

INFLUENCE OF INTERNAL CORPORATE COMMUNICATION PRACTICES ON
EMPLOYEE WORK SATISFACTION AT THE LAKE VICTORIA SOUTH WATER
SERVICES BOARD IN KENYA

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ABSTRACT

Employees' satisfaction with internal communication variables, have reflective consequences on their attitude to work, management and organisation in general. It is therefore imperative for management to communicate effectively to the satisfaction of employees. However, in Africa especially Kenya, there has been a gap in knowledge regarding how organizations conduct internal communication and whether or not employees are satisfied with the process of such communication. There is scanty literature describing the Kenyan situation. This study examined how employees of Lake Victoria South Water Services Board communicate and exchange information internally. The overall objective was to examine the influence of internal corporate communication on employee work satisfaction at the Lake Victoria South Water Services Board (LVSWSB). The specific objectives were to examine the existing internal corporate communication practices at LVSWSB; investigate the attitudes and perceptions of the employees towards internal communication practices at the LVSWSB; and assess how the internal corporate communication practices influence employees' work satisfaction at the LVSWSB. The study was based on Excellence Theory by Grunig (1992a) which addresses how, why, and to what extent do communication contributes to the achievement of organizational objectives. The study adopted descriptive research design. Study participants were drawn from water sector institutions serving under the LVSWSB in Kisumu County. Study population comprised 119 members whereby census was used to pick the participants since the population was small. Data collection methods were through administration of semi structured questionnaires and interview schedule. The study employed both quantitative and qualitative approaches. Quantitative data was analysed using descriptive statistics, and content analysis was applied in analysing the qualitative data. The study found that there were inherent practices which included, delayed feedback mechanisms, low inclusivity in decision making, inadequate adoption of technology, and preference of conventional and formal communication approaches and that internal corporate communication had an influence on work satisfaction. Therefore, the LVSWSB and its affiliate institutions demonstrated communication efficiency gaps which needed redress to enhance frictionless service delivery to its stakeholders. In conclusion, it is recommended that water sector institutions' management seek to address existing communication gaps by sensitisation on the importance of internal corporate communication and its bearing on work satisfaction. Further, it is recommended that LVSWSB adopts a comprehensive communication policy that is formally cascaded to affiliate institutions for the purpose of enhancing productivity in the competitive and dynamic business environment.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Internal corporate communication in a business context is the dialogic process between employees and employer, and employees and employees. Employees' satisfaction with different aspects of the internal communication practices reflect in their commitment and dedication to work. Those who are satisfied with internal communication enhance management's efforts to implement diverse and far-reaching organizational objectives successfully. On the other hand, employees who are disgruntled with certain aspects of the internal communication process are likely to vent their dissatisfaction on their work, making productivity suffer. None the less, there appears to be very little research on internal communication practices in sub-Saharan African given that existing literature on internal communication points to the West. Apparently, there is scanty literature describing the Kenyan situation, especially among public organizations whose productivity greatly affects the nation's socio-economic development (Abugre, 2013).

In the mid-1980s, the International Association of Business Communicators (IABC) commissioned a study that focused on the effectiveness question of "how, why, and to what extent does communication contribute to the achievement of organizational objectives?" The IABC posed questions to more than 400 organizations in the United States of America, Canada, and the United Kingdom. The research team did a quantitative questionnaire survey as well as conducted long interviews with senior practitioners and CEOs over a period of 10 years from 1985, which was the first research of such magnitude and depth carried out in the field of public relations. The research showed that many organizations did not manage communication programmes strategically and neither did the programmes make the organisations more effective (Grunig, 2002).

A qualitative study in America revealed that the general business problem was that employee job satisfaction is negatively affected by faulty leadership communication strategies, which results in ineffective promotion of regional governmental organization while the specific

business problem was that some government agency leaders lacked communication strategies to motivate employee job satisfaction (Bisel & Messersmith, 2012).

In India, a research on internal communication practice was very limited and leaders have traditionally treated internal communication as a “trivial” function. A new focus on internal communication is leading to a skills gap, revealed in findings of a survey of practice in India conducted in 2011. This shows that understanding of practice is very limited and there is scope for training and education (Ruck, 2012).

There appears to be very little research on employee communication practices in sub-Saharan African given that existing literature on employee communication points to the West while theoretical findings from Sub-Saharan African economies are largely unavailable. There is dearth in literature describing the Ghanaian situation, especially among public organisations whose productivity greatly affects the nation’s socio-economic development (Abugre, 2013). In Ghana, a comparative study of the companies, Volta River Authority and the Social Security and National Insurance Trust are two state organisations with large number of employees. The expectation was that such organisations would have enormous tasks in internal communications; creating and exchanging messages among its internal publics in order to, among other things, foster and advance the achievement of organisational goals. Thus, they were expected to illustrate how internal communication could engender employees’ satisfaction. Therefore, the problem of this study was to ascertain employees’ level of communication satisfaction vis-à-vis the nature of process and model used for communications in the Volta River Authority, and the Social Security and National Insurance Trust. This was against the background that internal employee communication remained poorly developed in most organisations despite its importance (Sharma & Kamalanabhan, 2012).

In Kenya, Wanjau, Muiruri and Ayodo (2012) conducted a study at Kenyatta National Hospital on factors affecting service quality in the public health sector. From the study, it was determined that 65% of medical-staff respondents acknowledged existence of poor internal communication channels. Further, 84% of the dissatisfied staff category conceded that their professional performance was negatively affected by poor communication channels

adopted by the hospital. Another study by Gichoya (2005) on barriers to internal communication in the Kenyan Government, established that poor communication policies, death of technology, poor coordination, non-participation, and inadequate leadership were the leading impediments. The study recommended a paradigm shift in public governance from old and tired communication systems to modern orientations. Also, Kimonye (2010) studied the extent of employee participation in decision making among privately-owned industrial factories in Nairobi. The study found that only 23% of the employees were involved in crucial decision making while the rest 77% were hardly consulted yet there were no registered trade unions allowed to recruit the staff. The study recommended opening-up of forums through which "employees' voice" would be heard and incorporated in ultimate corporate decisions.

The LVSWSB in Kisumu County is a state corporation under the Ministry of Environment and Natural Resources, which was established under the Water Act (2002) through Gazette Notice No. 1714 of 12th March 2004 with the mandate of ensuring efficient and economic provision of Water and Sanitation Services in its area of jurisdiction by planning and developing water service infrastructure, owning and managing water related assets in the area, developing and licensing WSPs as its agents, and capacity building of CBOs (Community based organizations) to access donor funds. The Board covers the administrative counties within former Nyanza province and the southern part of former Rift Valley province. LVSWSB is one of the eight Water Service Boards (WSBs) in Kenya, defined by way of catchment demarcation (Lavic Newsletter, 2012). ("Communication Strategy (2010-2015)," 2010)

Several studies have discovered that communication satisfaction among employees occur at different levels based on factors that contribute to employee satisfaction level. Staff members play a key role in impacting the well-being, success, and smooth functioning of their institutions. However, poor management of communication, faulty leadership in communication strategy and lack of communication strategy, poor coordination and limited practice of internal communication can lead to low levels of job satisfaction hence low productivity. This study focused on the influence of internal corporate communication on

employee job satisfaction at the LVSWSB. Since the interest of the researcher was on effective internal communication practices.

1.2 Statement of the Problem

Studies have shown that employees' satisfaction with the internal communication variables, have reflective consequences on their attitude to work, management and organisation in general. Employees' satisfaction with different aspects or the internal communication process reflects in their commitment and dedication to work. Those who are satisfied with internal communication enhance management's efforts to implement diverse and far-reaching organisational objectives successfully. On the other hand, employees who are disgruntled with certain aspects of the internal communication process are likely to vent their dissatisfaction on their work, making productivity suffer. However, there appears to be very little research on employee communication practices in sub-Saharan African given that existing literature on employee communication points to the West while theoretical findings from sub-Saharan African economies are largely unavailable. Apparently, there is lack of literature describing the Kenyan situation, especially among public organisations whose productivity greatly affects the nation's socio-economic development. In Kenya the LVSWSB is state cooperation with a number of employees. The expectation was that such organisations would have enormous tasks in internal communications; creating and exchanging messages among its internal publics in order to, among other things, foster and advance the achievement of organisational goals. Thus, they were expected to demonstrate how internal communication practices could enhance employee satisfaction. Therefore, the problem of this study was to ascertain employees' level of satisfaction vis-à-vis the existing internal communication practices, the attitudes and perceptions of employees towards internal communication practices and the influence of internal communication on work satisfaction at the LVSWSB. This was against the background that effective internal employee communication remained poorly conducted in most organisations despite its importance.

1.3 Research Questions

The study was guided by a set of the following research questions:

1. What are the existing internal corporate communication practices at the Lake Victoria South Water Services Board?
2. What are the attitudes and perceptions of the employees towards internal communication practices at the Lake Victoria South Water Services Board?
3. How do the internal corporate communication practices influence employee work satisfaction at the Lake Victoria South Water Services Board?

1.4 Objectives of the Study

The general objective of this study was to examine the influence of internal corporate communication practice on work satisfaction at the Lake Victoria South Water Services Board (LVSWSB) in Kenya.

Specifically, the study was intended to:

1. Examine the existing internal corporate communication practices at the Lake Victoria South Water Services Board in Kenya;
2. Investigate the attitudes and perceptions of the employees towards internal communication practices at LVSWSB; and
3. Assess how the internal corporate communication practices influence employees' work satisfaction at the Lake Victoria South Water Services Board in Kenya.

1.5 Significance of the Study

Findings anticipated from this study were expected to be invaluable to various stakeholders in the water service sector such as public utility entities, LVSWSB management, regulatory government agencies, employees, and scholars. Related public entities would make use of the findings to relate with their specific internal communication standards, thus establishing bases for refinement of their internal communication strategy and satisfaction improvement. The LVSWSB management would benefit from this study as results could be used to inform staff training, change of managerial strategy, adoption of more effective communication platforms, and adoption as an independent audit feedback. Consequently, this would translate

into better and more effective customer service. The public regulatory agencies such as Efficiency Monitoring Unit and Vision 2030 Secretariat would benefit from the study through improved corporate performance that would form a necessary pillar to the public entity's attainment and contribution to Vision 2030 and Millennium Development Goals (MDGs) which both embraced water development. Employee would benefit from a possible re-designed communication strategy to foster their work motivation and subsequent satisfaction, while interested scholars would adopt the findings as references for advanced or comparative studies.

1.6 Scope of the Study

The study focused on internal corporate communication as adopted by the LVSWSB service institutions and its influence on work satisfaction. The specific thematic areas under study included internal communication practices, employee attitudes and perception towards internal communication practices, and the extent to which adopted communication practices influenced work satisfaction. Internal corporate communication practices were measured by communication channels, structure, employee involvement and flexibility. On the other hand, perceptions and opinions were measured by individual opinion on use of communication channels, individual output, and process ownership. The LVSWSB water institutions provided the study context. Internally, the Board had a staff capacity of 82 assigned duties in four different departments, which included Finance, Human Resource and Administration, Technical, and Corporate Planning. In addition, there were other officers serving in agency-institutions on whose service contributions LVSWSB's performance was appraised. All these resource persons were targeted towards attaining a broad-based view on the causal relationship between internal corporate communication and work-related performance.

1.7 Theoretical Framework

The excellence theory can be seen as an integration of strategic management theories of public relations into a greater whole. Funded by the International Association of Business Communicators (IABC) Research Foundation, a team of six researchers (J. Grunig, L. Grunig, Dozier, Ehling, Repper and White) began their research by addressing the question posed: How, why, and to what extent does communication contribute to the achievement of

organizational objectives? In addition to the original question of organizational effectiveness, they added what they called the excellence question: How must public relations be practiced and the communication function organised for it to contribute most to organizational effectiveness?(Grunig, 1992).

The IABC team first started to develop a theory of value of public relations by reviewing theories of business social responsibility, ethics, and conflict resolution. They asserted that public relations have value to the larger society as well as to specific organizations. To further identify the value of excellent public relations, they examined previous research on excellence in management and searched for the meaning of organizational effectiveness. The IABC team concluded that organisations are effective when they choose and achieve goals that are important to their self-interest as well as to the interests of strategic publics in their environment (Grunig, 1992). They argued that, by helping organizations build relationships and by resolving conflicts between the organization and its strategic publics, public relations departments contribute to organizational effectiveness. Through a combination of survey research and qualitative research, they identified 14 generic principles of excellent public relations, which they later consolidated into ten.

The following are the ten generic principles J. Grunig and his colleagues suggested (Grunig, Grunig, & Ehling, 1992). Involvement of public relations in strategic management. An organization that practices public relations strategically develops programs to communicate with strategic publics, both external and internal that provides the greatest threats to and opportunities for the organization.

Empowerment of public relations in the dominant coalition or a direct reporting relationship to senior management. In effective organisations, the senior public relations person is part of or has access to the group of senior managers with greatest power in the organization.

Integrated public relations function. All public relations functions are integrated into a single department or have a mechanism to coordinate the departments. Only in an integrated system of public relations is it possible for public relations to develop new communication programs for changing strategic publics.

Public relations is a management function separate from other functions. Many organizations splinter the public relations function by making it a supporting tool for other departments such as marketing, human resources, law, or finance. When the public relations function is sublimated to other functions, it cannot move communication resources from one strategic public to another as an integrated public relations function can.

Public relations unit headed by a manager rather than a technician. Communication technicians are essential to carry out day-to-day communication activities. However, excellent public relations units must have at least one senior communication manager who conceptualizes and directs public relations programs (Grunig, Grunig, & Ehling, 1992).

Two-way symmetrical public relations are based on research and use communication to manage conflict and improve understanding with strategic publics. Excellent public relations departments model more of their communication programs on this model than on the press agency, public information, or two-way asymmetrical models. However, they often combine elements of the two-way symmetrical and asymmetrical models in a “mixed-motive” model.

A symmetrical system of internal communication. Excellent organizations have decentralized management structures that give autonomy to employees and allow them to participate in decision making. They also have participative, symmetrical systems of internal communication with employees that increases job satisfaction because employee goals are incorporated into the organisational mission.

Knowledge potential for managerial role and symmetrical public relations. Excellent programs are staffed by professionals—people who are educated in the body of knowledge and who are active in professional associations and read professional literature.

Diversity embodied in all roles.

The principle of requisite variety Weick (1969) states that effective organizations have as much diversity inside the organization as in the environment. Excellent public relations

include both men and women in all roles, as well as practitioners of different racial, ethnic, and cultural backgrounds.

Organizational context for excellence. Excellent public relations departments are nourished by participative rather than authoritarian cultures, activist pressure from the environment, and organic rather than mechanical management structures (pp. 37–40).

Critics of this theory argued that excellence theory simply provides a theoretical and unrealistic ideal for practitioners to strive to achieve. Murphy (1991) was among the first to criticise excellence theory for lacking practical applicability, among other things. Leichty and Springston (1993) developed an early critical analysis of the methods used in the excellence study and questioned the reliability of key findings. Leichty (1997) later elaborated on the instances in which two-way symmetrical tactics such as dialogue and collaboration might be limited in applicability or outright inapplicable. Cameron and his colleagues (Cancel, Mitrook, Sallot, Reber, Shin, Pang, and Jin to name a few) have directly challenged the best-practice approach excellence theory represents, and the development of contingency theory, either through happenstance or necessity, has provided an organized framework around which many critics of excellence theory have rallied.

Despite this development, however, criticisms of the validity, reliability, efficacy, and ethicality of excellence theory have largely lacked significant interconnection, so they may often be seen as existing in a theoretical vacuum.

In this study, the researcher attempted to identify communication structures and processes important for internal and external relationship building processes. In this regard, theories of excellence that identify organisational structure for effective organisational communication provided useful insights. More specifically, principles closely related to structure, such as organisation of the communication function, internal communication systems, and symmetrical systems of internal communication with employees that increases job satisfaction, are relevant to this study. The study also focused on the dominant coalition's support principle because it is assumed much of an organisation's structure and process is greatly affected by the key decision makers in an organisation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section discusses available literature relating to the study's objective areas. The review includes internal communication practice (forms and channels of internal communication, communication structure,); employee attitudes and perceptions on the channels of internal communication; and internal communication and employee work satisfaction.

2.2 Overview of Corporate Communication

According to Smidts (2001) corporate communication is a key to employees' involvement. Making people involved through the sharing of information creates a strong potential to motivate different aspects of their performance. Upward communication is a process, where employees' ideas, responses, critiques or plans are shared with their superiors. This type of communication involves listening. On the other hand, downward communication implies the adequate amount of information passed from managerial levels to the bottom of the organization. Goris (2002) concluded that this type of communication affects job performance and job satisfaction.

2.3 Internal Corporate Communication Practices

Internal communication practitioners need to understand people in organisations and how to influence employee knowledge, attitudes and behaviours (Stroh & Jaatinen, 2002). They must be able to gauge an organisation's communications climate and analyze the cultural, political and relational dimensions present within their organisations (L'Etang, 2008). This subsection reviews the literature related to channels of communication, communication structure, employee voice, and barriers to internal communication.

2.3.1 Communication channels

Downs and Adrian (2004) define a communication channel as the means through which people in an organization communicate. The authors insist that thought must be given to what channels are used to complete various tasks, because using an inappropriate channel for a task or interaction can lead to negative consequences. Essentially, therefore, complex

messages require richer channels of communication that facilitate interaction to ensure clarity (Downs & Adrian, 2004).

Selecting the most appropriate communication channels can be a difficult job. However, communication channels are usually evaluated based on the sender's expectations of those channels, but it is important to understand that different communication channels are appropriate for different kinds of information and achieve different objectives (Quirke, 2008). Therefore, it is vital to choose the right communication channel that fits best the nature of the communication. This is important because people understand and interpret messages differently which is vital to understand when deciding on the communication method, and the chosen channels can make a real difference on how the message is received (Downs & Adrian, 2004).

The literature above have majorly focused on the appropriateness of the communication channel evaluated based on the senders expectations not considering the expectations of the receiver who may also have expectations to be met by the sender regarding the channel of preference. Therefore, the authors have majorly emphasised on the one way communication which does not give a complete process of communication. In this study, the researcher has sought the relevance of two way symmetrical communication that takes care of the expectations of both the sender and receiver in line with appropriateness of the channel used in communication.

Communication channels can be divided into top-down, bottom-up and horizontal communication. Top-down communication occurs when communication flows from people at higher levels to those at lower levels in the organizational hierarchy. Tasks like job instructions, providing information and feedback to subordinates fall under this kind of communication. Top-down communication is vital in order for managers to give instructions and provide information to subordinates. Organisational charts are a good example of top-down communication since they provide a clear guideline for who is responsible for a given task. However, even though it is essential in every organisation, top-down communication alone will not lead to effective communication. Managers must receive feedback from their subordinates to ensure understanding of the provided instructions or information.

Furthermore creating an atmosphere of trust, participation and respect is not done with top-down communication only (Koontz & O'Donnell, 2006).

Upward communication includes messages flowing from subordinates to superiors and continues up the organisational hierarchy (Adler & Elmhorst, 1996). These types of communications convey messages such as what subordinates are doing, unsolved work problems and suggestions for improvements. Durrheim and Painter (2006) argue that to be able to suggest improvements or come up with new ideas is an essential part of employee self-confidence, commitment and participation. In order for employees to feel that they are a part of the organisation and that they really matter, upward communication is very important (Dunmore, 2002). Finally, horizontal communication consists of messages between employees of the organization with equal power. Messages like task coordination, problem solving, sharing information, conflict resolution and building relationships fall under this kind of communication. Organisations can't live without horizontal communication. Social and interpersonal communication is vital for every person. Therefore, without communicating with co-workers and sharing information about the job or the company, people will not establish a relationship between each other, and company culture and the workplace atmosphere will be unappealing (Adler & Elmhorst, 1996).

It is imperative that both top down and bottom up channels of communication are effectively utilized to successfully complete communication process in an organization. Normal communication process implies that for the cycle to be complete there has to be sender and receiver of whom the two can alternate. Feedback is also important in a communication process since when the right feedback is given then the communication process is successful. This study is set to examine how the channels can be used effectively to enhance employee satisfaction hence lead to productivity.

The communication structure in all companies includes both formal and informal communication. Formal communication is vital in every organisation and follows the formal structure of the company. The importance of formal communication is that it provides basic information about the organisation or information related to people's jobs (Kandlousi, Ali, & Abdollahi, 2010). Informal communication or grapevine is "news" or communication

between people within the organisation. Subramanian (2006) characterises grapevine as a simple glance, smile or signal between people within the organization while Downs and Adrian (2004) claim that it is an inevitable part of the organisation. Moreover, it should be seen as a natural consequence of people interacting. It is the author's opinion that with informal communication or grapevine, people can talk about their feelings, create relationships and discuss the issues that matter to them at each time (Downs & Adrian, 2004).

For organisations to function effectively some mode of communication is essential that not only transmits the message or information but also considers its impact on employees along with its effectiveness. Drawing insights from excellence theory, communication function should be organised for it to contribute most to organizational effectiveness. Whether formal or informal, they should have impact on employees along with effectiveness.

The technical environment has changed through the years, and employees are getting more and more mobile. Communication has become less static and more dynamic, with numerous communication channels (Angenti, 2006). Frequently used and important channels such as the web, blogs, e-mail and mobile phones are replacing face-to-face communication and with increasing technology, employees are becoming more independent and more mobile than before. Easy access to online information relating to individual jobs has improved people's independence and projects can be finished faster than before. Moreover, people can follow news and information about the organisation more easily which leads to better informed staff. However, with increasing technical communication, face-to-face communication between people within the organisation decreases which should be considered a huge threat. Angenti (2006) claims that this can lead to "We" and "Them" syndrome and employees can start feeling that they are not a part of the team. This can lead to unhappy employees who will leave the organisation and therefore high employee turnover for the company.

Blundel (2004) maintains that although face-to-face communication appears less important in today's high-tech world, the opposite is true. This is supported by Argenti and Smith (2009) who claim that face-to-face communication is still the most effective way to communicate within organizations. Adler and Elmhorst (1996) maintain that a potential advantage of using

face-to-face communication is its speed. Once the sender makes contact with the receiver there is no time lag between the transmission of the message and its reception. Thus, the sender receives feedback right away. Finally, the sender has more control over a message sent via face-to-face communication than over a written message in paper or electronic form which has possibly taken a long time to write.

The technical environment has changed and employees are embracing technology as an effective means of communication, hence communication has become less static. In an increasingly globalised economic and social environment marked by the rigorous need to achieve efficiency in internal communication, the power of new technologies is more and more necessary to facilitate Internal communication to overcome barriers in time and space. Technology should not be seen as a threat to the existence of face to face communication. In this study, the researcher focused on embracing technology (mobile phones, internet, email, website and social media e.t.c.) as a multifaceted approach to understanding the changing world which is vital when studying organizational communication.

2.3.2 Communication Structure

All communication is complex and multidimensional with plenty of room for conflict and misunderstandings. Internal corporate communication is no different with organizational issues often adding unique complications to the mix during the communication process (Conrad & Poole, 2002). For an organization to be successful, it must have employees capable of sending and receiving information quickly, clearly, effectively, and error free. Mistakes caused by miscommunication cost organizations significantly in form of missed deadlines, lost time, and wasted product. In order to have effective employee communication in the workplace, one must understand organizational communication structure and how that communication structure facilitates internal communication (McNamara, 2003).

According to McNamara (2003) organizational communication structure is a network or system of pathways through which messages flow. This structure is how an organization communicates information to employees. The two types of organisational communication structure are formal and informal. Both formal and informal types are used for employee communication throughout the entire organization. A formal communication structure

utilizes specific authorized channels for information to flow between organization positions. The three categories in a formal communication structure are downward communication, upward communication, and lateral communication. Downward is top to bottom communication, while upward is bottom to top communication. Lateral Communication crosses employees horizontally such as two people of same rank from different divisions. An informal communication structure uses relaxed communication channels that are not specifically used for organisational information. This includes employee communication “through the grapevine” that comes from social and personal interests rather than formal organization requirements. The four categories in informal communication structure are scheduled communication, intended communication, opportunistic communication, and spontaneous communication (McNamara, 2003).

Hall (2001) argues that the very establishment of an organizational structure is a sign that communications are supposed to follow a particular path. Robbins (2003) mirrored this notion by commenting that a structure governs who reported to whom, and the formal coordinating mechanisms and interaction patterns that should be followed. Lau, Wong, Chan and Law (2003) state that formal organizational structure affects internal communication. However, Grunig (2002) disagreed with the notion that communication is a product of or is constrained by organizational structure. Tompkins (2007) argues that without communication there would be no organization.

2.3.3 Employee Voice

The concept of employee-voice has a relatively long history, dating back to the 1970s when it was used in relation to employees' efforts to change dissatisfying work situations (Alfes, 2010). According to Wilkinson, Dundon, Marchington, and Ackers (2004) employee-voice was popularized by Freeman and Medoff in 1980s who supported the idea that it made good sense for both company and workforce to have a ‘voice’ mechanism. Spencer (2006) developed this theme and concluded that giving employees opportunities to voice their dissatisfaction increased the likelihood that they would stay with the organization. Alfes (2010) considers employee voice as one of the most important factors for work satisfaction. Van Dyne et al. (2003) interpret the term voice to represent the intentional expression of work-related ideas, information, and opinions. This argument, however, is limiting in scope

as it does not give a complete communication cycle. Budd, Gollan, and Wilkinson (2003) argue that there is now a renaissance in interest in participation based on economic, moral/ethic, and pragmatic grounds, but without linking all these to the role of internal communication.

According to Van Dyne et al. (2003) it is incorrect to think of employee voice as a single construct and they propose three specific types of voice; pro-social voice, defensive voice, and acquiescent voice. This approach is based on three specific employee motives within the existing management literature on silence and voice: disengaged behaviour based on resignation, self-protective behaviour based on fear, and other oriented behaviour based on cooperation. It is a useful extension of the concept that illustrates some of the underlying reasons that drive the way that employees express their voice. In an alternative approach, Dundon, Wilkinson, Marchington, and Ackers (2004) suggest four categories of employee voice; individual dissatisfaction, collective organization (as a counter to the power of management), management decision-making, and mutuality (a partnership for long term sustainability). This extends the concept to include the idea that employees work in partnership with senior managers for the benefit of the organization. Liu, Zhu, and Yang (2009) point out that there are three alternative characteristics of voice; discretionary, challenge oriented, and potentially risky. The risks involved may explain why employees are usually reluctant to voice their thoughts. These perspectives on voice highlight the complexity of the concept and the differing reasons why voice is, or is not, used (Liu et al., 2009).

Wilkinson et al. (2004) take a broader, multi-dimensional approach to employee voice, suggesting that is based upon five factors: communication/exchange of views (an opportunity for employees and managers to exchange views about issues); upward problem-solving (an opportunity for employees to provide feedback on specific topics); collective representation (an opportunity for employee representatives to communicate the views of the workforce to managers); engagement (a feeling on the part of staff that they are able to express their views to managers in an open environment); and a say about issues (the opportunity not just to have a 'voice' on issues but an expectation that these views will be taken into account and may lead to changes in how decisions are made) (Wilkinson et al., 2004). In a qualitative study of

employee voice, Wilkinson et al. (2004) conclude that voice as communication is by far the most common immediate response to the question asking managers to explain their understanding of the term 'voice'.

Employee voice is also a concept that overlaps with others such as involvement, empowerment and democracy and is linked to participation in organisations (Budd et al., 2003). Wilkinson et al. (2004) suggest that there are three dimensions; direct communication, upward problem-solving and representative participation. Peccei, Bewley, and Gospel (2010) take a similar approach, based on three voice mechanisms: the recognition of a union for collective bargaining, the presence of joint consultation through an establishment-level joint committee or works council, and the existence of formal mechanisms of direct participation, such as team briefings, quality circles, and problem-solving groups. Issues relating to this include how these three mechanisms are best integrated within an organization, the significance of more informal levels of voice, or the importance of employees being suitably well informed to be able to make an effective contribution. In a longitudinal study in the UK, Peccei et al. (2010) found an upward trend in information disclosure between 1990 and 1998, followed by a leveling off between 1998 and 2004. Importantly, according to Peccei et al. (2010) disclosure does, in fact, seem to have a positive effect on financial performance...nevertheless, many managers are clearly disinclined to share information with employees. They conclude that there is, therefore, a need for management to learn about, and to come to terms with, the processes of information-sharing (Peccei et al., 2010).

Employee voice is an important aspect in internal communication. The voice provides feedback to the management; they are able to communicate their views to the management when the work environment is open. Such views or contributions can lead to effective decision making process in an organisation. The voice also indicates employee involvement hence they feel part of the organisation which is a motivating factor leading to high productivity.

2.4 Attitudes and Perceptions of Employees towards Internal Communication

Practices

Human resource is most vital asset for organisational development. It is the source that makes other sources use and get best return out of them. But getting best of human resource requires enormous moves by organisation and their management. If the human resource or employees are happy and contented with the moves and actions of employer they do their best for the best of organisation. But if they are not in this state they might cause organization unmatched loss (Robbins, Odendaal, & Roodt, 2003). If employees are empowered, their self-confidence degree and self-reliance will increase hence job satisfaction and high levels of productivity. According to Neog and Dr. Barua (2014) employees who have higher job satisfaction are usually less absent, less likely to leave, more likely to be productive and display organisational commitment. The greater the level of satisfaction of employees is, the higher will be returns for organization (Okpara, 2004).

According to Akfopure, Ikhifa, and Okokoyo (2006) employee work satisfaction has been an important management discussion over the years. The relationship between man and work has always attracted the attention of philosophers. A major part of man's life is spent at work. Work is social reality and social expectation to which men seem to confirm. It not only provides status to the individual but also binds him to the society. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organisation. Thus, it is of utmost importance for employers to know the factors that can affect their employees' work-related satisfaction level since it would affect the performance of the organisation as well (Awang, Ahmad, & Zin, 2010)

Employees are among the most important determinants and leading factors that determine the success of an organisation in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organisational levels (Fiorita, Bozeman, Young, & Meurs, 2007). Through workers, organisations can garner a competitive advantage. Committed employees take pride

in organisational membership, believe in the goals and values of the organisation, and therefore display higher levels of performance and productivity (Feinstein & Cannon, 2002).

Sousa-Poza (2000) found that better performance of the workforce is the result of level of job satisfaction. Nanda and Browne (2007) have investigated the important employee performance indicators at the hiring stage. They concluded that level of job satisfaction and motivation affects the employee's productivity. The high performer demand attractive packages from the employers. And now it becomes predicament for the human resource experts to retain the performer. The low level of job satisfaction adversely effects on the employee commitment and sequentially effect the achievement of organizational objectives and performance. According to Cheung, Chan, Wong, and Wu (2009) there are many factors influencing employee work satisfaction. In this study, these factors have been broadly clustered into three: personal factors, and job design and environmental factors.

No matter how brilliant the business strategy is, it must reach and win employees to achieve optimum effectiveness. Employees want to know where their organisation is headed and how they contribute to achieving the vision. Effective and interpersonal communications are factors that could affect employees' attitude to work. Organisations would thrive only if both managers and employees work collectively as a team and understand each other through effective communication.

2.4.1 Personal Factors

Individual employees are an organisation's greatest resource. Hence, attracting and retaining the right people is critical to the success of an organisation, particularly service-oriented organizations (McCrarey, 2005). The human environment focuses on human aspects that influence an employee's performance and work satisfaction. The extent to which employees experience psychological or personal job satisfaction within the work content environment determines the quality and quantity of their outputs (Nel et al., 2004).

Griffin and Moorhead (2004) claim that research on job satisfaction demonstrates that personal factors such as individual needs and desires determine individual attitude and hence extent of work satisfaction. Moreover, Newstrom and Davis (2007) maintain that a job is an

important part of life and their studies in work psychology have indicated that there are many elements in a person's life which can influence satisfaction such as family, age, politics, leisure and religion. A person can be satisfied with one factor related to his or her job and dissatisfied with another. Cheung et al. (2009) also links work satisfaction to personal factors such as equity perception, expectancy, age, hierarchy level, salary satisfaction, and effect of recognition, security and development.

Employees are expected to work towards achievement of organizational goals, and on the other hand, there are also personal needs of the employee that the employer needs to fulfill that will enhance employee satisfaction. When the work related personal needs are met, the employee feels part of the organisation and this fosters good working relations and finally leads to productivity. The excellence theory's assertion that for an organisation to be effective, it must behave in ways that solve the problems and satisfy the goals of employees and management, gave an insight to this study.

2.4.2 Job Design and Work Environment

According to Smith (2002) job design can be seen as an important factor influencing how employees feel and react to their job, thus affecting their performance and job satisfaction. Wood, Yaacob and Morris (2004) argue that job design can be described as the planning and specifications of job tasks and the designated work settings where they are to be accomplished. Smith (2002) adds that people respond unfavourably to restrictive work environments so it is imperative for organizations to create a working environment that gives employees the ability and freedom to think, engaging and motivating the workforce to reach a higher level of job satisfaction.

Ayers (2005) suggests that the work environment should motivate employees to perform at their best and show commitment to the organization, enhancing work conditions to support the organization's mission and thus impacting on work satisfaction. The conditions under which work is performed can have as much impact on people's effectiveness, comfort and safety as the intrinsic details of the task itself.

Society for Human Resource Management (2015) asserts that promoting elements that sustain a healthy work environment fosters satisfied and engaged employees. Furthermore,

an ideal work setting should comprise stimulating work projects, assurance of personal and organisational well-being and dedicated teammates.

According to Bergh and Theron (2000) job design and work environment should seek to achieve maximum fit with individual satisfaction standards. The job design should be designed to possess characteristics to enable conditions for high motivation, satisfaction and performance. Further, Bergh and Theron (2000) identify five core characteristics of the job that influence workers' behaviour and attitude, namely, skill variety, task identity, task significance, autonomy and feedback. The relationship between core job characteristics and work outcomes is moderated by employees' growth-need strength, knowledge, skill, and context satisfaction.

Work environment should motivate employees to perform at their best and show commitment to the organisation. Employees need a well cut out job specifications that are attainable for them to work towards their goals and a good work environment also plays an important role in enhancing employee job satisfaction resulting into productivity while a hostile work environment is likely to demoralise employees resulting to low productivity. The theory of excellence states that an organization that practices public relations strategically develops programmes to communicate with strategic publics, both external and internal that provides the greatest threats to and opportunities for the organisation.

2.5 Influence of Internal Corporate Communication Practice and Employee Work Satisfaction

Effective internal corporate communication is crucial to achieving successful change in organizations (Cheney, Christensen, Zorn, & Ganesh, 2004). Internal communication enhances organizational productivity and profitability (Gallup, 2012). Internal communications programmes must motivate employee support for the new direction, encourage high performance, limit misunderstandings and rumours and align employees behind the company (Barrett, 2002). Communication has a role to play at the formulation, implementation and institutionalization phases of a change programme as well as in the dissemination stage (Cheney et al., 2004). As individuals progress through change,

communication plays an important but different role at each stage from developing awareness of environmental change and an understanding of an organization's evolving aims, giving facts and communicating the big picture, listening and showing concerns during phases of denial and anger, communicating the vision and involving and, as employees begin to accept the change, to build enthusiasm, provide feedback and inspire to create commitment to the new way. To fulfill this role effectively, internal communication practitioners must have some knowledge of the dynamics of a change process and be seen as facilitators of change not just as producers of publications (Barrett, 2002).

One of the most commonly cited roles for the internal communications function is that of developing employee commitment, involvement and engagement in support of the achievement of business goals. This is important as organisational success is dependent on employee support and employees who are committed to an organisation identify personally with it, are concerned for its future, and are loyal to it (Therkelsen & Fiebich, 2003). Welch and see non-task internal communication as having a role to play in developing employee commitment and trust and L'Etang, (2008) points to the link between a positive communications climate and building consensus. Involvement requires the existence of positive relationships in organizations. These rely on two-way, participative communications (Stroh & Jaatinen, 2002).

Madlock (2008) enumerates internal communication as one of the factors which influences job satisfaction. With active and assessable communication, employees are better able to understand their job and are more connected to it. This leads to better performance and higher job satisfaction (Downs & Adrian, 2004). Downs and Hazen (2007) indicate that communication is an essential factor relating to job satisfaction since effective communication can lead to any of four end results: productivity, satisfaction, relationship with management and profit. Moreover, Downs and Hazen (2007) argue that the strongest communication factors influencing job satisfaction involve personal feedback, relationship with supervisor and communication climate.

Trombetta and Rogers (2008) point out that communication climate, employees' involvement in decision making and open and good access to information are the communication factors

which most affect job satisfaction. Putti, Aryee and Phua (2009) maintain that satisfaction with communication within the organisation is associated with the amount of information available to the people working there. Anderson and Martin (2005) however disagree and maintain that communication satisfaction is not necessarily related to information flow. Although communication provides people with relevant information regarding their job and contributes to job satisfaction, people seek relationships with both co-workers and supervisors to satisfy the interpersonal needs of pleasure and inclusion. Thus, interpersonal interaction involving the exchange of information and relationships between people within the organisation can have a positive effect on job satisfaction (Anderson & Martin, 2005).

Various researchers have empirically documented the relationship between corporate communication and work performance. Mueller and Lee (2002) found that supervisor-subordinate communication exchanges are characterised by greater degrees of openness, trust, empathy, and supervisory attention, and employees in such relationships enjoy greater negotiating latitude and input in decisions. Campbell, White and Johnson (2003) found that leaders can improve the quality of their relationships with their employees through an interpersonal communication strategy focused on rapport management. Andrews and Kacmar (2001) found communication satisfaction to be positively related to job satisfaction, productivity, leader-member exchange (LMX), organisational climate, organisational commitment, and job performance and inversely related to turnover intentions, job-related uncertainty and role ambiguity. Furthermore, Scott et al., (1999) found organization-wide communication and supervisory communication relationships to be associated with decreases in intent to leave the organization. Settoon and Mossholder (2002) found that the relationships between coworker trust and perspective taking and interpersonal citizenship behaviors were mediated by coworker empathic concern.

Organizational communication is an important aspect in many types of organizations. The changes in society make it very crucial to reconsider the way communication occurs in organizations because communication has been found to affect many other aspects of organization's effective functioning. Exploring the level of communication satisfaction and job satisfaction will help in understanding what factors play a significant role in affecting satisfaction among employees. The study therefore intended to initiate and restore efficiency

in internal corporate communication as part of organisation's business strategy failure to which work dissatisfaction becomes a hindrance to performance improvement.

Nevertheless, the increasingly complex and highly competitive nature of today's business environment puts greater pressure on individual employees and this requires more concerted effort in the area of internal communications. By involving employees in the organisation's vision, giving them the right messages, educating them on the brand and the organization's directions better and providing proof for the messages, their level of satisfaction is improved resulting into productivity.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

Based on the LVSWSB's multi-unit operational structure and the anticipated quantitative data, the study adopted a descriptive research design. This design, according to Yin (2003), is structured to examine a number of logical sub-units or units of analysis within the study organisation. Saunders, Lewis and Thornhill (2007) also acknowledge the importance of descriptive research design especially when the intent is gaining broader understanding of the context of the research and processes being enacted. Adoption of this design, therefore, resulted into a broadened understanding of the internal communication situation and work satisfaction at LVSWSB.

3.2 Study Area

The study was conducted at various water sector institutions within Kisumu County serving under the LVSWSB, formed vide Water Act (2002) to geographically cover the southern part of Lake Victoria basin. The Board's jurisdictional area was about 31,734 km² out of which 4,128 km² was lake waters constituting about 13% of the catchment area. To the North, the Board neighboured Lake Victoria North Water Services Board (LVNWSB) whose headquarter was at Kakamega town, while Rift Valley Water Services Board (RVWSB) whose headquarter was based in Nakuru town bordered LVSWSB to the South. In terms of service provision, LVSWSB served eight Counties of Kisumu, Siaya, Homa Bay, Migori, Nyamira, Kisii Bomet and Kericho, while Narok and Nandi Counties were partly covered. Within this coverage, the Board interacted with other service organs such as sub-county water offices, WSPs, and CBOs which were spread all over the region (LVSWSB, 2013). The researcher chose to carry out the study in Kisumu County since it was a cosmopolitan City with a population of approximately 968,909 according to the population and housing census (2009) The population received water and sanitation services from the said water institutions whose regional head office was located within Kisumu County. Politically, Kisumu County had seven sub county administrative offices and a county government which makes it a rich area for the study.

3.3 Study Population

The study population comprised 119 members of staff working in various capacities, both at the LVSWSB head office and designated offices under the corporation's control within Kisumu County. The Water Act (2002) placed every water-sector institution in the region under the Board's supervisory domain, thus making them non-autonomous organs. In the target population, the study focused on the population within Kisumu County which comprised of 83 full-time staff members serving in the four head-office departments (technical, human resource and administration, corporate planning and finance), 7 Sub-County Water Officers (SCWOs) who were the Board's contact persons at sub-county levels, 2 Managers/ HODs who were stationed at the Board's Water Service Providers (WSPs), and 40 chairpersons of Community-Based Organisations (CBOs) who served the rural populace on behalf of the Board (LVSWSB, 2015). By description, therefore, the study's population was of a heterogeneous composition. This ensured access to meaningful data from a wider contextual scope and fair representation of primary stakeholders in the water sector.

3.4 Sample Size

This study used a census sample method to administer quantitative questionnaires to all Full-time employees (N = 119) at LVSWSB head office with other designated offices of the SCWOs and Chairpersons of CBOs and interviewed 3 key informants who included Managers/ HODs from LVSWSB and WSPs within Kisumu County. According to United States Bureau of the Census (1960) census study occurs if the entire population is very small or it is reasonable to be included in the entire population and data is gathered on every member of the population. In the study, the population was equally small hence, it was reasonable to include the entire population to make contributions to the study's generalisations regarding internal communication and its influence on the employee work satisfaction.

3.5 Sampling Procedures

Census was used to select the actual participants for the study. In all a total of one hundred and nineteen (119) participants were involved. However, at the end a total of eighty three

(83) respondents completed all the items. This number was thus used for the analysis giving a response rate of 70 per cent.

3.5 Data Collection methods

Research data were obtained from both secondary and primary sources. The secondary sources included the institutional communication policy, website articles and other materials, employee satisfaction survey reports, and public corporate circulars. On the other hand, primary data were accessed from the selected study participants from the various water institutions serving under LVSWSB

3.5.1 Questionnaire

Primary data from CBOs, SCWOs and employees at LVSWSB were collected by use of 116 semi-structured and self-administered questionnaires. Using questionnaire in the study was appropriate because it explored the perceptions, attitudes, feelings and behaviour of the respondents toward internal communication and work satisfaction. The data collected were in the same form from all the respondents. According to Babbie (2007) researchers use questionnaires so that they can obtain information about the thoughts and intentions of the research participants in a large population.

3.5.2 Interview Schedule

The study also adopted interview schedule to collect data from 3Managers/ HODs from LVSWSB and WSPs in Kisumu County. This made it possible to obtain direct quotations about their experiences, opinions, feelings (Merriam 1998:69). The researcher used a highly interactive explanatory approach with the help of interview guide (Newman, 2003). The specific purpose of the interviews was to verify topic areas found relevant based on the study, and to gain a deeper understanding of the Board's internal communication practices. The findings gained through these data sets were supported by LVSWSB's documents, ranging from the Memos, Notice boards, website, discussions, communication strategy and other correspondences.

Three different interviews with durations varying between twenty and forty minutes each were conducted in May- June 2016. The focus of these interviews was internal

communication practices and employee satisfaction in relation to achieving organisational goals and objectives, the different channels to inform, consult, interact and engage employees were also studied (the interview guide used is provided in Appendix II). The interviews were conducted in English. Information on the background of respondents is provided in the Table 1 below.

Interviewee	Gender	Management level	Functional Background	Geographic Location
1	Male	Senior	Operational	Nyakach WSP
2	Male	Senior	HOD Finance	KIWASCO WSP
3	Female	Senior	Head Administration	LVSWSB Head Office

Data Collection Procedures

Prior to actual administration of the questionnaires, the researcher sought permission from the administration office of LVSWSB through a letter. Permission to administer the questionnaire was granted. Each respondent was allowed 20-30 minutes to complete the questionnaire. While the interviews were conducted with the Head of Administration from LVSWSB, Head of Finance from Kisumu Water and Sanitation Company (KIWASCO) a WSP, and operational manager from Nyakach Water and Sanitation Company also a WSP. For the analysis they were named as manager and Heads of Departments. Each interview began with some preliminary remarks to create a relaxed atmosphere and a trusting relationship. After that, the purpose of the study was explained to the informants and they were assured of confidentiality of the information they were to give. The consent of the interviewees was requested through phone before an interview was done. The respondents were informed of the necessity to make audio recordings of the interview but at the same time guaranteed that these would be only used for the study only. To this end, the interviews were generally audio recorded. To ensure accuracy in the case of audio-recorded interviews, the recordings were played back after transcription to

make sure that these were verbatim records rather than subjective interpretations. Where a respondent had agreed to participate in the study but was busy, agreements were reached to meet at a convenient time. The rationale behind this was to ensure that participants are relaxed and comfortable, while giving them a high sense of confidentiality that will boost honest responses to interview question.

3.6 Pilot Study

In order to improve the efficacy of the research instrument, a pilot study was conducted.

Huysamen (cited by Strydom (1998:179)) views the purpose of a pilot study as an investigation of the feasibility of the planned project and to bring possible deficiency in measurement procedure to the fore. The aim of the pilot study is therefore to improve the success, credibility and quality of the study. Because of the small population size, a tenth of the population, thirteen (13) members were chosen for the pilot study and excluded from the final participants

The 13 members identified for pilot study, were selected from four different departments, which included Finance, Human Resource and Administration, Technical, and Corporate Planning at the head office of LVSWSB. The participants were identified using purposive non-probability sampling. Durrheim and Painter (2006:139) explain that purposive non-probability sampling refers to any kind of sampling where the selection of participants is not determined by a statistical principle of randomness, but depends on the availability and willingness of people to participate in the research project. This sampling technique was used for the following reasons: it is inexpensive, fast and easy to use. Participants were readily available to participate in the pilot study and they were prepared and willing to complete and return the questionnaire within a short period of time.

In addition to completing the questionnaire, participants were asked to comment if the questions were easy to understand, and that they were, clear and to the point, if the time spent completing the questionnaire fell within the allocated 25 minutes as promised to complete the questionnaire, if the questions were relevant and if the participants were uncomfortable at any point. The aim was to determine whether the researcher had upheld high standards of ethics throughout the entire study.

3.6.1 Pilot study findings

13 people who were easily accessible were requested to complete the questionnaire and to make comments. 10 people completed the questionnaire as agreed and the comments were used to adjust and improve the questionnaire. The following comments were received from Participants in the pilot study: the questions were clear and easy to understand; the questions were fair and easy to understand. Some participants felt that the questionnaire was too long and that 25 minutes was not enough to complete the questionnaire. The adjustment was made and participants were informed that it would take at least twenty 30 minutes to complete the questionnaire. Some participants asked if it was necessary to write their full names on the consent form since this would have prevented them from participating .Adjustments were made in the consent form by deleting the part that requested participants to provide their names, and instead they merely had to sign and agree to participate in the study. Some participants indicated that some of the informal channels of communication were missing from the list of existing channels. The relevant channels were inserted in the list.

3.7 Instrument Validity and Reliability

As indicated earlier, a pilot study was conducted with the aim of improving the efficacy of the research instrument and the trustworthiness of the study. Inputs offered by the pilot study participants were used to improve the questionnaire. In addition, the study adopted the census technique. As stated by United States Bureau of the Census (1960) the use of the census technique enhances the accuracy and credibility of the study findings

3.8 Methods of Data Analysis

Research data in a raw form, that is, before these data have been processed and analyzed, convey very little meaning to user groups (Saunders, Lewis and Thornhill, 2007). Depending on the objectives, data analysis involved both quantitative/metric data (nominal, ordinal and scale forms of data) and qualitative/non-metric data (textual data). Under the first objective, data obtained from questionnaires were entirely be quantitative and analysis be accomplished through descriptive statistics which involved measures of distribution presented in percentages. Questionnaire data on the second objective were similarly analysed using measures of distribution (percentages). According to Hair et al. (2010) descriptive statistics

approach is essential when finding a way of condensing the information contained in a number of original variables into a smaller set of factors with a minimum loss of information. The statistics were generated with the aid of the computer software, Excel Version 2013.

In the third objective, the questionnaire was used to yield both quantitative and qualitative. While the quantitative portion was analyzed by measures of distribution, content analysis was applied in analysing the qualitative dataset. Also, feedback obtained through interview was analysed manually by identification of quotes used to verify topic areas found relevant based on the study. The analysis involved reducing a pool of diverse responses to a handful of key issues. This was achieved through a stepwise process that involved two broad phases: firstly, taking each person's response in turn and marking in them any distinct content elements, substantive statements or key points; and secondly, forming broader categories to describe the content of the response in a way that allows for comparisons with other responses. The categories obtained in second phase were numerically coded and then entered into the data file to be treated as quantitative data. Moreover, some of the key points highlighted in first phase were quoted verbatim for the purpose of illustration and exemplification, or to retain some of the original flavor of the response. Outcomes of both analyses were presented using pie charts and bar charts.

3.9 Ethical Considerations

The hard fact is that survey research is inherently intrusive and the data obtained could easily be abused. The researcher, therefore, purposed to observe five basic research ethical principles as advocated by Saunders, Lewis and Thornhill (2007). First, the study did not intend to cause any harm (psychological or otherwise) to the respondents as a result of their participation in the research. Second, the respondent's right to privacy was respected, and no undue pressure was brought to bear. Third, participating respondents were provided with sufficient initial information about the survey to be able to give their informed consent concerning participation and the use of data. Fourth, permission to conduct the survey was sought from respective authorities such as the LVSWSB. Fifth, it was the researcher's moral and professional obligation to maintain the level of confidentiality that was promised to the respondents at the onset of study.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

4.1 Introduction

The study was intended to examine the influence of internal corporate communication practice on work satisfaction at the Lake Victoria South Water Service Board (LVSWSB) secretariat office and its service provision agents. This Chapter presents outcomes of analysis from the obtained field data, clustered in three thematic areas, which include internal corporate practices, Attitudes and perceptions of employees towards internal communication practices, and influence of internal corporate communication on work satisfaction.

4.2 Analysis of Demographic Data

Prior to analysis and interpretation of thematic data, the study obtained contextually essential finding relating to identity and role of participating institutions and respondent characteristics.

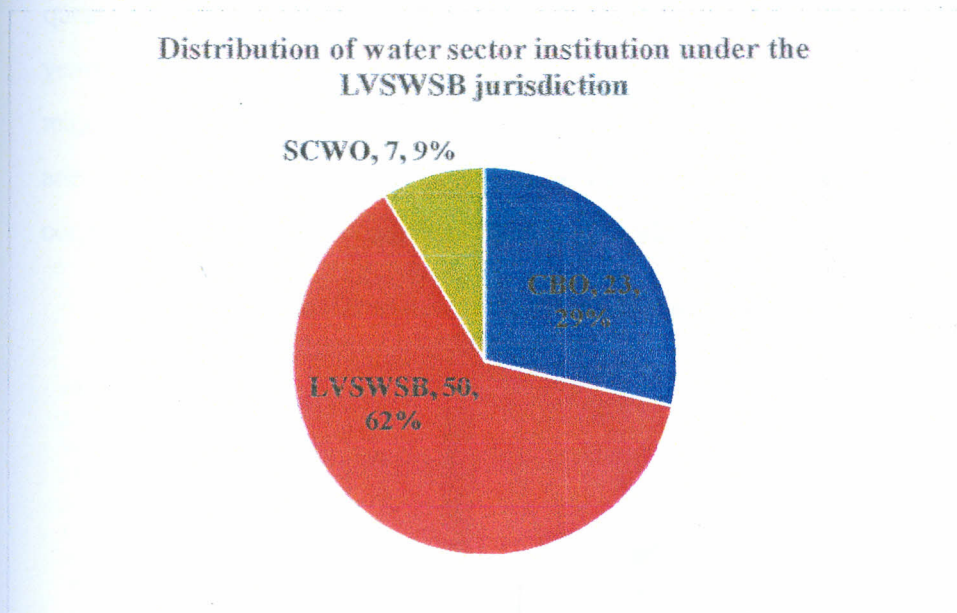


Figure 4.1: A cross-section of studied institutions

Figure 4.1 shows that out of the targeted 119 respondents, 83 duly participated in the study and their responses were passed as responsive and an input for subsequent analysis. The study, thus, realized a response rate of 70%. Moreover, it is depicted that majority of responsive participants (62%) were from the LVSWSB head office, followed by community-

Based Organization (CBOs) constituted 29% and the least of contributed came from the Sub-County Water Officers at 9%.

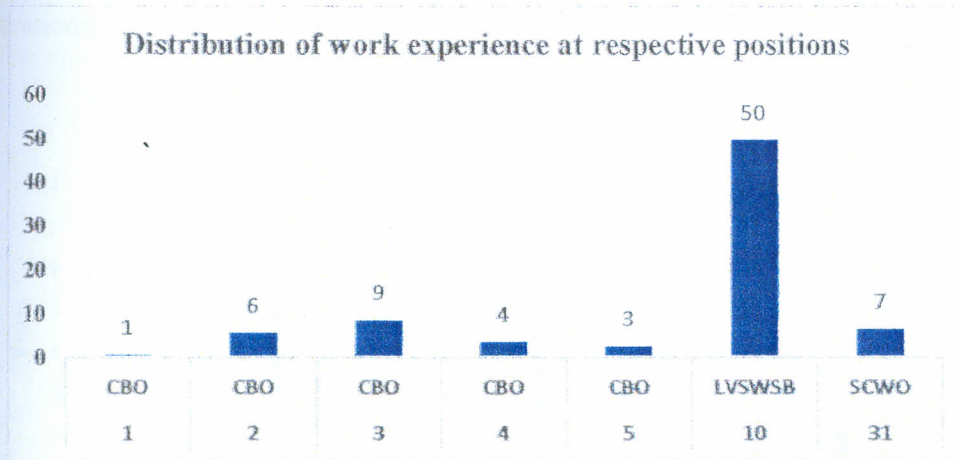


Figure 4.2: Distribution of the respondents by work experience

Figure 4.2 shows that the entire Sub-County Water Offices who participated in filling in the questionnaires had 31 years of work experience followed by LVSWSB officers who had 10 years work experience and the CBOs work experience range between (1-5) years with majority having 3 years work experience. The outcome of this analysis shows that the study adequately benefited from a wide range of views and experience in relation to internal corporate communication and satisfaction at work.

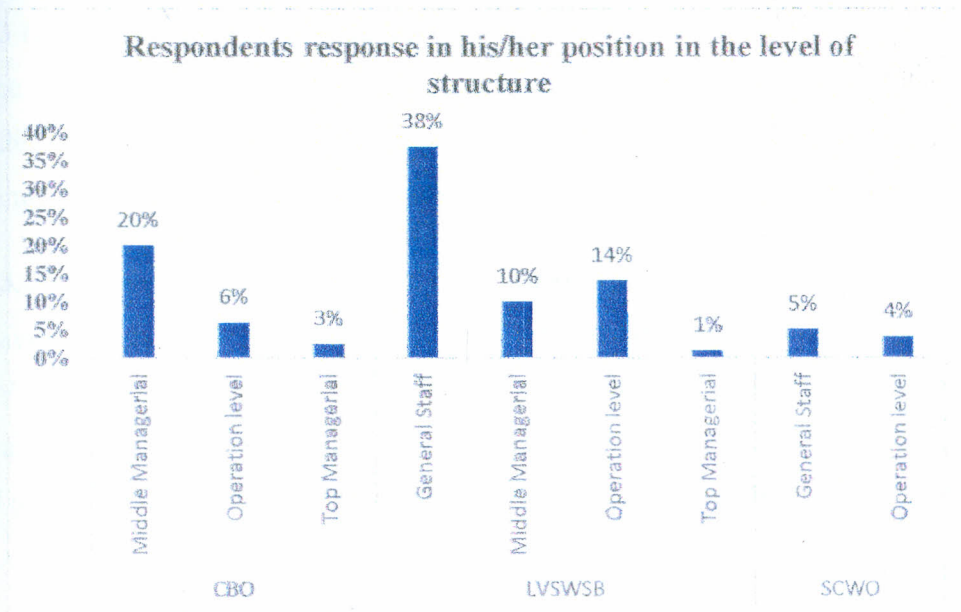


Figure 4.3: Distribution of level of respondent position in the structure

Among the study participants, there were 20% middle managerial, 6% operational managers and 3% top managers at CBO level and 38% general staffs, 14% operational managers, 10% middle managers and 1% top managers at LVSWSB level while 5% general staff and 4% operational managers at SCWO.

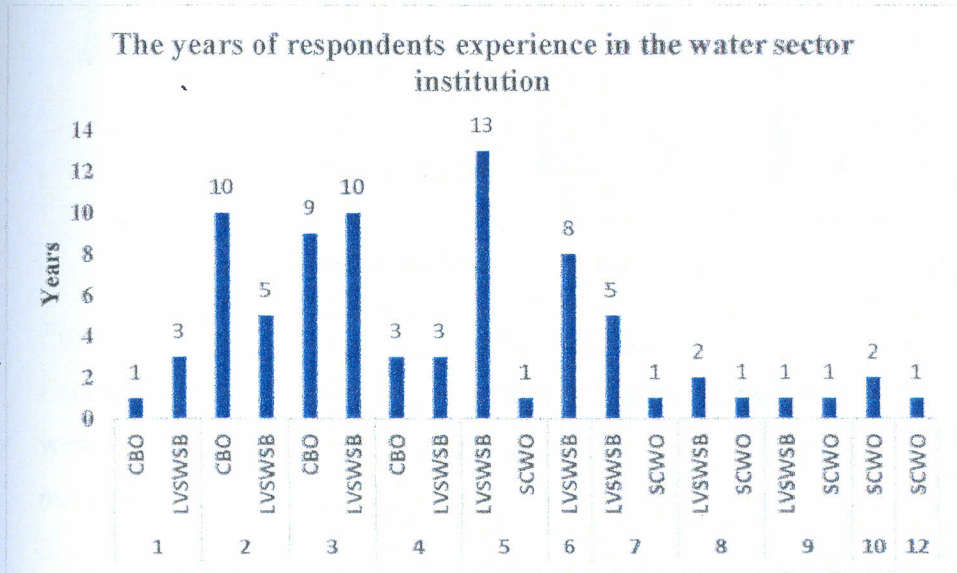


Figure 4.4: Distribution of the respondent experience in the water sector

The figure 4.4 above shows that the mean average of the respondent experience in the sub-county water officers stand at 8.7, LVSWSB stand at 4.6 and CBO stand at 2.6

4.3 Internal corporate communication practices

The overall communication practices at the selected institutions was studied using core indicators such as, adopted communication channels, use of modern technology in internal communication, and accessing communication feedback from management.

4.3.2 Channels adopted for internal corporate communication

Having established the high level need for enhancing communication efficiency at the LVSWSB and its operational institutions, the study analysed the existing internal channels that the head office adopted in relaying messages to work teams and individuals. The extents of preferences among the various channels were obtained as summarized below.

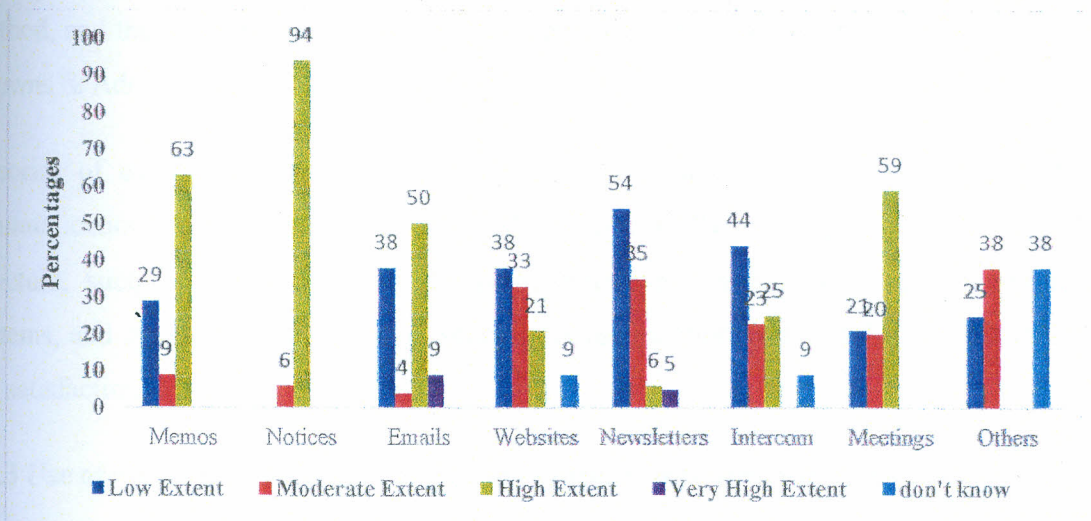


Figure 4.5: Rating of Channels adopted in Corporate Communication

Figure 4.5 shows that notices (94%), internal memo (63%), meetings (59%) and email (50%) were adopted to a higher extent in passing work-related messages to/from work group. At a moderate level, intercom (25%) and websites (21%) were used. Newsletters (6%) and other mean like face books, twitter among others were use but at a lower extent.

It was realised from the responses of senior managers (as shown below) that written communication was the most preferred channel followed closely by meetings.

We prefer letters because they can be kept for future reference and meetings because they are interactive and immediate feedback can be obtained [Manager]

We prefer written when we want to reach all staff, but email when we need to reach senior staff [Head of Administration]

We use letters and hold meetings with staff to communicate... and do notices to guide staff on what is expected of them [Head of Finance].

Communication channels are usually evaluated based on the sender's expectations of those channels, but it is important to understand that different communication channels are appropriate for different kinds of information and achieve different objectives (Quirke, 2008). Therefore, it is vital to choose the right communication channel that fits best the nature of the communication. This is important because people understand and interpret messages differently which is vital to understand when deciding on the communication

method, and the chosen channels can make a real difference on how the message is received (Downs & Adrian, 2004).

Theories of excellence that identify organisational structure for effective organisational communication provide useful insights. More specifically, principles closely related to structure, such as organisation of the communication function, internal communication systems, and symmetrical systems of internal communication with employees that increases job satisfaction.

4.3.3 Use of modern technology embraced in official internal communication

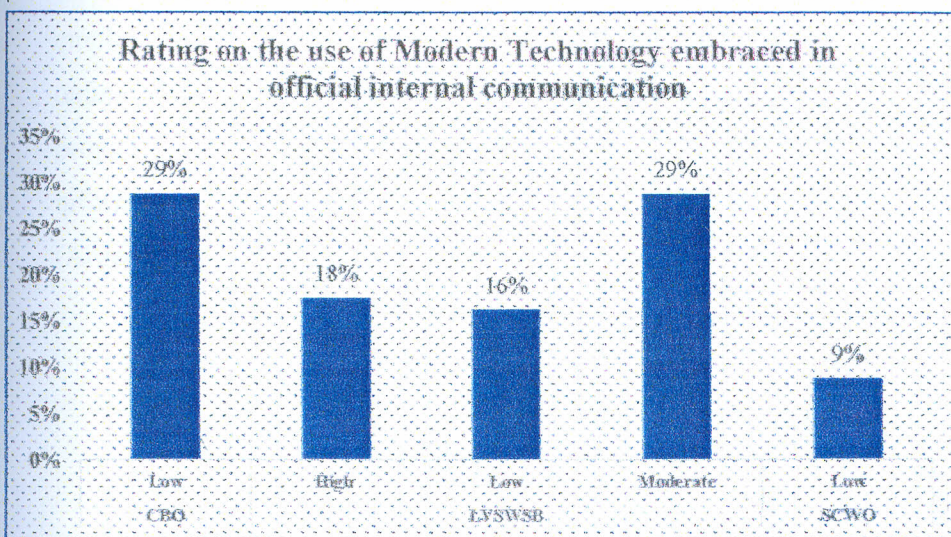


Figure 4.6: Use of modern technology embraced in official internal communication

Figure 4.6 shows that from this analysis outcome, it would be deduced that LVSWSB and its affiliate institutions were more inclined to conventional and formal channels of communications as opposed to current and emerging platforms like website, intercom, face book, twitter etc. Concerning use of technology for official communication, the interviewees had the following information from their respective water institutions.

Yes, all have company emails but not all access because they lack technology know how...the subordinate are not connected to mail hence they don't access [Head of Administration]

We use social media. We have twitter account, face book account, KIWASCO services or friends used both internally and our customers.... All staff have company emails but drivers access their mails from an office within administration [Head of Finance]

We don't have computers neither can we access email at Nyakach water company [Manager]

The technical environment has changed through the years, and employees are getting more and more mobile. Communication has become less static and more dynamic, with numerous communication channels (Argenti, 2006). Frequently used and important channels such as the web, blogs, e-mail and mobile phones have emerged and with increasing technology, employees are becoming more independent and more mobile than before. Easy access to online information relating to individual jobs has improved people's independence and projects can be finished faster than before. Moreover, people can follow news and information about their organisation more easily which leads to better informed staff (Argenti, 2006).

4.3.4 Accessing communication feedback from management

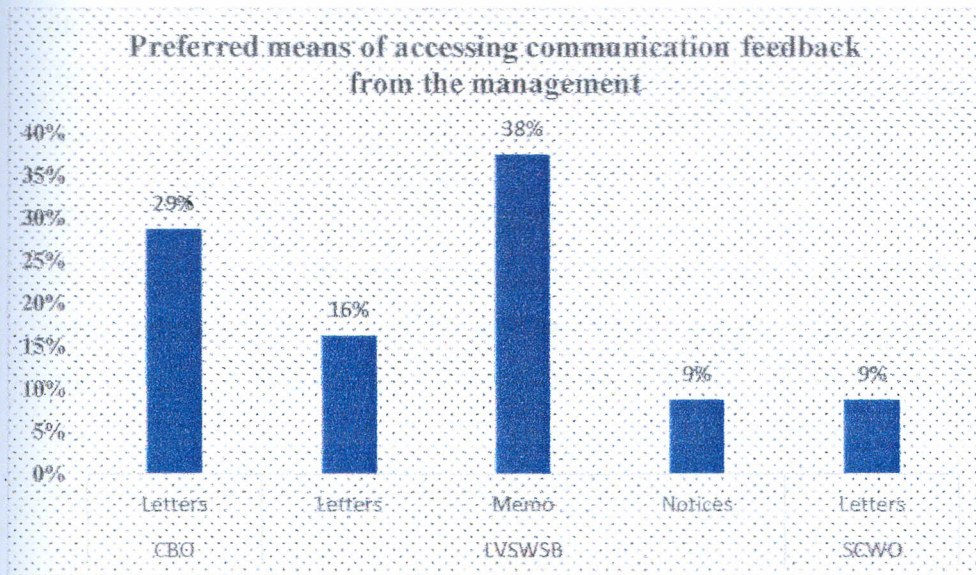


Figure 4.7: Means of accessing communication feedback from management

Figure 4.7 shows that top managers preferred conventional top-down channels such as memoranda and circulars were immensely in use with nascent and mild flexibility towards technological advancements. It further indicated that majority in LVSWSB preferred Memo (38%) and letters in both CBO (29%) and SCWO (9%) which act as circulars during communication. From the interview discussions, it was realized that most institutions preferred written communication for feedback which was associated to top down communication as stated below.

...it is normally top down communication... [Head of Administration]

Dunmore (2002) argues that to be able to suggest improvements or come up with new ideas is an essential part of employee self-confidence, commitment and participation. In order for employees to feel that they are a part of the organization and that they really matter, upward communication is very important. Therefore, without communicating with co-workers and sharing information about the job or the company, people will not establish a relationship between each other, and company culture and the workplace atmosphere will be unappealing

(Adler & Elmhorst, 1996). According to Cross and Parker (2004), both formal and informal social network structures play an important role in information exchange, and a progressive information should diversify communication strategy away from conventional means. This implies that when information channels are not diversified then more often than not, communication will be always one way and not two way or interactive as it ought to be.

Two-way symmetrical model principle of excellent theory is based on research and uses communication to manage conflict and improve understanding with strategic publics. In symmetrical communication features two-way information flow and equal dialogues among the organisation, its leaders, and low-level employees. In such communication system, the internal communication context, symmetrical communication the organization and its managers willingly collaborate with employees "to increase the power of everyone in the organization, for the benefit of everyone in the organisation" (Grunig et a l., 2002).

4.4: Attitudes and Perceptions of employees towards internal communication practices

The study was intended to investigate the employee attitudes and perceptions on their satisfaction with the communication practices adopted by the organisation. The attitudes and perceptions of employees towards internal communication practices at the selected institutions was studied using core indicators such as satisfaction with the channels adopted in disseminating work instructions, involvement in the formal decision making in the institution, rating of satisfaction with the involvement, rating on the institution's commitment to adoption of collective decision, means of settling disputes in the institution, and rating on the institution's responsiveness to employee communication concern as shown below.

Table 4.4: Attitudes and perceptions of Employees towards Internal Communication Practices.

Measurement Indicator	Mean	Std. Deviation
Satisfaction with Channels of Communication Adopted for Work Instructions.	2.72	.751
Satisfaction with Level of Involvement in decision making.	2.55	.572
Satisfaction with Management's Commitment to Collective Decision.	2.86	.693
Satisfaction with Feedback to Employee Communication Concern	1.90	.724
Aggregate Mean	2.50	

Source: Lake Victoria South Water Services Board (2015)

Table 4.4 shows that employees at the water sector institutions under LVSWSB were relatively more satisfied with perceived managerial commitment in enhancing communication efficiency (2.86 mean score, 0.693 standard deviation). The second highest satisfaction was observed in communication channels adopted (2.72 mean score, 0.751 standard deviation), while satisfaction index with extent of individual involvement scored 2.55 mean with a standard deviation of 0.572. The least index was recorded in managerial effort while designing and remitting feedbacks. In aggregate, the satisfaction index among the institutions was 2.50; which is below the moderate score of 3. This implies that the satisfaction level of the employees with the internal communication practices adopted is low.

Work is social reality and social expectation to which men seem to confirm. It not only provides status to the individual but also binds him to the society. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organisation. Thus, it is of utmost importance for employers to know the factors that can affect their employees' work-related satisfaction level since it would affect the performance of the organisation as well (Awang, Ahmad, & Zin, 2010).

In reference to excellent theory, an organisation that practices public relations strategically develops programmes to communicate with strategic publics, both external and internal that provides the greatest threats to and opportunities for the organisation. The basic premise of a symmetrical model is how individuals, organisations, and the public use communication to adjust their thinking and behavior rather than to control or manipulate those of other parties. Thus, symmetrical communication favors understanding, collaboration, responsiveness, and the creation of long-term and mutually beneficial relationships (Grunig et al., 2002).

4.4.1 Satisfaction with the channels adopted in disseminating work instructions,

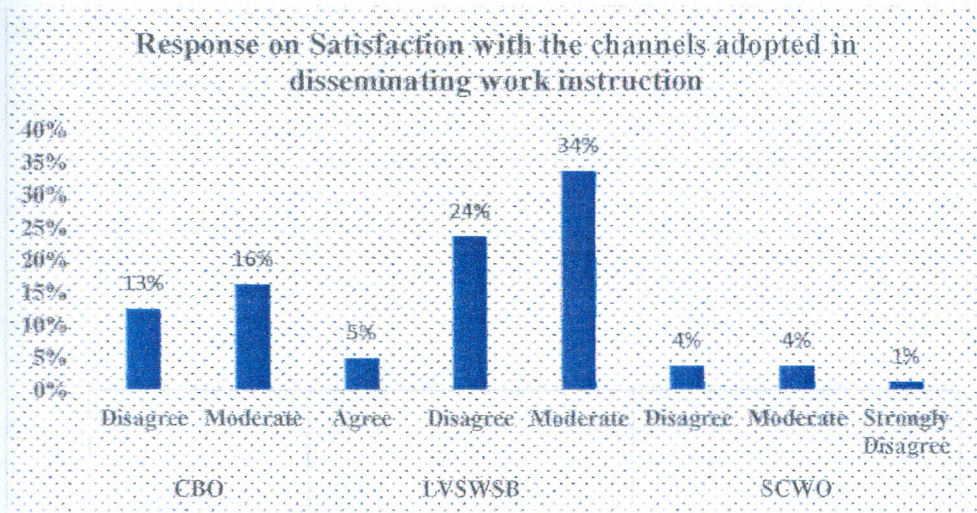


Figure 4.8: Satisfaction with the channels adopted in disseminating work instructions

Figure 4.8 show that the level of satisfaction was moderate in both LVSWSB and CBO at 34% and 16% respectively with SCWO indicating a low satisfaction level with the channel adopted in disseminating work instruction. In general, this implied that among the three institutions, there is quite a number that is not satisfied with the adopted channels of communication.

Human resource is most vital asset for organisational development. It is the source that makes other sources use and get best return out of them. If the human resource or employees are happy and contended with the moves and actions of employer they do their best for the best of organisation. But if they are not in this state they might cause organization unmatched loss (Robbins et al., 2003). If employees are empowered, their self-confidence degree and self-reliance will increase hence job satisfaction and high levels of productivity

(Enlaga et al, 2014). A person can be satisfied with one factor related to his or her job and dissatisfied with another. Cheung et al. (2009) links work satisfaction to personal factors such as equity perception, expectancy, age, hierarchy level, salary satisfaction, and effect of recognition, security and development. According to Smith (2002) job design can be seen as an important factor influencing how employees feel and react to their job, thus affecting their performance and job satisfaction. Ayers (2005) suggests that the work environment should motivate employees to perform at their best and show commitment to the organization, enhancing work conditions to support the organisation's mission and thus impacting on work satisfaction. The conditions under which work is performed can have as much impact on people's effectiveness, comfort and safety as the intrinsic details of the task itself.

4.4.2 Involvement in the formal decision making in the institution

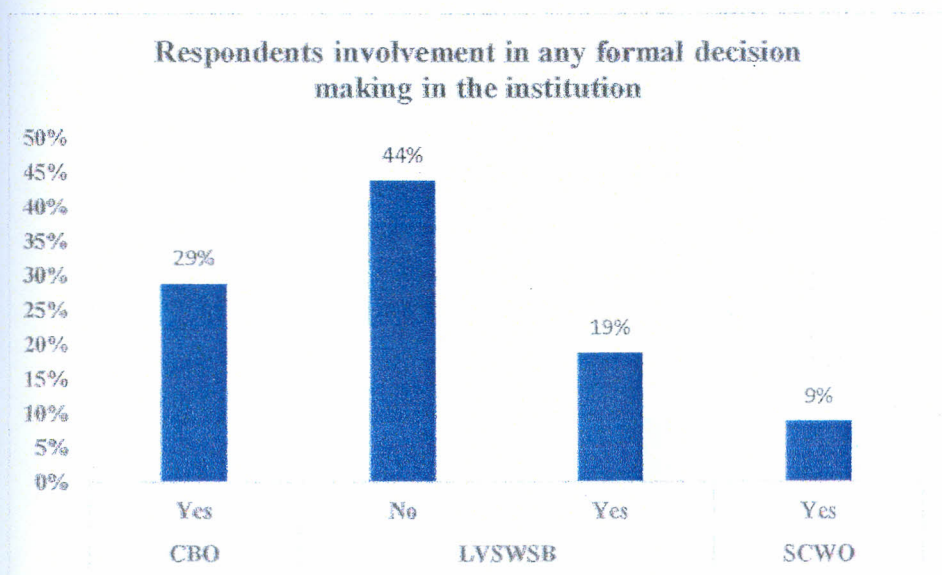


Figure 4.9: Involvement in the formal decision making in the institution

Figure 4.9 show that a sizeable number of the respondents are involved in the formal decision making process with the CBO and SCWO recording higher percentages expect LVSWSB where only 19% out of 63% of the respondents. This outcome depended on the position one held in a given institution. For instance, those in the Top management were involved while those in the category of general staffs were not involved. An interview with managers revealed that

Decision making is only by management and Board of directors [Head of Administration]

Not really, decision making is done by top management [Manager]

We involve all staff through mandatory staff meeting every Monday where we interact and plan for the week [Head Finance]

Dundon et al., (2004) suggest four categories of employee voice; individual dissatisfaction, collective organisation (as a counter to the power of management), management decision-making, and mutuality (a partnership for long term sustainability). This extends the concept to include the idea that employees work in partnership with senior managers for the benefit of the organisation.

Excellent theory advocates for decentralised management structures that give autonomy to employees and allow them to participate in decision making. They also have participative, symmetrical systems of internal communication with employees that increases job satisfaction because employee goals are incorporated into the organisational mission. (Grunig et al., 2002).

4.4.3 Rating of satisfaction with the involvement

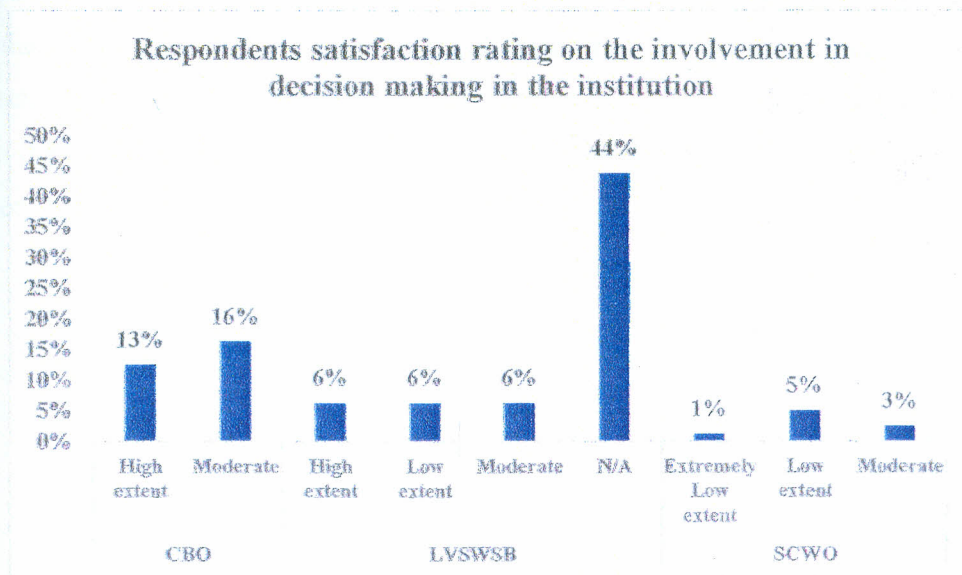


Figure 4.10: Rating of satisfaction with the involvement

Figure 4.10 show that most of the respondents who were involved in formal decision making at LVSWBSB and CBO had a moderate satisfaction with the formal decision making process while there

was low rating in the formal decision making process experienced among the SCWO at 5%. Another 44% of LVSWSB respondents registered not applicable (N/A) since they indicated previously that they were not involved. One head of department did not think that employee satisfaction comes as a result of communication only.

People get satisfied at work in different ways not communication only...there are other factors [Head of Administration]

Wilkinson et al., (2004) take a broader, multi-dimensional approach to employee voice, suggesting that is based upon five factors: communication/exchange of views (an opportunity for employees and managers to exchange views about issues); upward problem-solving (an opportunity for employees to provide feedback on specific topics); collective representation (an opportunity for employee representatives to communicate the views of the workforce to managers); engagement (a feeling on the part of staff that they are able to express their views to managers in an open environment); and a say about issues (the opportunity not just to have a 'voice' on issues but an expectation that these views will be taken into account and may lead to changes in how decisions are made)

According to excellent theory, public relations is nourished by participative rather than authoritarian cultures, activist pressure from the environment, and organic rather than mechanical management structures. By contrast, asymmetrical communication is a one-way, top-down approach (Grunig et al., 2002) designed to sway or control employee behavior according to management requirements.

4.4.4 Rating on the institution's commitment to adoption of collective decision

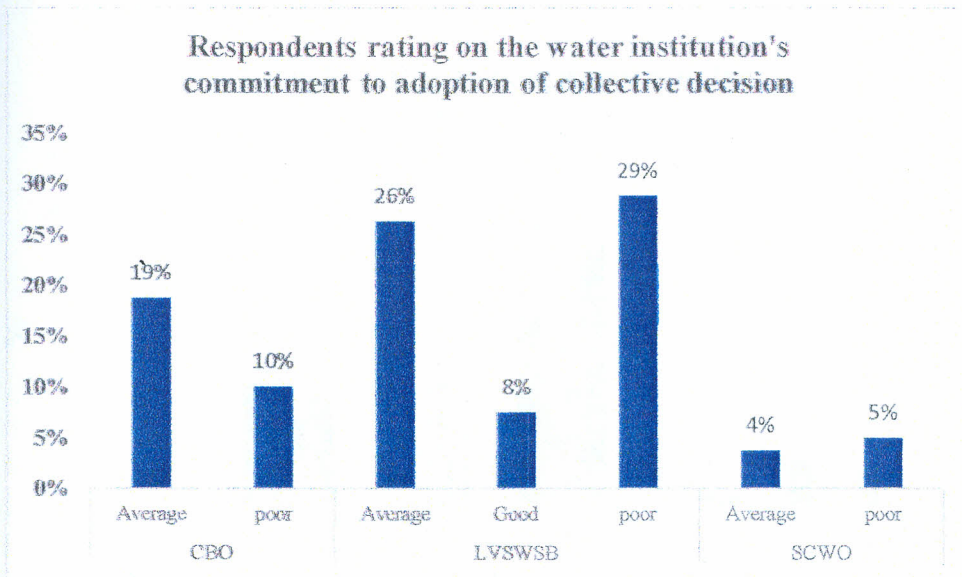


Figure 4.11: Rating on the institution's commitment to adoption of collective decision

Figure 4.11 show that 29% of respondents from the LVSWSB rating their institution as poor in adopting collective decision and 19% of the respondent from CBO rating their institution as average in adopting collective decision while 5% rating of respondents from SWCO rating their institution as poor in adopting collective decision.

Peccei et al., (2010) take a similar approach, based on three voice mechanisms: the recognition of a union for collective bargaining, the presence of joint consultation through an establishment-level joint committee or works council, and the existence of formal mechanisms of direct participation, such as team briefings, quality circles, and problem-solving groups. Issues relating to this include how these three mechanisms are best integrated within an organisation, the significance of more informal levels of voice, or the importance of employees being suitably well informed to be able to make an effective contribution.

4.4.5 Other means of settling disputes in the institution

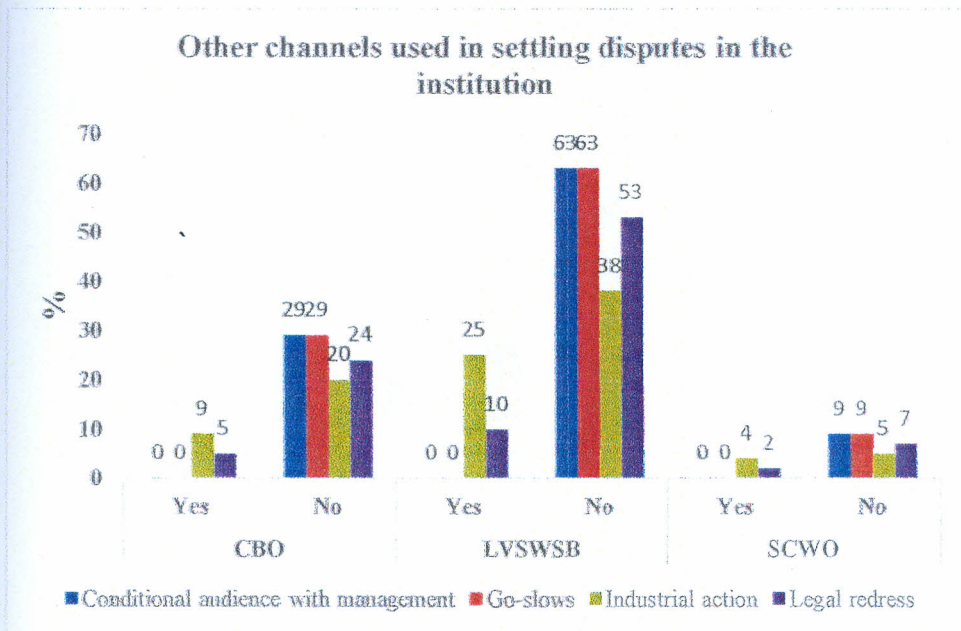


Figure 4.12: Other means of settling disputes in the institution

Figure 4.12: Show that LVSWSB, CBO and SCWO use industrial action and legal redress in settling disputes within the institutions.

Borrowing insights from excellence theory approach, organisations should nurture good relationships of value in order to reduce costs of litigation, regulation, legislation, and negative publicity caused by poor relationships; reducing the risk of making decisions that can negatively affect different stakeholders; and increase revenue by providing products and services needed by employees and other stakeholders (L. A. Grunig, Grunig, & Dozier, 2002).

4.4.6 Rating on the institution's responsiveness to employee communication concern

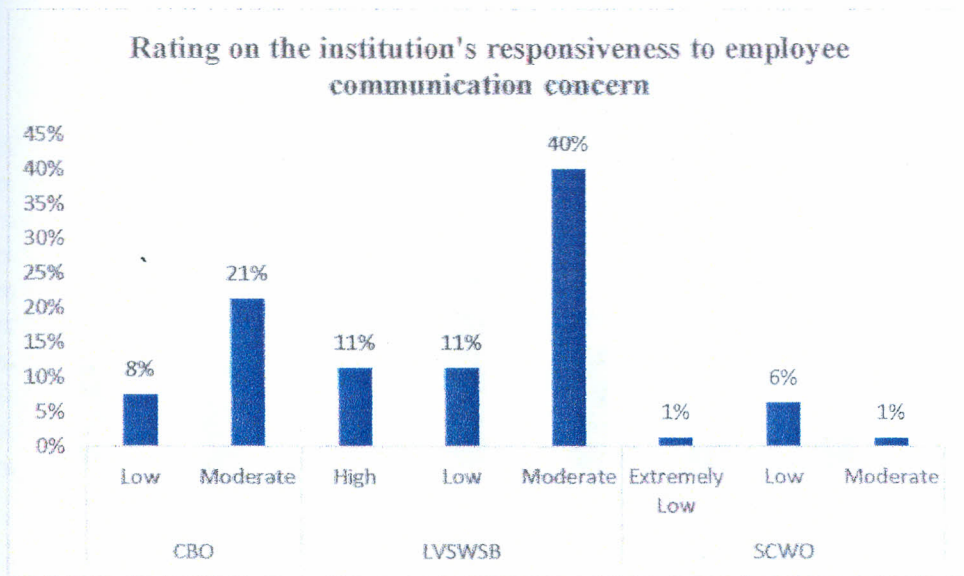


Figure 4.13: Rating on the institution's responsiveness to employee communication concern

Figure 4.13 show that majority of LVSWSB (40%) and of CBO (21%) rating their institution as moderate in responding to the employee communication concern while majority of SWCO (6%) rating their institution as low in responding to the employee communication concern.

Organisations need to scan its environment to identify publics who were affected by potential internal decisions, and they have to communicate symmetrically taking the interests of both the organization and individual employees into account to cultivate high-quality, long-term relationships (Grunig et al., 2002).

4.5 Influence of internal corporate communication on employee work satisfaction

The influence of internal corporate communication on employee work satisfaction at the selected institutions was examined using core indicators such as general rating of work satisfaction, rating on commitment to duty allocated by the management, and factors that influence satisfaction. The study showed the general rating on work satisfaction as shown below.

4.5.1 General Rating on work satisfaction

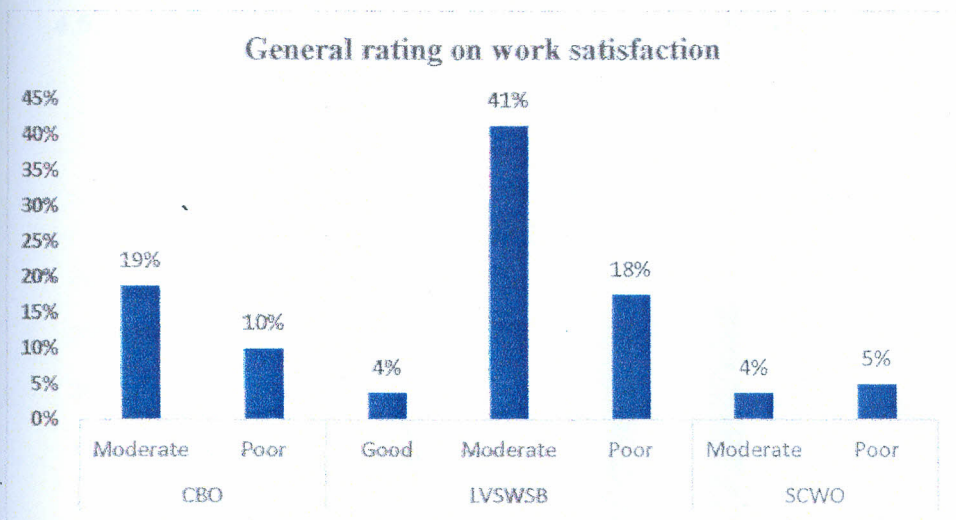


Figure 4.14: General Rating on work satisfaction

Figure 4.14 show that 41% of the respondent at LVSWSB rating their institution as moderate because despite having good facilitation for 4% of the respondents, majority still feel that they offer low salary and no overtime remuneration for staffs. At the CBO level, most of them rated their institution as moderate (19%) because of low salary and at SCWO the rating was poor because of lack of motivation for staffs. The interview respondents confirmed that rating of employee work satisfaction was important as stated below.

We do a general satisfaction survey twice a year which involve communication, morale, welfare e.t.c. [Head of finance]

We have never done satisfaction survey [Manager]

Yes, we have done employee satisfaction survey after every five years with an element of communication in it [Head of Administration]

Madlock, (2008) enumerates internal communication as one of the factors which influences job satisfaction. With active and assessable communication, employees are better able to understand their job and are more connected to it. This leads to better performance and higher job satisfaction (Downs & Adrian, 2004). Downs and Adrian (2004) indicate that communication is an essential factor relating to job satisfaction since effective

communication can lead to any of four end results: productivity, satisfaction, relationship with management and profit.

4.5.2 Rating on commitment to duty allocated by the management

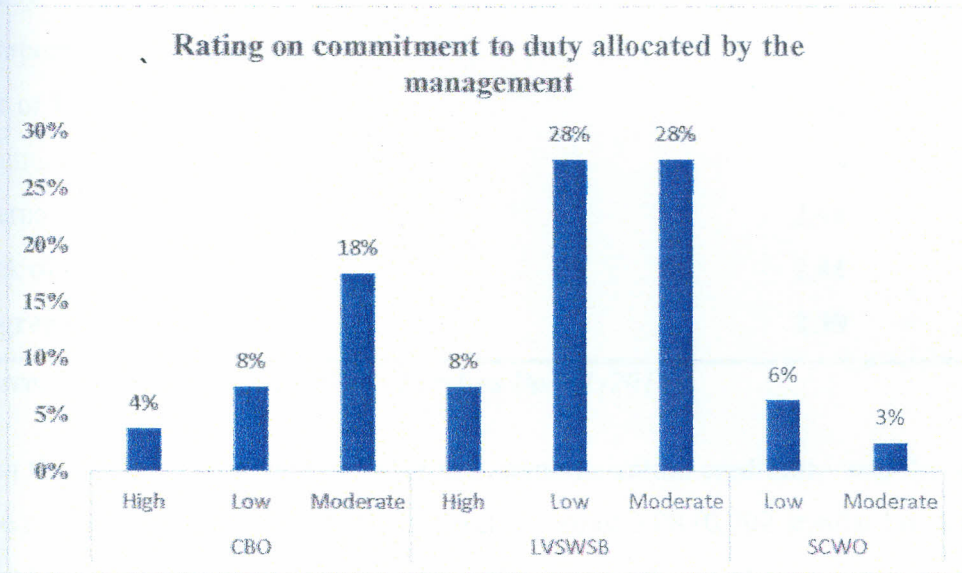


Figure 4.15: Rating on commitment to duty allocated by the management

Figure 4.15 show that there were moderate rating at the CBO (18%) with LVSWSB and SCWO recording a low rating on commitment to duty allocated to the respondent by the management. Reasons given for the ratings were lack of trust, lack of confident, lack of motivation and incentives for staff. Cheung et al., (2009) also links work satisfaction to personal factors such as equity perception, expectancy, age, hierarchy level, salary satisfaction, and effect of recognition, security and development.

Dunmore (2002) argues that to be able to suggest improvements or come up with new ideas is an essential part of employee self-confidence, commitment and participation. In order for employees to feel that they are a part of the organisation and that they really matter, upward communication is very important. Employees who have higher job satisfaction are usually less absent, less likely to leave, more likely to be productive and display organisational commitment. The greater the level of satisfaction of employees is, the higher will be returns for organisation (Okpara, 2004).

4.5.3 Factors that influence work satisfaction

Table 4.5.3: Rating factors that influence work satisfaction

Measurement Indicator	Mean	Std. Deviation
Awareness of Communication Policy	2.16	.624
Interpersonal Differences.	2.52	.714
Use of Technology	2.64	.860
Communication Credibility	3.08	.702
Internal politicking.	2.48	.770
Lack of timely feedback.	2.44	.712
Aggregate Mean	2.39	

Source: Lake Victoria South Water Services Board (2015)

From the findings presented in Table 4.5, communication credibility was the only indicator to be ranked marginally above the moderate score of 3.08 (0.702 standard deviations). In the second position but below the moderate influence level, use of technology had an influence of 2.64, while interpersonal differences scored 2.52 (0.714 standard deviations). The least influence on work satisfaction resulting from communication practices at the selected institutions came from awareness of communication policy (2.16 mean score, 0.624 standard deviation), followed by the influence of lack of timely feedback at 2.44 mean score (0.712 standard deviation), and the employees' degree of internal politicking at 2.48 mean score (0.770 standard deviations). The aggregate influence of internal corporate communication on work satisfaction was rated at 2.39, implying that factors that influence work satisfaction need redress.

Communication has a role to play at the formulation, implementation and institutionalization phases of a change programme as well as in the dissemination stage (Cheney et al., 2004). As individuals progress through change, communication plays an important but different role at each stage from developing awareness of environmental change and an understanding of an organization's evolving aims, giving facts and communicating the big picture, listening and showing concerns during phases of denial and anger, communicating the vision and

involving and, as employees begin to accept the change, to build enthusiasm, provide feedback and inspire to create commitment to the new way. To fulfill this role effectively, internal communication practitioners must have some knowledge of the dynamics of a change process and be seen as facilitators of change not just as producers of publications (Barrett, 2002).

The excellence theory asserts that for an organisation to be effective, it must behave in ways that solve the problems and satisfy the goals of employees and management, gave an insight to this study (Grunig et al., 2002).

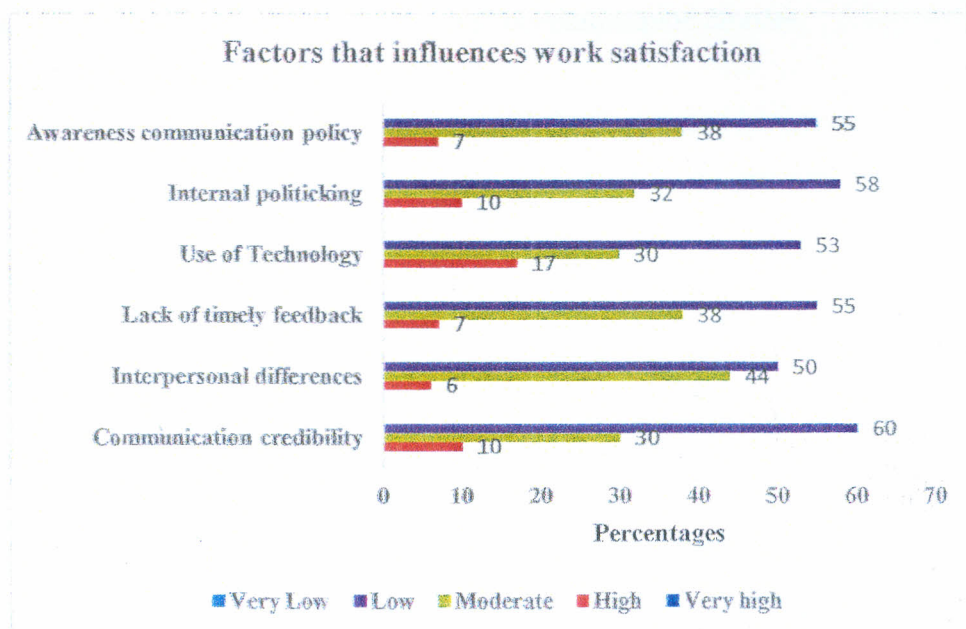


Figure 4.16: Factors that influence work satisfaction

From the findings presented in figure 4.18, interpersonal differences was ranked moderately at 44% while awareness of communication policy and lack timely feedback were ranked at 38% moderate as factors influencing work satisfaction. Others trailing included internal politicking ranked at 32% while use of technology and communication were at 30% moderate. This implies that inadequacies caused by the identified factors still need redress for the organisation to realise its potential productivity. Most of the respondents suggested that they should purchase computers, fix phones, have emails, listen to employees, have more

meetings and open channels. The respondents gave several recommendation that can be used improve work satisfaction in LVSWSB as; use of website and resource center for CBOs and SCWOs, all employees to have company emails, communication lines should be open, involving employees in decision making especially in respective departments, listen to the needs of employees, sensitize employees on communication policy, enhance use of social media, enhance timely feedbacks, purchase more computers and network them, hold more general meetings, and fix land line phones and intercoms in offices .

Downs and Hazen (2007) indicate that communication is an essential factor relating to job satisfaction since effective communication can lead to any of four end results: productivity, satisfaction, relationship with management and profit. Moreover, Downs and Hazen (2007) argue that the strongest communication factors influencing job satisfaction involve personal feedback, relationship with supervisor and communication climate.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

This chapter summarizes the findings of the study, draws conclusions and offers recommendations for the study. The various issues analysed in the foregoing chapters have provided critical insights into the internal communication practices and employee satisfaction at the LVSWSB and how these promote the achievement of their goals and objectives. This insight has informed the recommendations of the study.

5.1.1 Internal Corporate Communication Practices at LVSWSB

A variety of practices such as written verbal and technology exist for communicating internally but the choice utilised depends on the position and level of education of the sender. From the responses, whether an employee of LVSWSB, SCWOs or CBOs preferred written or verbal communication largely depended on whether he was a manager or not. Managers were bias towards written forms like notices, memos, letters, and meetings for communicating work instructions while emails were only used among senior management. The findings also indicated that top managers preferred conventional top-down channels such as memoranda and circulars which were immensely in use with nascent and mild flexibility towards technological advancements. Internal politics was ranked highest to hinder efficiency in communication, followed closely by level of technological adoption then poor communication, and late feedbacks. The internal communication practices that exist however are not effective enough. This is because the message communicated is focused mainly on service delivery issues only. Issues to do with attitudes, emotions, welfare, and working relations e.t.c are relegated to the background. Most managers were of the opinion that the practices in place enabled them to communicate targets, policies and work instructions to the general staff.

5.1.2 Employee Attitudes and perceptions towards internal corporate communication practices at LVSWSB

There are indications from the views of employees at the selected institutions that the channels adopted for work instructions are not satisfactory. On decision making, only the top management are involved, this is confirmed by the response of managers that the exercise is only for top managers and board of directors implying the rest of the employees are not involved. There is also poor adoption of collective decisions from the employees at 29%, 10% and 5% respectively. This implies that if the work environment is not conducive and the employee concerns are not considered then there is likely to be low productivity because they are the ones who bear the brand of the organization.

5.1.3 Influence of Internal Corporate Communication on Work Satisfaction at LVSWSB

Finally, the influence between internal communication and work satisfaction was determined by asking the respondents to indicate the extent to which a set of six indicators had influenced their satisfaction at work. It was observed that respondents linked satisfaction to various factors a part from communication. Most respondents linked it to salary. The managers response was that they do employee satisfaction survey in general but none mentioned the implementation of the report implying that little has been done to enhance employee satisfaction. Commitment to duty allocation was ranked low at 28%, 10% and 6% respectively with reasons that there is lack of trust, confidence and motivation by the management. Concerning factors that influence employee satisfaction, the indicators were ranked by the respondents with interpersonal differences at 44%, lack of timely feedback at 38%, while use of technology at 32% among others. This implies that the issues influencing employee satisfaction needs to be enhanced to improve employees' service delivery.

5.2 Conclusion

On the basis of the findings of this study, the following conclusions were drawn.

The existing internal corporate communication practices at the selected institutions had a dismal positive influence on employee's commitment to work. The inherent practices

included delayed feedback mechanisms, top down communication which is normally one way, inadequate adoption of new technology due to illiteracy, and preference of conventional and formal communication approaches.

Employee attitudes and perceptions towards internal communication practices, implies that there is low employee satisfaction with the adopted communication channel since they tend to be one way. There is also lack of inclusivity of employees in decision making and low responsiveness to employee concern by the institutions.

The LVSWB and its affiliate institutions did associate internal corporate communication to employee work satisfaction. Duty allocation by management had misgivings on the part of employee due to lack of trust, confidence and lack of motivation. Cumulatively, therefore the LVSWB and its affiliate institutions demonstrated communication efficiency gaps which need redress to enhancing frictionless service delivery to its internal and external consumers.

5.3 Recommendations

The following are recommendations as a way of developing effective internal communications practices and enhancing employee satisfaction so as to achieve organisational goals and objectives

First, there is the need for a strong focus on effective internal communication practices, because to a very large extent if employees will understand the organisation, and appreciate the kind of values that the organisation stands for, a lot depends on what the employees communicate outside of the work environment. Again, their understanding of the organisation is also important and so employees are very critical in managing an organisation's image and reputation

Secondly, there is need for communication lines to be open, involve employees in decision making especially in respective departments, listen to the needs of employees, sensitize employees on communication policy, enhance use of social media, and enhance timely feedbacks in order to enhance productivity. Employees' satisfaction with different aspects of the internal communication process reflects in their commitment and dedication to work.

Thirdly, Management should have a mechanism in place that constantly monitors and audits the internal communication practices and employee satisfaction. Proactive surveys should be

conducted regularly to solicit employees' feedback on these. While organisations may be tempted to communicate to their employees their massive growth figures, profitability and other business issues, the management should understand that the employees are probably more interested in communication that affects them, directly. This may include things like changes in policies that affect all employees directly, critical changes in organization codes that employees are expected to follow, and important announcements that affect the entire workforce.

5.4 Suggestions for further Research

This study is not a complete picture of the influence of internal corporate communication on employee work satisfaction, yet it provides an impetus for future studies on corporate communication experts. The data collected gives future scholars areas of research. First, it is suggested that a detailed longitudinal study is carried out to examine corporate communication trends and their influence on either organizational or employee productivity. Moreover, scholarly interests are urged to focus on integration of social media platforms into formal communication structures, and how this would impact on work satisfaction. Finally, the influence of employee voice in decision making on corporate progression is suggested.

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