communication within the workplace, followed by 30% who recommended making the website interactive and using it for

official internal communication. Only 6% of the respondents recommended continued use of memos on and notice board. This shows that majority of employees have embraced modern methods of communication and organizations must accept this and provide a platform for the same, while systematically facing out the old media where possible.

5. Conclusions

The study assessed the effectiveness of the internal communication strategies at Lake Victoria North Water Services Board. Specifically, the study aimed at establishing the effectiveness of the various means of internal communication; telephone, face to face and written communication and their relevant impacts on employee relations at the organization. From the above results of the study, it is clear that the three methods of internal communication are effective and are employed with varying regularity depending on contexts and contents.

In general, employees tend to use and still prefer using more of face to face communication in their daily interactions within the organization, followed by telephone and least of writing. The nature of the relationship between employees and the type of information being communicated also determine the choice of communication method. Personal information is more often communicated in face to face as opposed to official information which tends to be communicated more through writing.

Of the three forms of communication, face to face is considered the most effective means of internal communication followed by telephone. Written communication, although is the official means of communication in a formal set up like the Board, was established to be the least effective among the employees of Lake Victoria North Water Services Board. However, it (written communication) is the most commonly used and preferred means of communication for official purposes. Of the various forms of written communication, emails are felt to be the most effective, followed by memos, then letters while telephone text messaging services being the least effective in the organization.

6. Recommendations

The nature of the relationship between employees and the type of information being communicated also determine the choice of communication method. Personal information is more often communicated in face to face as opposed to official information which tends to be communicated more through writing.From the findings of the study, it is clear that employees prefer the modern technological methods of communication more than the traditional ones. Letters and memos are the least preferred communication methods in the Board. Majority of the employees currently use internet and web based communication tools in their correspondences. In their recommendations on ways to improve internal communication within the Board, majority of the employees recommended use of interactive websites and web based communication including Facebook and Twitter. It is therefore recommended that the management of Lake Victoria North Water Services Board should come up with a clear internal communication policy which should emphasize adoption of the modern IT and web based interactive communication strategies in order to enhance the level of internal communication within the institution.

7. References

i. Aarti, K., Akanksha, K. & Ruchi, G. (2013) Effective Internal Communication: A Way Towards Sustainability. *International Journal of Business Insights and Transformation*, 6(2), 1-23.
ii. Apoorva, B. (2014). Planning internal communication profile for organizational effectiveness. *The Journal for Decision Makers*, 3 (2), 109-122.
iii. Cad, W.S. (2018). *Effective Management Communication Strategies*. A Doctoral Dissertation, Walden University, United States.
iv. Cole, G. A (2017).*Strategic Management, Theory and Practice (2nd Edition)*, Thomson learning: High Holbon house.
v. DeSanctis, G., & Gallupe, R. (2017). A *Foundation for the Study of Group Decision*
i. *Support systems. Management Science*, 33, 589-609.
vi. Drake, S. M., Gulman, M. J. & Roberts, S. M. (2005). Light Their Fire: Using Internal Marketing to Ignite Employee Performance and Wow Your Customers. Chicago, IL: Dearborn Trade, A Kaplan Professional Company.
vii. Foot, M. & Hook, C. (2011). *Introducing Human Resource Management*. Harlow, England: Pearson Financial Times/Prentice Hall.
viii. Giddens, A. (2014). *The Constitution Of Society, Outline of the Theory of Structuration.* Cambridge, Polity Press.
ix. Goudge, P. (2006). *Employee Research: How to Increase Employee Involvement Through Consultation* [e-book] London, GBR: Kogan Page Ltd. Available via: Umeå University
http://site.ebrary.com/lib/umeaub/Doc?id=10158247&ppg=27 [Retrieved: October 21th, 2011]
x. Inkeri R. (2011). *Developing Internal Communication in Fast-changing Organizations.* Master thesis, Umea Universitet, Sweden.
xi. James, G. (2012) *Excellence in Public Relations and Communication Management.* New Jersey: Lawrence Erlbaum Associates.
xii. Karen, M., Aneil, K.M. & Khaner, W. (2019). *Using Innovative Internal Communication to Enhance Employee Engagement.* Advances in Human Resources Management and Organizational Development (pp.445-468). DOI: 10.4018/978-1-5225-8516-9.ch022

xiii.   Lauren S. (2020). *Effective Internal Communication in an Organizational Environment: A Qualitative Study.*A PhD Dissertation, Capella University, United States.

xiv.   Michele, E., Linjuan, R. & Julie (2019). Using Social Media to Engage Employees: Insights from Internal Communication Managers. International *Journal of Strategic Communication*, 13(2), 110-132.

xv.   Pearce, J. & Robinson, R.B. (2014*). Formulation, Implementation & Control of Competitive Strategy*, Richard D Irwin, Inc, USA.

xvi.   Pfister, S., Koehler, A., and Hellweg, S. (2009). *Assessing the environmental impacts of freshwater consumption in* LCA. Environ. Sci. Technol. 43, 4098e4104.

xvii.   Smith, J. A. (2008). Qualitative psychology: A practical guide to research methods. London: SAGE Publications.

xviii.   Smith, J. H. (2011).*Tech Yourself Public Relations*, London: Homder & Stoughton

xix.   Stephen, P. R., Timothy A., Bruce, M. & Terry, W. M. (2018). *Organizational Behaviour*, Fifth Edition, Pearson Prentice Hall, Aquatic Drive, Frenchs Forest, Australia.