EFFECTIVE INTERNAL COMMUNICATION AND EMPLOYEE PERFORMANCE- A CASE OF THE ANGLICAN CHURCH OF KENYA MAKUENI DIOCESE

by

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APPROVAL

EFFECTIVE INTERNAL COMMUNICATION AND EMPLOYEE PERFORMANCE- A CASE OF THE ANGLICAN CHURCH OF KENYA MAKUENI DIOCESE

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In accordance with Daystar University policies, this thesis is accepted in partial fulfilment of the requirements for the Master of Arts degree.

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EFFECTIVE INTERNAL COMMUNICATION AND EMPLOYEE PERFORMANCE- A CASE OF THE ANGLICAN CHURCH OF KENYA MAKUENI DIOCESE

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

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# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPROVAL</td>
<td>ii</td>
</tr>
<tr>
<td>DECLARATION</td>
<td>iii</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>v</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>vi</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>viii</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>ix</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS AND ACRONYMS</td>
<td>x</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>xi</td>
</tr>
<tr>
<td>DEDICATION</td>
<td>xii</td>
</tr>
<tr>
<td>CHAPTER ONE</td>
<td>1</td>
</tr>
<tr>
<td>INTRODUCTION AND BACKGROUND TO THE STUDY</td>
<td>1</td>
</tr>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Background to the Study</td>
<td>3</td>
</tr>
<tr>
<td>Statement of the Problem</td>
<td>9</td>
</tr>
<tr>
<td>Purpose of the Study</td>
<td>11</td>
</tr>
<tr>
<td>Objectives of the Study</td>
<td>11</td>
</tr>
<tr>
<td>Research Questions</td>
<td>11</td>
</tr>
<tr>
<td>Justification for the Study</td>
<td>12</td>
</tr>
<tr>
<td>Assumptions of the study</td>
<td>13</td>
</tr>
<tr>
<td>Limitations and Delimitations of the Study</td>
<td>14</td>
</tr>
<tr>
<td>Significance of the Study</td>
<td>14</td>
</tr>
<tr>
<td>Scope of the Study</td>
<td>14</td>
</tr>
<tr>
<td>Definition of Terms</td>
<td>15</td>
</tr>
<tr>
<td>Summary</td>
<td>16</td>
</tr>
<tr>
<td>CHAPTER TWO</td>
<td>18</td>
</tr>
<tr>
<td>LITERATURE REVIEW</td>
<td>18</td>
</tr>
<tr>
<td>Introduction</td>
<td>18</td>
</tr>
<tr>
<td>Theoretical Framework</td>
<td>18</td>
</tr>
<tr>
<td>General Literature Review</td>
<td>22</td>
</tr>
<tr>
<td>Empirical Literature Review</td>
<td>37</td>
</tr>
<tr>
<td>Conceptual Framework</td>
<td>41</td>
</tr>
<tr>
<td>Summary</td>
<td>44</td>
</tr>
<tr>
<td>CHAPTER THREE</td>
<td>45</td>
</tr>
<tr>
<td>RESEARCH METHODOLOGY</td>
<td>45</td>
</tr>
<tr>
<td>Introduction</td>
<td>45</td>
</tr>
<tr>
<td>Research Design</td>
<td>45</td>
</tr>
<tr>
<td>Population</td>
<td>46</td>
</tr>
<tr>
<td>Target Population</td>
<td>46</td>
</tr>
<tr>
<td>Sample Size</td>
<td>47</td>
</tr>
<tr>
<td>Sampling Techniques</td>
<td>48</td>
</tr>
<tr>
<td>Data Collection Instruments</td>
<td>49</td>
</tr>
<tr>
<td>Data Collection Procedures</td>
<td>49</td>
</tr>
<tr>
<td>Pretesting</td>
<td>50</td>
</tr>
<tr>
<td>Data Analysis Plan</td>
<td>50</td>
</tr>
<tr>
<td>Ethical Considerations</td>
<td>50</td>
</tr>
<tr>
<td>Summary</td>
<td>51</td>
</tr>
</tbody>
</table>
LIST OF TABLES

Table 2.1: Characteristics of Different Communication Channels .................................. 26
Table 2.2: The Drivers of Engagement .......................................................................... 30
Table 3.1: Target Population ...................................................................................... 47
Table 3.2: Sample Size ............................................................................................... 48
Table 4.1: Response Rate .......................................................................................... 53
Table 4.2: Age of the Respondents ........................................................................... 55
Table 4.3: Years Worked at ACK Diocese of Makueni .............................................. 55
Table 4.4: Department in Which Respondents Worked ............................................. 56
Table 4.5: Education Background of the Respondents .............................................. 57
Table 4.6: Effectiveness of Internal Communication Channels in ACK Diocese of Makueni .............................................................................................................. 58
Table 4.7: Full Information on the Activities Relevant to the Employee’s Duties at ACK Diocese of Makueni .............................................................................................................. 67
Table 4.8: Rating of the Organization’s Internal Communication ............................. 74
Table 4.9: The Relationship Between Communication and Performance ................ 78
LIST OF FIGURES

Figure 2.1: Ten Cs of Employee Engagement and Performance ................................ 31
Figure 2.2: Conceptual Framework ............................................................................ 41
Figure 4.1: Gender of Respondents ............................................................................ 54
Figure 4.2: Communication Channels That Thought of as Effective on Employee
Performance ............................................................................................................. 62
Figure 4.3: Effectiveness of the Internal Communication Structure ........................ 63
Figure 4.4: Internal Communication Assessment .................................................... 65
Figure 4.5: Organizations Communication About Projects ....................................... 71
Figure 4.6: Personnel Communication ...................................................................... 72
Figure 4.7: Communications’ Styles Effect on Performance ....................................... 73
Figure 4.8: Employees’ Performance ......................................................................... 75
Figure 4.9: Contributors to Performance in ACK Diocese of Makueni ....................... 76
Figure 4.10: Communication Activities that can be done to Improve Employee
Performance ............................................................................................................... 80
### LIST OF ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACK</td>
<td>Anglican Church of Kenya</td>
</tr>
<tr>
<td>ERB</td>
<td>Ethics Review Board</td>
</tr>
<tr>
<td>EVP</td>
<td>Employee Value Proposition</td>
</tr>
<tr>
<td>FIO</td>
<td>Faith Inspired Organizations</td>
</tr>
<tr>
<td>MENA</td>
<td>Middle East and North Africa</td>
</tr>
<tr>
<td>NACOSTI</td>
<td>National Commission for Science, Technology, and Innovation</td>
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<td>ROI</td>
<td>Return on Investment</td>
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<tr>
<td>SHRJVI</td>
<td>Society of Human Resource Management</td>
</tr>
<tr>
<td>SPSS:</td>
<td>Statistical Package for the Social Science</td>
</tr>
</tbody>
</table>
ABSTRACT

As much as the corporate function of internal communication has been widely discussed and researched, studies in the church as a corporate organization are limited. It is in this effect that this study sought to investigate effective internal communication and employee performance focusing on the Anglican Church of Kenya, Makueni Diocese. The study was guided by the following objectives: to find out the effectiveness of the internal communication channels towards employee performance at ACK Diocese of Makueni, Makueni county, Kenya, establish if the employees of ACK Diocese of Makueni are fully informed of the activities relevant to their functions, determine the relationship between internal communication and employee performance in ACK Diocese of Makueni, and suggest ways to improve the internal communication system as an employee performance mechanism in ACK Diocese of Makueni. The study was anchored on the organizational information theory. A descriptive case study was used using a quantitative approach and questionnaires were used to collect data. The main findings of the study were that internal communication structure of ACK Diocese of Makueni was rated ineffective by 62% of the respondents and effective by 36% of the respondents while employee performance was rated ineffective by 30% against 26% who said that performance was effective. The study concluded that internal communication in the ACK Diocese of Makueni should be well planned and effectively executed for it affects employee performance both implicitly and explicitly. It is recommended that ACK Diocese of Makueni acquire a communications department with qualified communications personnel to enable the organization to stand a firm ground as both a social and corporate organization.
DEDICATION

I dedicate this study to my parents Mr. Patrick Muasya Muinde and Mrs. Marietta Syomiti Patrick, who believed in me and invested immensely to ensure that I complete my studies. May God bless you! I also dedicate this work to my husband, Kelvin Mwendwa Mutisya, who understood my engagement and commitment during the process of writing this thesis. Thank you so much! Lastly, I dedicate this work to my daughter, Faith Mutheu Mwendwa, who endured my busy schedule. May God bless you!
CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

Every organization has the obligation to set its priorities right. Barnfield (2003), has rated internal communication number two after leadership concerns in an organization’s priority list. This indicates that, internal communication is a paramount organization’s concern that any success-minded organization cannot afford to ignore. Internal communication is defined as “transactions between individuals and groups at various levels and in different areas of specialization within an organization” (Kalla, 2005, p. 172). Internal communication is a vital contributor to the internal relationship between management and internal stakeholders, it is the link between the organization and its employees. Depending on how the management of an organization practices communication, it can either contribute to a positive or a negative relationship among either the internal or external stakeholders (Welch, 2012).

Internal communication and employee performance relate directly (Bartoo & Sias, 2004; Rosenfeld, Richman, & May, 2004; White, Vanc, & Stafford, 2010). Performance is defined in terms of the results achieved in relation to the set goals, mission, and vision of an organization. Performance is setting up and managing organization’s strategic plan to effectively achieve its objectives within the stated timeline for the benefit of both the employees and the organization (Lebas, 1995; Otley, 1999; Pradhan & Jena, 2017).

The organization’s vision, mission, and strategic plan are planned and structured at the management level. If the employees are required to make their own plans in line with the overall plan, then they need to be aware of the overall plan and
the desired output from them. Internal communication, therefore, has been purported by some authors as a driver to employee performance (Baumruk, 2006; Hoover, 2005; Woodruffe, 2006; Yates, 2006). Organizations must be intentional about internal communication and strategize on how internal communication becomes an employee performance mechanism for them.

There is a popular belief that religious organizations do not adhere to any professionalism in their daily activities. However, it should be noted that the church, like any other organization, must appreciate that effective communication is as important for growth as it is in any other organization. Communication gaps can be devastating for any organization in today’s competitive business environment. If any organization loses its communication path, all the other operations of the organization are doomed; hence it becomes tough to coordinate the operations of the organization (Harris & Nelson, 2008). Effective internal communication has been identified as a requirement for organizational constancy and success because communication affects the general functioning of an organization (Harris & Nelson, 2008). The church therefore should strategically plan its internal communication as a strategy that should see employees register higher levels of engagement and performance. Based on the above raised claims that internal communication and employee performance directly relate, this study sought to find out the relationship between internal communication and employee performance specifically in the church.

The first chapter of this study was subdivided into introduction, the background to the study, statement of the problem, objectives of the study, research questions, purpose of the study, assumptions of the study, the scope of the study, limitations and delimitations, the definition of terms and a summary of the chapter.
Every subdivision of this chapter presents adequate information on the study on effective internal communication and employee performance.

**Background to the Study**

Employee performance is a global challenge that managers worldwide share. Every employee seeks respect, acknowledgement, better pay, motivation, and job benefits among other things. The majority of what employees seek cannot be achieved if employer-employee communication is wanting. Manhertz (2008) noted employee under-performance leads to employee turnover challenges in many parts of the world including the United States of America, Germany, Asia, and in the United Kingdom. Many organizations are always looking for strategies to employ and retain employees and have them perform well. Internal communication was found to be an effective strategy for employee performance and professional development. Literature showed that organizations with well managed internal communication experience employee engagement and the vision of the organization is the focus of employees in their categories. Internal communication ensures that every employee’s focus is on the overall existence of the organization (Kataria, Rastogi, & Garg, 2013). Internal communication was found to help management and staff understand each other, work together and solve any emerging problems. The meaning and the objectives of an organization can only be known to employees through effective internal communication and likewise, the employees can only be known to the management through internal communication (Deetz & Putnum, 2001).

Some studies on the field of internal communication and employee engagement are discussed below.

Mitha (2007) noted that if employees are to be retained in organizations and be more productive, internal communication should not be based on the information
model but should include the mechanism for consultation and active participation. Employees do not just need announcements but to be involved in the process of making decisions. If employees are just informed but not involved do not feel part and parcel of the organization and hence do not move along with organizations’ core values, mission and vision. The probability of an employee to underperform if well communicated to and satisfied with the job is low compared to an employee who is not well communicated to and is dissatisfied with the job. The report emphasized that organizations should strive to have their employees well communicated for performance.

According to the Willis Towers Watson 2013-2014 Communication Return On Investment study (Willis Towers Watson, 2014), which analyzed how communication and change have evolved and the best adapt in thirty-four countries with all continents represented, companies with high effectiveness in communication are three and a half times more likely to significantly outperform those that are not effective in communication. According to this study, the most effective companies in communication build a differentiated Employee Value Proposition and are three times more likely to focus on talent attraction, engagement, and retention (Willis Towers Watson, 2014). This is interesting because any organization that is willing to sacrifice for the employees, then the employees will also sacrifice for the organization, and such sacrifices will be noted and appreciated through internal communication. Organizations that are mean with information, mean to spend on communication, mean to spend on employees indirectly encourage their employees to be mean with their experience and expertise as well as being mean in performance.

An internal communication survey that was done in London by the central London Community Health Care in 2015 to find out whether people felt senior
management communicated effectively with the rest of the organization showed a 39% of staff liking the organization and being ready to recommend the trust of the organization to others and a 61% of staff felt that the management did not communicate well with them and so they did not like the organization and were not ready to recommend the trust of the organization to others, (Tom-Stevenson, 2016). This implies that when an organization keeps quiet about itself to the employees, the employees assume that the organization is not open to their success or failure and so their trust in the organization decreases. The percentage of employees committing themselves to an organization that they do not trust is low compared to those that trust their organization. Lack of trust could affect employee’s performance either directly or indirectly.

According to the Africa Communications Survey of 2016 representing 251 organizations in Africa, 43% of organization communication practitioners indicated that they did not conduct an internal communications assessment annually to determine how effective their employee communications were and how communication affected employee commitment (VMA Global Resourcing Group, 2016). The report recorded that 66% of the respondents noted that there were no plans in their organizations to expand the communication team. The report recommended that leadership teams and communicators should work more closely to effect communication both externally and internally. It is devastating that such a big percentage of organizations are not bothered by their employee’s commitment. This creates an awakening to organization’s management to look into their communication departments and set plans and strategies on how communication should be monitored and evaluated for effectiveness among the employees. This study has addressed this
gap by conducting one more communication and performance study in an organization that has not been researched earlier.

Birch (2018), a church planter in North America, interviewed over 200 leaders from the fastest growing churches in the US to find out the relationship between internal communication and the church’s growth. After his research, he concluded that “If your church is crappy at communicating, you won’t grow! In fact, communication is at the core of how your church will (or will not) grow” (Birch, 2018, p. 6). In his study, Birch found out that only 2% of church employees talk positively about the church they serve. Every organization begins to achieve a particular goal in its life span. For the organization’s goal to be actualized, the organization must invest holistically. Birch (2018) indicates that internal communication and church growth directly relate. Growth comes about by the employee’s performance among other investments. This study sought to justify or nullify these assertions in the ACK Diocese of Makueni.

The Methodist Church of Southern Africa did a survey to find out how effective and productive their internal communication was. The survey found out that, ineffective communication within the church significantly lowered employee’s morale, organizational culture, and performance. This led them to come up with a policy that outlined the internal communications framework which they intend to adopt, and the roles of staff and Unit Leaders in establishing effective internal communications within the Methodist Church of Southern Africa (Ziphozihle, Thini, & Charmaine, 2018). Because organizations are unique and independent, it is important for other organizations to conduct their own studies which will guide them into proper communication frameworks that best address the communication gaps in
an organization. This study will therefore help ACK Diocese of Makueni to address its specific communication gaps as have been identified in the study.

In Kenya, Wangoto (2017) investigated the place of communication in the survival of the church. The research found out that there was no efficient delivery of information in the church to the target audience and employees as the church had not embraced fully the effective communication methods based on need. He recommends that further studies be done in other parts of the country to come up with results that help the church grow in communication.

The studies identified above have assertions and gaps that this study sought to address through studying effective internal communication and employee performance in ACK Diocese of Makueni, Makueni County, Kenya.

A Brief History of the Anglican Church of Kenya, Makueni Diocese

The Anglican Church of Kenya roots can be traced back to the 1840s. Its existence came from Ludwig Kraft, who began his missionary work in Mombasa in 1844. Kraft set up a Diocese by the name Eastern Equatorial Africa which comprised of Uganda, Tanganyika, and Kenya. Later in 1898, the Diocese of Mombasa was established. The Diocese of Nairobi was established as the second diocese in Kenya to create room for the learning of English traditional religion. The growing numbers of members of the church led to the establishment of the church in the central province from where the church spread to the other parts of the country (Ward, 2006).

The Anglican Church of Kenya (ACK) Diocese of Makueni started on 1st January 2013. It is located in the extreme Lower eastern part of Kenya. Geographically, the diocese borders Machakos Diocese to the north, to the East Kitui Diocese, to the West Kajiado Diocese, to the South Taita Taveta and Mombasa but separated by Tsavo National Park.
The ACK church is a holistic founded church. The church seeks to grow as a self-sustaining unit generating funds to grow itself and the community. To fulfil its vision, mission, and purpose, the church has income-generating projects at the Provincial level and the Diocesan level as well (Anglican Church of Kenya [ACK], 2018).

ACK Diocese of Makueni has private schools, dispensaries, guest houses, and rental houses which help the Diocese generate funds for effective running of the Diocese financially. These businesses have employees who are answerable to the Rural deans, Archdeacons and the Diocesan Bishop as Diocesan employees. It is worth noting that these various branches of the church need effective communication in order to function seamlessly.

Being both a corporate and a social institution, the church needs to operate to the standards of a corporate and social institution. To manage their businesses effectively, the church needs to be effective in its communication. Employees in church-run businesses just like any other employee elsewhere need to be effectively communicated to through effective communication channels in order to achieve the full engagement, productivity and performance required of them (Fairchild, 1996).

Notably, “both analytics and experts in the field of communication have indicated that in the 21st century organizations internal communication determines how effective, fruitful and performance oriented an organization is” (Bhatia & Balani, 2015, p. 136). Internal communication is therefore the core sub-function of corporate communication while on the other hand performance is the core resource of an organization’s productivity. This being the first communication study to be done in ACK Diocese of Makueni, it becomes important to first study the relationship between the core concepts of function in the organization. This study therefore sought
to investigate the relationship between internal communication and employee performance - a case of the Anglican Church of Kenya Makueni Diocese.

Background of Religious Institutions

In Kenya the missionary era started in the year 1498. In 1944 a resolution to wind up the Kenya Missionary Council and establish the Christian Council of Kenya was formed. Missionaries were still operational and giving support to the church until in the late 1960s when the immense missionary work gave way to autonomy of the local church (LeMarquand, 2011). A few missionaries and missionary movements stayed for a while offering financial support to the growing churches. The missionaries handed over their property and responsibilities slowly to the church and by 1970, majority of the churches had become autonomous (Nthamburi, n.d.). With the pulling out of the missionaries the church expanded the missionary handed over facilities and begun new Faith Inspired Organizations (FIOs). FIOs engaged actively in many formal Kenyan development strategies ranging from, active advocacy, education, health and the hospitality industries. Some of the FIOs were started in order to answer to the needs of society. People go to church and religious centres in times of need seeking both material and spiritual support and the church wanted to fill this gap. Other FIOs were started to financially support the church fulfil its vision and mandate. Berkley centre for religion, peace and world affairs (2017) defined FIOs as “any organization engaged in development work either to offer services or generate profit whose mission and vision are inspired or guided by the teachings of religious tradition or whose history is rooted in such religion” (p. 51). Whether a training institution, a hospital, a hotel, a SACCO, a credit facility, such institutions are guided by visions and missions that are informed and motivated by the church denomination that founded it or any other religion other that Christianity (Wilson as cited in Daniels...
& Gustafson, 2016). It is encouraged that churches should have well-articulated, coordinated and monitoring mechanisms for their development services and profit generating institutions (Firmin & Gilson, 2010).

Statement of the Problem

While the subject of communication and specifically corporate communication is covered adequately by many authors (Brønn, 2002; Cornelissen, 2014; Grunig, 2008), some organizations seem not to have embraced corporate communication as an important tool for employee performance and satisfaction. Other organizations seem not to understand the function of communication, communication department and the communication staff in their organization.

According to a report by the United States Department of State, Bureau of Democracy, Human Rights and Labor (2018), the Kenyan population is made up of 83% Christians and more than four thousand registered churches in Kenya both mainstream and evangelical. Churches in their ultimate role operate in different ways. Every church has the freedom to worship and grow. Churches have also become self-sustaining so as to cater for their own financial upkeep and economic growth. The freedom to grow has seen churches become both social and corporate institutions hence the establishment of FIOs.

Robinson (2014) has stated that any religious institution should be undergirded by the following framework, recognition and religious group rights and sovereignty, promotion of individual’s freedom and provision of desirable democratic structure. Those institutions that are founded and managed by the church for profit should be governed by the constitutional functions of such institutions. On the other hand, Deneulin (2013) explains that religious institutions do not stand alone in a certain
field of operation. They operate within a particular operational structure and field and should align themselves within that field and structure.

With the above understanding that the profit making institutions in church should operate within their fields regulations and their constructional functions not forgetting that they are founded and governed by churches or church hierarchies, and managed through the church and by Bishops or priests, it becomes important to study how internal communication is practiced as an employee performance mechanism in an institution where the Bishop or the Priest is the manager and where the institution is expected to fulfill diverse functions including the corporate function. Studies on internal communication and employee performance in the church as an organization that has embraced a corporate function are limited. This study sought to investigate how church and church hierarchies profit making organizations practice internal communication and how internal communication relates with employee performance.

Purpose of the Study

The purpose of this study was to examine the relationship between effective internal communication and employee performance. The study sought to gain insight on internal communication and employee performance specifically at ACK Diocese of Makueni.

Objectives of the Study

1. To establish the effectiveness of the internal communication channels on employee performance at ACK Diocese of Makueni, Makueni county, Kenya.

2. To investigate if the employees of ACK Diocese of Makueni are fully informed on the activities relevant to their functions.
3. To determine the relationship between internal communication and employee performance in ACK Diocese of Makueni.

4. To suggest ways to improve the internal communication system as an employee performance mechanism in ACK Diocese of Makueni.

Research Questions

1. What is the effectiveness of the internal communication channels on employee performance at ACK Diocese of Makueni?

2. Are the employees of ACK Diocese of Makueni fully informed on the activities relevant to their functions?

3. What is the relationship between internal communication and employee performance in ACK Diocese of Makueni?

4. How can the internal communication system in ACK Diocese of Makueni be improved to be a more effective employee performance mechanism?

Justification for the Study

The purpose of this study was to examine the relationship between internal communication and employee performance in ACK Diocese of Makueni. While the subject of corporate communication and internal communication and its relationship to employee performance have been identified and studied immensely, there is a lack of knowledge about internal communication and employee performance in church founded and managed religious profit generating institutions. The broad topic of corporate communication has received attention, including from the government, corporate institutions but the discipline has not had attention in the church basically because the church has recently acquired the corporate function through establishing profit generating institutions.
Every organization seeks to set standards of activity. In these standards no organization plans to fail and measure below average. However, according to Femi (2014), organizations have been faced with a collection of problems that in one way or another hinder the organizations from measuring up to the set goals and objectives of the organization in a duration of time. Such problems include poor leadership skills, poor resource management, poor planning, poor communication, unqualified personnel, poor performance and poor terms of service, among others. The church, as an organization, within which other organizations are inclined has faced similar challenges. To address these problems effectively, the corporate institutions within the church should be well managed and well-coordinated to produce the desired results. The corporate institution governance theory must by definition be a universal theory applicable to any corporate institution. Having engaged itself to profit generating institutions, the church should fit itself in this universal theory. From a corporate perspective this study sought to investigate how the church and its hierarchies within the apostolic leadership of church leaders specifically priests and bishops has practiced internal communication as an employee engagement mechanism and how effective the internal communication channels in the church are for a diverse employee group.

The findings of this study could be helpful not only to the ACK Diocese of Makueni but also to other churches and denominations that have embraced profit making institutions. The correct practice of internal communication for employee performance is important for church managed institutions. This study will create knowledge on the best to adopt internal communication channels, how internal communication should be exercised as an employee performance mechanism and suggest ways on how the church and church leadership should practice internal
communication to fulfil its corporate function. The ACK Diocese of Makueni is expected to read the study, identify the gaps and address them. Other organizations of the same category can identify themselves with ACK Diocese of Makueni and make necessary adjustments.

Assumptions of the study

The study was based on the following assumptions:

1. The recommendations will be of interest to ACK Diocese of Makueni.
2. The respondents in the study will be truthful to the research questionnaire items.
3. The researcher would be granted permission to carry out the research at ACK Diocese of Makueni.

Limitations and Delimitations of the Study

This being a case study, there is no comparison made among several other organizations, hence the conclusions refer only to ACK Diocese of Makueni. However, the findings could be used in other organizations to inspire them to look into their internal communication and the role it plays in employee performance.

The employees of the ACK Diocese of Makueni might be hesitant to disclose their feelings and the required information to the researcher. The researcher will assure and promise the respondents that their information will be treated with utmost confidence.

Significance of the Study

The findings of the study could provide information on the relationship between internal communication and employee performance hence would be useful to organizations and specifically to churches and church-related organizations such as
the ACK Diocese of Makueni. Secondly, there could be many other organizations that are sceptical about internal communication and employee performance. This study could help such organizations make informed decisions about internal communication. Lastly, this study could serve as a source of information for communication practitioners in evaluating internal communication and employee performance.

Scope of the Study

This study attempted to establish the internal communication strategies used by ACK Diocese of Makueni and further determine the relationship between internal communication and employee performance in the Diocese. Being one of the staff members in the Diocese, I have observed a gap in communication that the management needs to see through research for communication actions to be taken. The study only targeted employees in ACK Diocese of Makueni, both management and staff.

Definition of Terms

Internal communication: Internal communication will be defined as “communication between strategic managers and internal stakeholders designed to promote commitment and a sense of belonging to the organization, to develop an awareness of its changing environment, and understanding of its evolving aims” (Welch, 2012, p. 247). In this study, internal communication refers to all formal communications within ACK Diocese of Makueni as an organization.

Employees: Employees will be defined as, all groups of those who are directly involved in the organizations functioning process; for example, management, finance department, human resource department, communication department among others.
(Beringer, Jonas, & Kock, 2013). In this study employees refer to all permanent and casual people working for the ACK Diocese of Makueni as a unit within all the categories of employment.

Internal communication channels: Internal communication channels will be defined as “all methods used by a firm to communicate with its employees” (Cornelissen, 2004, p. 189). In this study internal communication channels refers to various ways through which formal information is shared within an organization.

Communication personnel: Communication personnel will be defined as the people responsible for receiving, analysing, and dispatching information in an organization. In this study communication personnel refer to the persons responsible for generating and dispersing information.

Communication system: The communication system will be defined as a collection of all communication equipment, personnel, and processes through which information enters an organization and moved to its desired destination inside or outside the organization. In this study communication system refer to an organizations’ process of receiving, analysing, dispersing information and receiving feedback and acting on it. This will include communication personnel, communication channels and leadership structure.

Employee performance: Employee performance will be defined as “the quality, quantity, knowledge or creativity of individual towards the accomplished works that are in accordance with the responsibility during a specified period” (Muda, Rafiki, & Harahap, 2014, p. 74). In this study employee performance refer to the employees meeting their targets within a set timeline.
Desired feedback: Desired feedback will be defined as the results that an organization expects to receive from its employees. This study refers to feedback as the tangible and visible results of the activities done.

Employee performance mechanism: Employee performance mechanisms will be defined as ways through which an organization ensures that its employees accomplish work that is in accordance with their responsibilities within a specific period (Brown, Gray, McHardy, & Taylor, 2015). In this study employee performance mechanism is the set of tools that organization uses to ensure that employees are kept aware of their responsibilities and act on those responsibilities as required of them.

Summary

Chapter one was an introduction and background to the study. The chapter has given a brief introduction to the study. Other related studies from which study gaps were identified as well as why this research was necessary. An overall background of the study has been clearly defined as well as problem statement, objectives, research questions, the purpose of the study, justification, assumptions, limitations, and delimitations, definition of terms and a summary. The next chapter reviewed the literature that which gave more insight into the relationship between internal communication and employee performance.
CHAPTER TWO

LITERATURE REVIEW

Introduction

Chapter one presented the introduction and background to the study. This chapter reviews the literature that relates to the relationship between internal communication and employee performance. The chapter will give a theoretical framework to the study, a general literature review, and a conceptual framework. Other significance of effective internal communication to employee performance will be discussed.

Theoretical Framework

This study was anchored on organizational information theory. The tenets of the theory, as explained below, formed the basis on which the study was based on.

Organizational Information Theory

Organizational information theory was developed by Karl Edward Weick (2000), an American organizational theorist. The theory outlines how organizations collect, manage and process information, how vital information should be communicated and how organizations should take action on the information received as they communicate the information and receive more information for increasing the productivity of an organization (West & Tuner, 2000). Organizations are more process-driven than structurally driven hence every organization should seek to resolve any information vagueness before the information can be communicated. Weick argued that for any organization to resolve vagueness, it should encourage repetitive and shared activities (Weick, 2000). Moreover, dependency-maintained behaviors between two parties in the organization should be identified and used as
platforms to resolve information vagueness. Every message has more than one meaning hence this brings confusion in an organization as every internal stakeholder makes their own interpretation of the message (Miller, 2004; Weick, 1985). For the information to make sense, Weick identified the following process in his sense-making model. First, every organization should acknowledge that it exists in an information atmosphere. Secondly, different members get information inputs with different meanings creating their own information environment by processing the initial information. Thirdly, the different information interpretations result in information unpredictability which is natural in every organization. Fourthly, to help make sense of the information, members should use assembled rules and communication cycles (Weick, 1995; Weick, 2000).

An organization can only result in a common understanding of information when the information makes the same sense to all intended recipients. Organization information theory, therefore, states that to understand organizational communication it is important to familiarize with information environment, information equivocality, required selection, and assembled rules and communication cycles (Miller, 2004).

The information environment is the total of all the information the organization receives. This includes information from both internal and external stakeholders whether good or bad. With the information environment, it is the organization’s mandate to interpret and coordinate the information to make it meaningful before communicating with the members (Nonaka, 1994).

Information equivocality is “the existence of multiple interpretations of the same event” (Miller, 2004, p. 211). Earlier we noted that a single message means different things to different people. For the information, therefore, to be effectively interpreted and communicated to members, the information must be sorted out. Thus,
organizations reduce information equivocality by creating departments, committees, and individuals to handle specific information. Also, the right people should be strictly allowed to communicate the right information to the right people at the right time to avoid misunderstanding and misinterpretation resulting in wrong feedbacks.

This theory provided the following steps to reducing equivocality:

1. The first step is enactment. Enactment is dividing the organization into different departments to filter the information (Weick, 1995).

2. The second step is selection. In this step, the organization selects methods to decrease the ambiguity and to refine the information. Information has many levels of meaning and people need a common ground to be sure of the meaning if they will turn to put in place procedures of handling the information (Cragan & Shields, 1998; Weick, 1995).

3. The last step is retention where information is analyzed and either adapted or not adapted based on whether the idea is productive to the organization or not (Keyton, & Shockley-Zalabak, 2009).

Required selection means that to make sense of the information the organization devices guidelines through which the information must pass before it is communicated (West & Turner, 2013). According to organizational information theory, organizations are open to information and this could lead them to information luggage which can either blind or open the organization’s information eyes. Open organization information eyes will see the organization choose an interpretation best suited to the organization’s interests while blind organizational information eyes will see the organization letting each individual make their interpretations and maintain them.
This theory was widely applied in explaining how communication can be utilized for increasing the productivity of an organization. The emergence of new technologies, managers’ personality, employees’ personality, cultural background, both managers and employees’ exposure among other traits affect how information is processed, communicated and understood. This affects the organization’s information process and dissemination. Moreover, it later affects employee to employee relationships and management to employee relationships which can result in employee underperformance.

This theory maintained that in order to attain understanding and achievement of the organization’s goals and objectives the organization should answer the following questions about information: What information do we have? Who will coordinate the processing and communication of the information? Are they qualified enough to make the communication? Is the information essential? How does the information affect the productivity of the organization? Must it be communicated? And how will it be communicated? These questions should be answered critically for the answers and the following activities will affect the behavior of the internal employees and their engagement either positively or negatively.

Weick’s fourth step in this theory was assembled rules and communication cycles which include an organization’s communication department, communication channels and packaging of the message as well. The organization should identify what channels of communication are effective for communication and how different messages should be packaged for effectiveness (Weick, 1995; Weick, 2000). As much as some communication channels, and strategies could be effectively applied in multiple organizations, organizations are not identical; therefore, communication channels and strategies that best suit a certain organization may not necessarily suit
another. This unsuitability occurs because of the organizations’ uniqueness in terms of culture, structures, and employees among other things. In light of this, every organization needs to research well within itself, and identify communication departments, channels and personnel that will best work to ensure that employees are effectively internally communicated for engagement. This theory addressed the two major concepts under this study- communication and performance explicitly. It also addresses communication from the organization view, the personnel view and the information view. It also elevated the importance of communication within an organization and how communication can be utilized for increasing productivity in the organization. Productivity can only be increased if employees commit themselves to their duties and perform as expected of them. This, therefore, became the most appropriate theory to study the relationship between internal communication and employee performance in ACK Diocese of Makueni.

General Literature Review

Internal Communication

Every organization’s internal communication is as old as the organization itself. Managers deliberating among themselves about the organization, employee talks, and senior to junior staff talks are all internal communication. Internal communication is either formal or informal. Internal communication is any conversation by internal stakeholders concerning the organization. Internal communication can affect the organization either positively or negatively. Internal communication is not only verbal but it includes the use of symbols-tone of voice, facial expressions, gestures and seating or standing posture among other symbols make communication in an organization (Grunig, 1992).
According to Bhatia and Bhatia (2015), “Internal communications is essentially a management discipline facilitating strategic communication between leaders, managers, and employees” (p. 135). It is the educator, through which employees get to learn the management and the management gets to learn the employees. Over the years’ internal communications focus has been changing from just passing of information to the deliberation of issues. Grunig (1992) has pointed out that internal communication aims at providing an understanding of information.

As implied by Grunig (1992), as a management function, several organizations of different categories have largely invested in internal communication. Many internal communication authors have analysed different functions of internal communication which organizations may choose to agree with or disagree with. Internally, internal communication is viewed differently and seen to fulfil different functions based on how it is practiced from organization to organization. Cutlip, Center, and Broom (2005) considered internal communication as having four functions; advancing the organization’s objectives; coordinating the activities planned by the organization; ensuring the management of the organization with a scene that reflects the organization’s internal processes; and introducing employees with the company’s internal culture.

On the other hand, Dominic (2012), stated that the purpose of internal communication is to create an understanding of each employee’s role in the company and to raise awareness of the organization’s goal, principles, and values so that each employee can plan and work towards achieving the mission and vision of the organization. Wimmer and Dominick (2010) viewed internal communication as a tool through which mutual understanding between various departments and individuals is enhanced to create an environment through which the organizations goals can be
achieved. Mumby (2013), on the other hand, viewed internal communication as an employee dedication and work performance increase tool.

The majority of the functions of internal communication relate to the organization and how the functions benefit the organization leaving out the benefit of the employees. If internal communication is viewed to benefit only the organization, then employees might neglect and ignore organizational internal communication as a strategy that has nothing to do with them. Internal communication should affect both the organization and the employees positively and therefore the purposes of internal communication should be two-fold. Internal communication is a crucial element of any organization. It is a basic pillar. It determines the organization’s success or failure. This, therefore, means that every organization should invest in internal communication and internal communication personnel should be well chosen within the right qualifications and mandated in the right job description. Moreover, internal communication should be structured to benefit both the organization and the employees and each of these stakeholders should find their benefit in the structure.

Types of Internal Communication

Wood (1999) said that internal communication could be either formal or informal. Formal communication is planned communication activities. This may include planned meetings, annual general meetings, management meetings, departmental meetings among others. Formal communication involves the consent of both the communicator and the recipient. According to Larkin and Larkin (1994), formal communication has three characteristics:

- Downward communication- This is the flow of information from top authority to those down in the hierarchy.
Upward communication- This is the flow of information from those down the hierarchy to those up the hierarchy.

Horizontal communication- This is departmental communication where the departments are equal in power within the hierarchy (Wilcox & Cameron, 2006).

Informal communication, on the other hand, is unplanned communication within an organization. It takes the three characteristics of formal communication analysed above but with unplanned forums. Informal communication includes phone calls, text messages, chats, face to face conversations, mails among other communications in a group or in pairs that are not planned and which touch on the organization (Smith & Mounter, 2005). Informal communication is any conversation about an organization by the organizational employees or other external stakeholders in unplanned forums or planned forums that are not official.

Internal Communication Channels

Internal communication channels could be categorized differently depending on the following factors as outlined by Grunig (1992). Communication can either be verbal or non-verbal. If the communication is verbal, verbal communication channels will be used and if the communication is nonverbal, non-verbal communication channels will be used. Secondly, internal communication channels can be categorized by the direction of information transmission. The direction of information transmission can either be vertical or horizontal. The communicator should beware of the direction of information transmission to use either vertical or horizontal communication channels. Thirdly, the type of contact with the communication partner determines the choice of an internal communication channel. Is communication direct or indirect? If the communication is direct, then direct communication channels will be used and if the communication is indirect then indirect communication channels
will be used. Fourthly, the form of communication affects the selection of communication channels. Forms of communication are either formal or informal. The communicator will choose either formal or informal communication channels depending on the form. It is paramount therefore for any communicator in the organization to master the above determinants of what communication channel to be used and when. If a wrong channel is used, then miscommunication is inevitable.

Some channels communicate some information better than others, verbal communication channels are thought to be the most effective information transfer channels. Moreover, verbal communication channels are rated better channels of communicating negative information as compared to channels that will require writing (Cheney, 1999; Cutlip et al., 2005; Smith & Mounter, 2005). This can be true and mostly on social scenes. Organizations should be careful when choosing communication channels. An organization should exercise professionalism, ethics, and proper record keeping. When an organization chooses a verbal communication channel for quick transfer of information, then the information verbally communicated should be recorded or written and kept in books of record. Additionally, if the verbal communication channel was chosen because the information was negative, the information needs documentation in case the organization is required to provide evidence to the information.

Veinberga (2004) analysed the features and characteristics of an organization's internal communication channels as presented in Table 2.1. According to Veinberga the characteristics and features should be considered when choosing an internal communication channel depending on the goal of the message and the target audience.
Table 2.1: Characteristics of Different Communication Channels

<table>
<thead>
<tr>
<th>Communication Channel</th>
<th>The ability to provide information</th>
<th>The ability of fact inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face discussion</td>
<td>The highest</td>
<td>The lowest</td>
</tr>
<tr>
<td>Phone call</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>E-mail</td>
<td>Average</td>
<td>Average</td>
</tr>
<tr>
<td>Letter</td>
<td>Average</td>
<td>Average</td>
</tr>
<tr>
<td>Formal written statement</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Brochure</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Formal numeral statement</td>
<td>The lowest</td>
<td>The highest</td>
</tr>
</tbody>
</table>

Source: Veinberga (2004, p. 25)

From the analysis of this table, emails and letters were the most appropriate channels of communication. The two were picked out as the most appropriate because face-to-face discussion and phone calls are effective in the ability to provide information but ineffective in the ability of fact inclusion. This meant that when these channels are used the message will be transmitted quickly from the sender to the receiver but the receiver may not act immediately to the requirements of the message for the receiver may not have enough information provided or enough conviction to act. On the other hand, formal written statements, brochures, and formal numeral statements were ineffective in the ability to provide information but effective in the ability to fact inclusion. This meant that the channels may take a longer time to pass the message from the sender to the receiver but the information communicated feels so true and accurate to the receiver so the receiver will act immediately with no doubt.

With this, therefore, it is the organization’s responsibility to combine whatever appropriate channels of communication to them to ensure that the combinations of the channels used fulfil the two functions of ability to provide information and ability to fact inclusion. Based on this understanding, this study helped identify the best combination of communication channels in the ACK Diocese of Makueni

Internal Communication at ACK Diocese of Makueni
Anglican Church of Kenya Diocese of Makueni is both a social and a corporate organization. The Diocese has employees in the two spheres who work towards achieving the common vision of the organization. Like in any other organization, information flows in and out of the organization, and action is required from the recipients within the specified dates of action. The diocese uses the Diocesan staff members to communicate the information that affects their department or their work. For example, the accounts department will share the information that deals with money and payment deadlines, the administrative secretary’s office together with the bishop’s secretary will communicate any information that deals with meetings, and the departmental heads will communicate messages that relates to the departments. Major communication channels in the organization include letters, social media majorly WhatsApp, meetings and phone calls. The study sought to identify the best communication channels in the Diocese specifying what channels that best suit what group of people and why.

Employee Performance

Bhuvanaiah and Raya (2015) noted that employee engagement has shifted from a focus on financial supplements to emotional fulfilment aspects. This means that the employee is more focused on themselves than financial returns.

As defined in chapter one, employee performance mechanisms are ways through which an organization ensures that its employees accomplish work that is by their responsibilities within a specific period (Brown et al., 2015). To ensure that employees perform as expected of them then, they need to know their responsibilities. Everyone’s employment terms should be clear and the management should ensure that every employee is aware of their duties and responsibilities. The organization should also have clearly defined means of accomplishing the duties and
responsibilities of their employees. It is not enough to provide a list of duties and regulations but also an orientation on how the duties will be accomplished should be made available to ensure that the duties and responsibilities are communicated and understood by the employees. It is also required that follow up, monitoring, and evaluation be done to ensure that employees are doing what is required of them.

Bhuvanaiah and Raya (2015), McBain (2007) and Wellins, Bernthal, and Phelps (2012) discussed the drivers of engagement as guided by the organization, leadership, and management, and employees working life. In the category of organization, organizational culture, values, vision, and the brand which is either the organization or the product are listed. These components motivate an employee to effectively perform for an organization or to underperform. If the culture of the organization is not clear or has questions that the employee has not been oriented to understand or if an employee is afraid of the culture of the organization, then that employee may not perform adequately. When setting or resetting the organization’s culture the management should analyse the relationship between culture and employee performance.

Secondly, if the values and the vision of the organization are not communicated to the employees and employees made to understand their function towards fulfilling the vision then performance attains gaps. Organizations should therefore make sure that the values and the vision of the organization are known to the employees and the employee’s duty in fulfilling the vision is clearly communicated and understood by the employee. Organizations should make available statements of the organization’s vision, mission, and values in offices, corridors, gates and other visible strategic places for easy identification and also make it easy for employees to relate with.
Thirdly, if the organization has not internally branded itself to create a clear picture of the organization and its goal to the employees, employees may underperform basically because they do not know what is expected of them. An illustration of factors under each category is illustrated in Table 2.2.

**Table 2.2: The Drivers of Engagement.**

<table>
<thead>
<tr>
<th>The organization</th>
<th>Management and Leadership</th>
<th>Working life</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organizational culture</td>
<td>• Senior management</td>
<td>• Recognition</td>
</tr>
<tr>
<td>• Values and vision</td>
<td>leadership</td>
<td>• Supportive colleagues</td>
</tr>
<tr>
<td>• The brand – organizational or</td>
<td>• Line manager commitment</td>
<td>• Developing potential</td>
</tr>
<tr>
<td>product</td>
<td>• Communication</td>
<td>• Clarity of expectations</td>
</tr>
</tbody>
</table>


Under management and leadership, we have senior management leadership, line manager commitment, and communication. The placement of communication in this table is very strategic- management and leadership- the success of any organization revolves around communication. Communication is a management and leadership function that should never be overlooked.

The third category is the working life. This category focuses on the employee and what the organization does to ensure that the employee receives the requirements for performance. The above drivers should be strategized categorically with clear action plans by organizations to register employee performance. For the action and execution plan of an organization to successfully succeed, communication must be given at a forefront. McBain (2007) identified the following results of employee engagement, customer loyalty, and satisfaction establishes a feeling of an employee belonging to the organization, the organization’s growth is sustained and staff motivation is attained. Communication generates more interest in the engagement
process by drawing attention to both the organization and employees (Rhodda, Majidadi, & Akanno, 2015).

Seijts and Crim (2006) identified the Ten C’s of employee engagement and performance as shown in the Figure 2.1.

Figure 2.1: Ten Cs of Employee Engagement and Performance

According to Seijts and Crim (2006), organizations should apply the ten Cs to ensure engagement and performance from their employees. The 10 Cs lead employees to performance as explained below:

Connect- Employers should properly connect with their employees through well-structured communication. The management should also ensure that all the departments in an organization connect well to each other. Upward, downward and horizontal communications of an organization should connect well if employee performance is expected.

Credibility- To answer the question of credibility, the management of an organization should seek to know if the employees trust the organization. Trust can be
built through effective communication. If employees trust the organization they work for, then they will support the organization through effective performance even in times of crisis.

Convey- Employees need to receive feedback over the activities they have been doing. Organizations should not assume that their employees know their successes and failures. Feedback will keep the employees on the track of performance.

Control- Employees exercise control over their actions in the flow of actions if they were allowed to participate in setting up the activities that guide performance. They will not want to fail their plan. Organizations should therefore allow employees to participate in planning the performance strategy of an organization.

Contribute- Employee’s contribution to the success of the organization should be recognised and appreciated. The management should also demonstrate through their contribution how each employee’s participation contributes to the achievement of the overall goal of the organization.

Congratulate- Management should appreciate employees by giving praise and recognition in time where deserved. Whenever an employee is congratulated for work well done, they are motivated to work harder.

Confidence- Good management will listen to employees and openly share information with them. When listen to and provided with information employees create confidence in the organization they work for. Employees who have confidence with their organization can perform any duty the organization requires them to do.

Collaboration- Organizations should ensure teamwork among their employees. When team work is strong, employees collaborate with each other to achieve the organization’s goals.
Clarity- Any organization that seeks to ensure employee performance should make the organization’s, mission, vision, and values clear to the employees. Employees cannot effectively perform if what is required of them is not clear to them. Employees must therefore be effectively communicated to the entire workforce.

Career- Employees need the right knowledge and tools to do their work. Organizations, therefore, need to ensure that their employees are up to date with the right knowledge and expertise. Organizations should therefore make way for employee’s advancement of their career, refresher courses, and also in-house training to ensure that their employees are relevant within their job descriptions and the changing times.

From the above discussion, performance cannot be achieved by an organization that has gaps in its internal communication. Every one of the 10 Cs requires communication to be achieved. The implication is that organizations who desire to keep their employees engaged should largely invest in internal communication by ensuring that the right personnel do the work and the right internal communication channels are used. This will ensure that every employee is always aware of their duty (Ranjan, 2014).

The relationship between internal communication and employee performance from the literature on employee performance, internal communication, and employee performance are intertwined. Internal communication is an employee performance mechanism. Internal communication is also an employee motivation tool; if then organizations are to receive total employee performance, managers should strategize internal communication appropriately to have the needs of the employees well addressed. If employees are comfortable with the way their needs and interests are addressed, then they feel motivated and encouraged to own the organization hence
they will render their engagement to the organization. (Mishra, Boyton, & Mishra, 2014).

Through internal communication, every employee should be made to understand the organization’s set goals and his or her benefit if the goals are met. The implication to this is that employees will be motivated to work and remain employees of the organization focusing on the benefits of meeting the company’s goals as employees. On the other hand, the organization will benefit to have employees focused on meeting the organization’s goals (Cheney, Christensen, Zorn, & Ganesh, 2011). Managers should always inspire their employees even when the organization is faced with challenges (Mumby, 2013). The manager should use the internal communication channels to generate intrinsic motivation to the employees. If motivated employees feel part of the organization and work to achieve the goals of the organization (Mishra et al., 2014).

Barriers to Effective Communication

Effective communication is not always easy and that is why organizations should strategize and invest in communication for messages to be understood by the recipients as intended by the sender. Communication barriers have been defined as “anything that prevents us from receiving and understanding the messages others use to convey their information, ideas and thoughts” (Rani, 2016, p. 74). This study further discussed five barriers to effective communication which include: attitudinal barriers, behavioural barriers, cultural barriers, language barriers, and environmental barriers.

Attitudinal barriers occur when one’s feelings are packaged with the message when either communicating or receiving the message. The feeling that senior staff can dictate, decide, judge, threaten, manipulate or even discriminate junior staff is one of
the causes of attitudinal barriers of communication. On the other hand, the junior staff should love their responsibilities, respect senior staff, take orders with ease and perform what is expected of them. If a staff thinks that they are hated or being threatened, there may be a communication attitudinal barrier. Attitudinal barriers could be either an employee perception or a reality. Whether they are just perceptions or true, they affect the response and actions taken after a message is passed.

The behavioural communication barrier occurs when employees are branded and perceived to act after their past witnessed actions. Every action, whether positive or not will be interpreted within a perceived behaviour. To avoid this barrier, employees, both senior and junior staff should learn interpreting actions in a present perspective. Every individual should be viewed new every day and within every interaction.

Cultural barrier occurs when the communicator is not aware of the other people’s cultural values and beliefs and when the recipients of the messages are adamant of aligning themselves with the organizational culture within a desire to behave and act according to their cultures. To avoid this barrier, organizations should be vigilant in taking their new employees through an orientation process. This process will help new employees learn the organizations culture. Because organizational culture cannot be fully learned in a day, follow up and constant communication and feedback from both the new and old employees will ensure that employees are kept on the same page as far as the organizations culture is concerned.

The language barrier, on the other hand, occurred when the communication language is not common to all. This meant that interpretations and following actions may differ from what was originally intended hence the barrier. An organizations communication department should ensure that employees are classified and
categorized accordingly so that each category is reached effectively with the right language and the right communication channel.

Environmental barriers occurred when messages were blocked by the physical setting of the place where communication takes place. Not every environment is conducive to pass every kind of message and so the messenger must evaluate the environment lest the message is blocked by the environment. An organization can be a barrier by itself. This is felt by employees when the communication structures of the organization are perceived not to support the employees. To mitigate this barrier, organizations should set the right communication environment in relation to the message.

Ways in Which Internal Communication Affects Employee Performance

Mandu (2011) outlined that internal communication affects performance either directly or indirectly. When employees are kept aware of what they are required to do, their productivity is high unlike employees who do not know what to do. If an employee gets in an organization with full awareness of what the management requires them to produce at the end of the day, that employee will work hard to ensure that they produce unlike an employee who walks in to an organization in the morning or whatever reporting hours and are not aware of what the organization requires from them at the end of the day.

Secondly, internal communication boosts employee’s morale. This mostly happens when communication is applied as an all participatory activity. When an organization allows its employees to participate in the decision-making process and constantly reminded the goal that was set as a cooperative goal, every employee will work to achieve the goal as the goal is thought not as a one man’s achievement but as
an all achievement. Again, when employees are praised and informed of their success, this motivates them to work harder to succeed more (Mandu, 2011)

Thirdly, an organization success is the success of the employees, if an organization does well the employees benefit and on the other hand if an organization fails the employees experience loss as well. Every employee would want to benefit from the organization they work for because, an organization that communicates openly the success and the failure of the organization motivates its employees to work hard to avoid any failures and improve its success. As a result, employee’s performance increase and the organization succeed (Mandu, 2011)

Internal communication is therefore a paramount strategy for employee’s performance and organizational success. Every organization therefore including church-based organizations should invest in internal communication as this will solve any performance excuses in an organization (Mandu, 2011)

Empirical Literature Review

Several studies have been done on the field of internal communication and employee performance and recorded their findings as follows.

In the United States of America, the Society of Human Resource Management and the Council of the Public Relations Firms (as cited in Hayase, 2009) conducted a survey in 2002 which sought to answer how well organizations demonstrated their commitment and credibility to employees. According to the study, organization’s status and trustworthiness to both internal and external stakeholders were highly dependent on internal communication. Every employee perceives the organization according to the information they get relating to the organization either formal or informal. It was also found out that internal communication increase employee performance and productivity. The research concluded that for organizations to
experience employee’s devotion to them, they should first seek to create right employee’s perception of the organization through effective communication and ensuring that the organization is true to its employees. This study brought out a crucial intervening variable between internal communication and employee performance—perceived organizational support. An organization can invest well and strategize its internal communication well but if employees perceive that the organization does not support them, then the efforts of the organization do not earn results as required. It is important for organization therefore, to ensure that they earn employee’s perceived organizational support for employees to receive every information positively and act upon it accordingly.

According to Towers and Willis (2013) effective communication with employees was a leading indicator of employee engagement. The group of companies that had effective employee communication programs provided a 91% total returns in a period of five years compared to the companies that communicated least effectively who had a 62% total returns in the same period. The reports also found that organizations that effectively communicated with their employees were four times more likely to have high levels of employee engagement. Thus, effective communication was a key driver in employee engagement.

The Akkirman and Harris (2005) stated that 90% of employees kept fully informed are driven to deliver added value; while those who are not kept informed, almost 80%, are not. For employees to get comprehensive work-related information, the three formal dimensions of communication must be open. The variations between the percentages of the findings of this study are so close. In organizations we have a category of employees that do not require constant reminders while, on the other hand, we have a category that can only perform effectively with constant reminders. It
is the organization's mandate to identify these categories and employ the effective method for each. This will be factored in the present study by seeking to know through the instrument of research the number of employees in each category.

In Nigeria, Femi (2014) examined the relationship between communication and worker's performance. The study found out that effective communication creates mutual understanding between management and staff. The study recommended that every important issue in the organization should be communicated from management to staff. It also suggested that any barrier in communication should be addressed as communication barriers affected employee performance. The results of the study revealed a significant relationship between effective communication and employee engagement. Communication barriers have been discussed above. Because the barriers are categorised differently, every organization should seek to identify the barriers that they could be facing or that they can face in the future and put across measures of preventing and managing such barriers.

In Kenya, Mutuku and Mathoko (2014) carried out a research on the effect of organizational communications on employee motivation. The study found out that information sharing had the greatest effect on employee motivation, followed by employee involvement in decision making, then communication channels. The study recommends that the company managers should involve the employees of all cadres to enable them to have experience in the process of running the business. This research categorised the drivers of employee motivation from the highest to the least according to the findings of the study. Organizations are different, these drivers may follow each other as categorised in this study for some organizations and may as well differ for others. It is important if every organization will study itself before investing
in these drivers to be sure that the drivers are categorised as found in this study or
different for their organization.

The Faithbridge Church in Houston Texas did an employee engagement survey in 2018 among its staff after the executive pastor realized new changes among the employees of the church (Brian, 2018). The aim of the survey was to examine the team work strength of church workers. The survey found out that people don’t just work in the church because they are affiliated with the Christian faith or a particular denomination but because the church is the organization where they got an opportunity to exercise their career. This, therefore, calls for churches to exercise authentic leadership applying all requirements of such leadership. Authentic leadership and good communication are inseparable. Brian McGowan, Executive Pastor at Faithbridge acknowledges that “Communication is at the heart of so many aspects of a healthy organizational culture. Faithbridge church has recognized this and by making communication a priority, reaped the rewards of an engaged staff despite significant staff growth in the last few years” (Brian, 2018, p. 2).

Mungai (2018) investigated information and technology uptake and use in religious institutions in Kenya. He recommends that the church should invest in modern ICT infrastructure, employ communication experts, and ensure the already employed communication personnel are provided with refresher courses to continually sharpen their skills. Moreover, he recommended that, if the church was to achieve its mandate fully and its effectiveness is felt by the church employees and the outside world, then the church cannot afford laxity in matters of communication.

The subject of internal communication has been researched widely and made available social scientific research. Research on internal communication and employee engagement is not as wide, but researchers are taking steps to fill the gaps
in internal communication and employee engagement. However, church-related researches in the same field are very limited. The church all through has been viewed as a social organization and this has robbed the church and its employees an informed argument on how internal communication should be effectively applied from a cooperate perspective for the success of the church and its business. Social communication strategies are not effective in a corporate organization. Now that the church has gone corporate, then the church has no option but to familiarise itself with corporate communication strategies and engage professional communication personnel. This research sought to address this gap.

Conceptual Framework

A conceptual framework is a map that explains how the problem identified shall be looked at. It explains the whole research in a glance and directs the relationship between the concepts that guide the research (Osanloo & Grant, 2016).

The main concepts in this research are internal communication and employee performance. Internal communication is the independent variable while employee performance is the dependent variable. The practices of internal communication influence employee performance directly. Intervening variables in this conceptual framework are perceived organizational or supervisor support, perceived organizational, or supervisor identification and Communication system.
This study used the conceptual framework below to answer the research questions. The intervening variables affect the relationship between the independent and the dependant variables. Figure 2.2 illustrates the conceptual framework that guided this study.

Discussion

According to the conceptual framework above, internal communication personnel, communication channels, and internal communication system directly affect employee performance. Employee performance is witnessed if the organizations record high productivity, desired feedback, and tasks accomplished as required. Either of the three parameters under internal communication in the conceptual framework above may affect all or some of the points of employee performance. An organization cannot just assume the relationship between the
variables in the above conceptual framework. For example, an organization cannot assume that communication personnel affect the accomplishment of tasks on time. It could be the organization’s communication system or communication channels. This, therefore, calls organizations to critically analyse its internal communication whether personnel, channels, or the communication system about employee performance-productivity, desired feedback, and accomplishment of tasks.

According to Eder and Eisenberger (2008), perceived organizational support is the belief that employees are valued by the organization and their wellbeing is important to the organization. According to the conceptual framework shown in Figure 2.2, perceived organizational support manifests when an employee believes the organization will provide the necessary employees’ needs as the employee performs what is required of him or her by the organization (Rhoades & Eisenberger, 2002).

DeConinck (2010) defined the perceived supervisor’s support as “the extent to which the supervisor values the employee’s contributions” (p. 334). Employees considered the supervisors as either a negative or a positive orientation towards them. How the supervisor communicated with employees could either affect positively or negatively the employees’ engagement with the organization (Shanock & Eisenberger, 2006).

When employees feel they fully belong to the organization and identify themselves with the organization and co-workers in the organization this implies organizational identification. When employees identified themselves with the organization, they viewed the success or failure of the organization as their own and so they get fully involved to order to ensure that the organization succeeds (Riketta, 2005). How an organization chooses to let employees aware of the organization’s
where about will affect the employees’ engagement and later the total functioning of the organization.

The relationship between the supervisor or senior staff and employees determines the success or the failure of any organization. If the relationship is poor, then employees may choose not to properly perform their duties to frustrate the supervisor. On the other hand, if the relationship is good, employees will always work hard to support the supervisor hence supporting the vision and the mission of the organization. This, therefore, means that supervisor identification is a key determinant of the relationship between internal supervisor communication and employee engagement (Karanges, 2014).

The communication system is the arrangement of communication in an organization. It can be structured or sketchy. A structured system informs employees of the channels of communication, personnel, and hierarchy through which information should follow in upward, downward, and horizontal communication. In an organization where employees are not clear of what channels to use, who to communicate, and the hierarchy information should follow indicated a sketchy organizational communication structure. Moreover, an organization can have a well-defined communication structure but fail to make clear to the employees how the structure works. Employees should therefore be informed on how the communication structure works.

Summary

This chapter has reviewed the subject of internal communication as an employee performance mechanism. It has also covered the theoretical framework, general literature review, and conceptual framework that guided the study.
CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter emphasizes the description of the method used in carrying out the study. It is organized along the following sub-headings: research design, target population, sample size, sampling procedures, research instruments, instrument validity, reliability of instruments, data collection procedure, data analysis, and ethical considerations.

Research Design

Research design is the conceptual framework within which research is conducted (Kombo & Tromp, 2006). Descriptive research design has been found as the most appropriate for studying social phenomena due to its ability to describe a situation or portray an event, it is also useful in obtaining data that is useful in evaluating the present practice (Chandran, 2004; Creswell, 2011; Kothari, 2009; Mugenda & Mugenda, 2013). Moreover, the descriptive design is suitable when data is collected to describe organizations and it allows the use of both qualitative and quantitative research approaches (Jonassen, 2004).

A descriptive study design was adopted for this study and a case study was employed to answer the research questions. According to Kothari (2013), descriptive design entails systematic collection and analysis of data with a view of answering questions regarding the current status of a given phenomenon. According to Rose, Spinks and Canhoto (2015), a case study gives the ability to investigate cases to the depth and to employ multiple sources of evidence in descriptive research where the focus in on a specific situation. In this study, therefore, a case study was adopted to
investigate effective internal communication and employee performance in ACK Makueni Diocese.

Population

The population of this study was the employees of ACK Makueni Diocese. The Diocese is located in the extreme Lower Eastern part of Kenya. Geographically the diocese borders Machakos Diocese to the north, to the East Kitui Diocese, to the west Kajiado Diocese, to the South Taita Taveta and Mombasa but separated by Tsavo national park. ACK Diocese of Makueni is located east of prime meridian and south of the equator as well as southeast of Nairobi city. It covers an area of 3092.3sq.miles with a population of 884,527 according to the Kenya National Bureau of Statistics (2010), the population density is 110.4per sq.km and about 50.5% of the population lives below the poverty line. There are quite a number of denominations in the area covered by the Diocese. The ACK Diocese of Makueni population is about twelve thousand people. The Diocese has a total of 180 employees. Employees’ categories include senior management, archdeacons, rural deans, departmental heads, clergy, diocesan office staff and parish employees (Anglican Church of Kenya, Makueni Diocese, 2019).

Target Population

“Target population is determined using selection criteria to select individuals of the general population who can, at best, share experiences and thoughts under the most convenient conditions” (Asiamah, Mensah, & Abayie, 2017, p. 1614). The population for this study which is the ACK Diocese of Makueni, is geographically divided into six Archdeaconries and 20 Deaneries. The employees of the Diocese comprise 10 senior management staff, six archdeacons, 20 rural deans, 10 departmental heads, 70 priests, 12 office staff members, and 52 parish staff. The
entire staff population is 180 (Anglican Church of Kenya, Makueni Diocese, 2019).

The target population for this research was the management, archdeacons, rural deans, departmental heads, clergy, diocesan office staff, and parish employees.

Target population distribution was as follows:

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>10</td>
</tr>
<tr>
<td>Archdeacons</td>
<td>6</td>
</tr>
<tr>
<td>Rural deans</td>
<td>20</td>
</tr>
<tr>
<td>Departmental heads</td>
<td>10</td>
</tr>
<tr>
<td>Clergy</td>
<td>70</td>
</tr>
<tr>
<td>Diocesan office staff</td>
<td>12</td>
</tr>
<tr>
<td>Parish employees</td>
<td>52</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>180</strong></td>
</tr>
</tbody>
</table>

Sample Size

For a population of, less than 10,000 a sample size of between 10% to 30% of the target population is considered adequate for a descriptive study (Mugenda & Mugenda, 2003). In this descriptive study, a sample size of 55 employees, which represented 30% of the target population was considered. For this study, 30% of the target population sample was considered appropriate because it gave a number of participants that the researcher was able to work with within the stipulated time (Mugenda & Mugenda, 2013). Moreover, 30% was chosen because it gave a sample size that provided enough information in making the conclusions of the study. The sample size was selected as presented in Table 3.2.
Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of employees</th>
<th>30% of the target Population</th>
<th>Strata</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>10</td>
<td>3</td>
<td>Male</td>
</tr>
<tr>
<td>Archdeacons</td>
<td>6</td>
<td>2</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Rural deans</td>
<td>20</td>
<td>6</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Departmental heads</td>
<td>10</td>
<td>3</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Clergy</td>
<td>70</td>
<td>21</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Diocesan office staff</td>
<td>12</td>
<td>4</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Parish employees</td>
<td>54</td>
<td>16</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>170</strong></td>
<td><strong>55</strong></td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female</td>
</tr>
</tbody>
</table>

Sampling Techniques

Sampling is the process of choosing a small group from the study population to participate in the study and can either be probability or non-probability (Kombo & Tromp, 2006; Ogula, 2005). In probability sampling, every unit in the universe has a chance of being selected in the sample, and the results are accurately generalized to a population. However, in non-probability sampling respondents are selected for practical reasons which include the information required for the research, and the nature of the research (Kombo & Tromp, 2006).

Probability sampling technique was used in this study. Every item in the study population had an equal chance of being included in the sample. Stratified random sampling was applied whereby the study subjects were put into groups depending on their job category, from which the sample was picked. This ensured that every department in the Diocese had an equal chance of representation in the study. Further, each job category was divided among men and women at an equal percentage. In these strata’s, individual elements were selected using a random number table. This
ensured that every division was adequately represented, that the sample was not biased, and that the study was well informed.

Data Collection Instruments

Data collection instruments are tools that the researcher uses to collect data (Kothari, 2009; Singleton & Straits, 2005). This study used a questionnaire as the data collection instrument. A questionnaire is a technique of data collection in which each person is asked to respond to the same set of questions in a predetermined order (Cooper & Schindler, 2011). Questionnaires are an appropriate data collection instrument for gathering descriptive information; they provide time for the respondents to think about the responses and are also easy to administer and score (Kothari, 2009, 2013). The questionnaire that was used to collect quantitative data was administered through the help of a research assistant. One set of questionnaires was used for both the management and the rest of the employees. The questionnaire was designed to address the research gaps from both the management and the other employees’ perspective. Each objective of the study was addressed using selected questions that sought information from all dimensions from the organization.

Types of Data

The study engaged a quantitative approach whereby quantitative data was collected in the view of the study objectives. A questionnaire was used to gather quantitative data to establish internal communication as an employee performance mechanism in ACK Diocese of Makueni.

Data Collection Procedures

The set process of data collection was followed. The questionnaires were administered by the researcher and a research assistant to the respondents to fill on a
drop and pick order. Either the researcher or the research assistant was present to clarify any issues or questions to the respondents.

Pretesting

The main purpose of pretesting is to identify potential problems with the methods, logistics, and research instruments. In this case, the research instrument was a questionnaire (Hennink, Hutter, & Bailey, 2010). It helps in establishing the accuracy as well as the appropriateness of the research instruments (Sekaran & Bougie, 2010).

To establish validity and reliability of the research instruments, the questionnaires were pre-tested using fifteen employees of the A.C.K Diocese of Machakos which is similar in setting and functioning as the A.C.K Diocese of Makueni. Modifications and adjustments were made to enhance the validity and reliability of the research instrument. Also, the validity of the research instrument was enhanced by seeking opinions of the supervising lecturers who are experts in the field of study.

Data Analysis Plan

Quantitative data from the questionnaires was cross-checked for any errors and inconsistencies and then coded and keyed for analysis into the Statistical Package for Social Science software to generate frequencies which were presented in graphs, pie charts, and tables to describe the data. The main key findings were identified and conclusions were made based on the data. The relationship between the research variables was determined using the rank correlation technique and the findings presented as analysed in chapter five (Flynn, 2003).
Ethical Considerations

The researcher followed the due process in getting institutional approval and informed consent from respondents. Respondents were protected by keeping the information given confidential. Confidentiality was adhered to by asking the respondents to sign a consent form.

Respondents were made to understand that they have a right to participate voluntarily and the right to withdraw any time so that they were not coerced into participation. Consent was sought from the ACK Diocese of Makueni leadership to ensure that they were aware of the nature of the research and its significance to the promotion of the welfare of the institution.

The researcher received clearance from Daystar University Ethics Review Board after which a research permit from the National Commission for Science, Technology, and Innovation was obtained. ERB regulates all researches in Daystar University while National Commission for Science, Technology, and Innovation is the government agency that regulate all research activities in Kenya. Moreover, an introduction letter from ACK Diocese of Makueni was obtain to create confidence from the respondents.

Being an employee of ACK Diocese of Makueni the researcher engaged a research assistant who assisted in the process of distributing the questionnaires. Recognising that this is an academic exercise that requires objectivity, the researcher kept focus on analysing the data and presenting it as it was from the questionnaires. The data analysis was done by the help of a data analysis assistant to ensure that any confirmation bias was avoided. Stratified random sampling technique was used and random number table applied to ensure that there was no biasness in choosing the respondents.
Summary

This chapter has discussed the process that was used to collect and analyse data during the study. Primary data was collected using a questionnaire. This chapter has also provided information regarding the population and sampling methods that were used to determine the respondents of the study.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter presents the data collected from the respondents, the analysis of the data, and the interpretation as well. The findings of the study were presented and analysed in pie charts, tables, and graphs to answer the research questions and research objectives.

Analysis and Interpretation

Response Rate

This study gathered quantitative data by use of questionnaires. A single questionnaire was issued to Management, Archdeacons, Rural deans, Departmental heads, Clergy, Diocesan Office Staff, and Parish employees. A total of 55 questionnaires were issued to the respondents. Out of the 55 issued questionnaires, 50 were filled and returned, making a total percentage of 90.9% response rate.

<table>
<thead>
<tr>
<th>Table 4.1: Response Rate</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administered questionnaires</td>
<td>55</td>
<td>100.0</td>
</tr>
<tr>
<td>Returned questionnaires</td>
<td>50</td>
<td>90.9</td>
</tr>
</tbody>
</table>

In descriptive research, a response rate of 70% is considered excellent for the generation of results that answer the research questions and address the research objectives adequately (Mugenda & Mugenda, 2003). The response rate for this study therefore was considered appropriate for analysis in finding out the relationship between effective internal communication and employee performance in ACK Diocese of Makueni and effectively addressing each research objective.
Social Demographic Information

Gender of respondents

The study sought to establish the gender distribution of the sampled respondents. The findings were as presented in Figure 4.1.

![Gender of Respondents](image)

**Figure 4.1: Gender of Respondents.**

According to Figure 4.1 male respondents were 26(52%) while female respondents were 24(48%). The statistics demonstrate that the Diocese engages both genders in their employment policy because the variation between the genders is minimal, at 2%. This is in line with the Constitution of Kenya, 2010 that outlaws any form of discrimination at any level (National Council for Law Reporting, 2010)

Age of the respondents

The study sought to establish the age of the respondents and the results were as tabulated in table 4.2 below:
From the findings, majority of the respondents fell in the age bracket 35-44(30%) followed by 25-34(24%), third was 45-55(20%) fourth was 55 and above (14%) and fifth was 18-24(12%). According to this age representation, majority of the respondents ranged between ages 25-55 years. The respondents were mature enough to confidentially and faithfully answer the questions in the study. This implies that the respondents well understood the value of the study to them and the organization they work for. Moreover, the findings have a fair presentation of age and therefore the answers to the research objectives and questions represent a diversity of views according to age. It is therefore assumed that based on their age distribution the information given is accurate and true to effectively address the research gaps.

Length of time worked for ACK Diocese of Makueni

The study sought to establish the number of years each respondent had spent working in the ACK Diocese of Makueni and the results were as indicated in Table 4.3.

Table 4.3: Years Worked at ACK Diocese of Makueni

<table>
<thead>
<tr>
<th>Duration</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-5</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>6-10</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td>10 and above</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3 indicates that 18(36%) had worked for ACK Diocese of Makueni for 6-10 years, 17(34%) had worked for 10 and above years while 15(30%) had worked for 2-5 years. A greater percentage (70%) had worked for the organization for a
The respondents were quite knowledgeable of the organization, its structures, management, internal communication and they were well placed to make valid suggestions to the organizations’ operations in relation to internal communication and employee performance.

Department in which respondents worked

The study sought to establish the departments the respondents worked for in ACK Diocese of Makueni. The results were indicated in Table 4.4.

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Archdeacon</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Rural dean</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Departmental head</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Clergy</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Office staff</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Parish staff</td>
<td>13</td>
<td>26</td>
</tr>
</tbody>
</table>

Clergy presented the highest percentage in departmental representation with 20(40%) followed by Parish staff with 13(26%), rural deans with 5(10%), office staff with 4(8%), management and departmental heads tied at 3(6%) and lastly archdeacons with 2(4%). The implication is that every department under study was adequately presented in the study. Moreover, the findings of the study cut across all the departments of the organization hence the suggestions if accepted and applied by the organization shall be of a benefit to employees of all the departments. This will therefore positively affect the general application of internal communication in the organization.

Education background of the respondents

The study sought to find out the education background of the respondents. The results were indicated in Table 4.5.


Table 4.5: Education Background of the Respondents

<table>
<thead>
<tr>
<th>Education level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above undergraduate degree</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Degree</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td>Diploma</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td>Certificate</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

According to Table 4.5, Diploma had the highest number of respondents which was 18(36%), degree was second 17(34%), certificate was third 12(24%) and above undergraduate degree was last with 3(6%). The representation of the education background of the respondents indicated that all the respondents properly understood and answered the questions. Additionally, the respondents were well placed to examine the internal communication in their organization based on how they responded to the questions. Lastly, it was assumed that due to the education background of the respondents, each one of them was able to understand the value of the study to them individually and to the ACK Diocese of Makueni as an organization.

Effectiveness of Internal Communication Channels Towards Employee Performance

The first objective of the study was to establish the effectiveness of internal communication channels towards employee performance. The responses to the questions in this objective were as follows:

Effectiveness of internal communication channels in ACK Diocese of Makueni

The study sought to find out the effectiveness of internal communication channels towards employee performance in ACK Diocese of Makueni. It looked at various forms of communication which included phone calls, internal memos, social media, printed newsletters, blogs, emails, employee recognition and reward ceremonies, training classes, and meetings with senior management. The respondents
were expected to indicate whether each channel was very effective, effective neutral, ineffective or very ineffective. The results were presented in Table 4.6.

**Table 4.6: Effectiveness of Internal Communication Channels in ACK Diocese of Makueni**

<table>
<thead>
<tr>
<th>Channel</th>
<th>Does not Apply</th>
<th>Very Effective</th>
<th>Neutral</th>
<th>Ineffective</th>
<th>Very ineffective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone Calls</td>
<td>F</td>
<td>30</td>
<td>15</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>60</td>
<td>30</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Internal Memos</td>
<td>F</td>
<td>42</td>
<td>3</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>84</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social media</td>
<td>F</td>
<td>32</td>
<td>10</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>64</td>
<td>20</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Printed Newsletters</td>
<td>F</td>
<td>48</td>
<td>3</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>96</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blogs</td>
<td>F</td>
<td>45</td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>90</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emails</td>
<td>F</td>
<td>35</td>
<td>5</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>70</td>
<td>10</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Employee recognition &amp; rewards ceremonies or presentations</td>
<td>F</td>
<td>45</td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>90</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training Classes</td>
<td>F</td>
<td>30</td>
<td>2</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>60</td>
<td>4</td>
<td>6</td>
<td>18</td>
</tr>
<tr>
<td>Meetings with Senior Management</td>
<td>F</td>
<td>20</td>
<td>12</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>40</td>
<td>24</td>
<td>18</td>
<td>8</td>
</tr>
</tbody>
</table>

On phone calls, 45(90%) of the respondents agreed that phone calls were an effective internal communication channel for employee performance while 3(6%) indicated that phone calls were neutral and 2(4%) indicated that phone calls were an ineffective internal communication channel towards employee performance. According to the analysis, phone calls are an effective internal communication channel towards employee performance for the majority employees of ACK Diocese of Makueni. The study considered 10% of the respondents who did not agree to phone calls as an effective internal communication channel towards employee performance as having not been considered by the organization within their needs when phone calls are used.
On internal memos, 42(84%) respondents indicated that internal memos did not apply in the organization while 8(16%) indicated internal memos was an ineffective internal communication channel towards employee performance. This study concludes that internal memos were not used in ACK Diocese of Makueni. The 16% of the respondents who indicated internal memos as ineffective were considered to have indicated them as ineffective because they never received any information through internal memos in the organization.

On social media, 42(84%) respondents agreed that social media was an effective internal communication channels for them while 8(16%) stated that social media was neutral. This led to a conclusion that social media was an effective communication channel in ACK Diocese of Makueni. The 8(16%) who indicated social media as neutral were considered to have personal challenges in accessing the information communicated to employees through social media.

On printed newsletters, 48(96%) respondents pointed out that printed newsletters were not used in the organization as an internal communication channel while 2(4%) respondents pointed out that printed newsletters were ineffective. It is clear that printed newsletters were not used in the organization. It was considered that the 2(4%) who indicated printed newsletters as ineffective did so because they never received any information from the management through printed newsletters as an internal communication channel in the Diocese.

On blogs, 45(90%) designated blogs as not used by the organization while 5(10%) respondents designated them as ineffective. The study revealed that blogs were not used by the organization as an internal communication mechanism. The 5(10%) who indicated blogs as ineffective were considered to have done so because they never experienced them being used in the organization.
On employee recognition and reward ceremonies or presentations, 45(90%) respondents agreed that the organization did not use employee recognition and reward ceremonies or presentations while 5(10%) agreed that Employee recognition and reward ceremonies or presentations were ineffective. It is therefore concluded that ACK Diocese of Makueni does not use employee recognition and reward ceremonies or presentations as an internal communication channel. The 5(10%) who indicated them as ineffective were considered to have done so because they considered the absence of the communication channel as ineffective.

On emails, 35(70%) respondents indicated that emails were not used in the organization, 5(10%) respondents indicated that emails were effective, 3(6%) respondents indicated that emails were neutral while 7(14%) indicated that emails were ineffective. From the response above, it was concluded that the organization communicates through emails to some departments and not others. In the departments where emails are used, they are effective to some and not to others. This could be because some employees may be well placed to access their mails always while others may not be in a position to access mails all through.

On training classes as a form of communication channel, 30(60%) indicated that training classes did not apply in the organization, 5(10%) indicated that training classes were effective, 9(18%) indicated that training classes were neutral while 6(12%) indicated that training classes were ineffective. Respondents from particular departments agreed that training classes were not used while respondents from other departments alluded that they were used and either effective, neutral or ineffective. This therefore implies that for some particular departments training classes are used and found to be effective while on the other side the organization has not applied training classes as an internal communication channel for other departments.
On meetings with senior management, 32(64%) cited that meetings with senior management was effective, 9(18%) cited meetings with management as neutral and 9(18%) cited meetings with management as ineffective. This implies that meetings with senior management is an effective internal communication channel for ACK Diocese of Makueni. The 9(18%) that cited meetings with senior management as ineffective were considered not to have been reached personally through the meeting or had personal issues with the management.

From the breakdown above the effectiveness of internal communication channels in ACK Diocese of Makueni is as follows from the most effective to the least effective. Phone calls 45(90%), social media 42(84%), meetings with senior management 32(64%), training classes 5(10%) and emails 5(10%). Internal memos, Printed newsletters, Blogs and Employee recognition and reward ceremonies did not exist in the organization. Training classes were used for particular department and found to be effective for the departments they were applied. To get more clarity on what communication channels were effective for employee performance in ACK Diocese of Makueni, the respondents answered the question analysed below.

Communication channels that respondents felt that if applied would effectively communicate to them towards performance.

The study sought to know what communication channels are more effective for performance if used in the organization. The results were as indicated in Figure 4.2.
Figure 4.2: Communication Channels That Thought of as Effective on Employee Performance.

Figure 4.2 indicates employee recognition and reward ceremony as the highest recommended channel 32(31%) followed by Workshops 23(23%), employee survey solutions with 19(19%), organizational emails with 16(16%) and team meetings 11(11%).

The implication to this is that an organization can prioritize on more than one internal communication channel for employee performance putting more emphasis on the internal communication channels that employees feel that if applied will motivate them to performance. None of the above channels in Figure 4.2 is used by the organization, meaning that ACK Diocese of Makueni does not get its employees involved through surveys in suggesting what internal communication channels can be applied to effectively motivate employees to performance. Moreover, this implies that employees have different needs, challenges and experience. Not every channel is effective for all employees and therefore ACK Diocese of Makueni should seek to know its employees well to be able to understand what communication channels
should be used for which category of employees and effectively motivate them to perform.

In addition to the above implications in Figure 4.2, the findings in Table 4.6 directly relate to the findings in Figure 4.2. The ACK Diocese of Makueni should merge the communication channels in Table 4.6 in the order of their effectiveness with the preferred channels in Figure 4.2 for more effective communication towards employee performance.

Effectiveness of the internal communication structure of the organization

The study sought to establish the effectiveness of the ACK Diocese of Makueni internal communication structure. The findings were indicated in Figure 4.3.

![Figure 4.3: Effectiveness of the Internal Communication Structure](image)

Nineteen respondents which represented thirty-eight percent of the total respondents agreed that the internal communication structure of ACK Diocese of Makueni was effective while 31(62%) respondents indicated that it was ineffective. This was interpreted to mean that ACK Diocese of Makueni could have concentrated
in effecting its internal communication to some groups within the organization while others were neglected. A greater percentage 31(62%) of respondents indicated that the internal communication structure was ineffective. The organization needs to look into gaps within its communication structure so that the structure puts every employee into consideration. Additionally, every organization has categories of employees that it should prioritize when designing the internal communication structure. Stevanović, and Gmitrović (2015), noted that, “the very channels of communication within the organization, to be effective, must be consistent with the internal organization and the organizational structure of the company” (p. 304). This means that ACK Diocese of Makueni should align the internal communication channels according to their effectiveness to the employees with the internal communication structure of the organization for both the internal communication channels and the internal communication structure to function towards employee performance.

Internal communication assessment

The study sought to find out if ACK Diocese of Makueni conducted internal communication assessment to determine how effective internal communication was practiced in the organization. The findings are as represented in Figure 4.4.
Figure 4.4 shows that majority of the respondents 43(86%) pointed out that ACK Diocese of Makueni does not conduct an internal communication assessment while 7(14%) respondents indicated that the organization conducts internal communication assessment. It is clear from the analysis that ACK Diocese of Makueni does not conduct an internal communication assessment to determine how effective internal communication was practised in the Diocese. It was however noted that the 7(14%) respondents who indicated that the organization conducts an internal communication assessment were from the top leadership in the hierarchy. As much as doing some assessment among the top leadership may provide some information on how to exercise internal communication for employee performance, every organization’s move towards progress is as a result of all employees cooperate responsibility. For every employee to play and to play his or her role effectively, the employee’s communications’ concerns must be well addressed. To address the employee’s communication needs, an internal communication assessment should put into consideration every department and employee.
Full Information on the Activities Relevant to the Employee’s Duties at ACK Diocese of Makueni.

The second objective was to establish if the employees of ACK Diocese of Makueni are fully informed of the activities relevant to their functions. The answers to the questions in this objective were as indicated below:

Employee’s awareness about their duties

The study sought to know if the employees of ACK Diocese of Makueni had full information on the activities relevant to their duties. The response was analysed and findings in Table 4.7.
Table 4.7: Full Information on the Activities Relevant to the Employee’s Duties at ACK Diocese of Makueni.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are fully aware of their duties and responsibilities</td>
<td>F 10</td>
<td>15</td>
<td>10</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>% 20</td>
<td>30</td>
<td>202</td>
<td>24</td>
<td>6</td>
</tr>
<tr>
<td>Employees know the organizations policies, goals and plans and</td>
<td>F 9</td>
<td>13</td>
<td>7</td>
<td>20</td>
<td>1</td>
</tr>
<tr>
<td>their activities in meeting the goals and plans</td>
<td>% 18</td>
<td>26</td>
<td>14</td>
<td>40</td>
<td>2</td>
</tr>
<tr>
<td>The management takes time to explain the reason behind their</td>
<td>F 12</td>
<td>14</td>
<td>10</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>decision making</td>
<td>% 24</td>
<td>28</td>
<td>20</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>The information follow up process in your organization is</td>
<td>F 11</td>
<td>13</td>
<td>9</td>
<td>13</td>
<td>4</td>
</tr>
<tr>
<td>effective</td>
<td>% 22</td>
<td>26</td>
<td>18</td>
<td>26</td>
<td>8</td>
</tr>
<tr>
<td>Do you find the internal communication system in your</td>
<td>F 8</td>
<td>16</td>
<td>16</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>organization effective</td>
<td>% 16</td>
<td>32</td>
<td>32</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td>Open and honest communication is an important part of the</td>
<td>F 15</td>
<td>13</td>
<td>16</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>culture of my organization</td>
<td>% 30</td>
<td>26</td>
<td>32</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>Employees are free to express their concerns and complaints</td>
<td>F 12</td>
<td>28</td>
<td>7</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% 24</td>
<td>561</td>
<td>14</td>
<td>6</td>
<td>-</td>
</tr>
<tr>
<td>Employees know how their role fits into the organizations</td>
<td>F 4</td>
<td>8</td>
<td>13</td>
<td>22</td>
<td>3</td>
</tr>
<tr>
<td>bigger picture</td>
<td>% 8</td>
<td>16</td>
<td>26</td>
<td>44</td>
<td>6</td>
</tr>
<tr>
<td>Employees are kept informed about news and developments</td>
<td>F 3</td>
<td>7</td>
<td>7</td>
<td>30</td>
<td>3</td>
</tr>
<tr>
<td>impacting the organization</td>
<td>% 6</td>
<td>14</td>
<td>14</td>
<td>60</td>
<td>6</td>
</tr>
</tbody>
</table>

On whether employees were fully aware of their duties and responsibilities, 25(50%) disagreed with the statement, 15(30%) respondents rated the statement neutral while 15(30%) respondents agreed with the statement. Respondents from management, departmental heads and archdeacons agreed with the statement while respondents from the other departments disagreed with the statement. This could mean that the organization has made employees in particular departments aware of their duties and responsibilities while employees from other departments have not been made aware of their duties. Secondly the communication channels used to
communicate employee’s duties and responsibilities are easily accessed by some employees and not others. Thirdly, the ACK Diocese of Makueni does not issue out appointment letters to employees of particular departments where duties and responsibilities are well spelt out.

On whether employees knew the organizations policies, goals and plans and their activities in meeting the goals and plans, 22(44%) disagreed with the statement, 7(14%) neutral and 21(42%) agreed with the statement. The percentages between those that know the organizations policies, goals and plans and their activities in meeting the goals and plans and those that do not know almost tie at 44% and 42% respectively. The implication here is that half the organizations employee knows the organizations policies, goals and plans and their activities in meeting the goals and plans while the other half does not know. Several factors are at play here: failure to communicate, wrong choice of internal communication channel, failure to follow up or employee’s ignorance among others.

On whether the management took time to explain the reason behind their decision making, 26(52%) disagreed with the statement, 10(20%) were neutral while 14(28%) agreed. The results above could be as a result of the organization effectively communicating to some departments and not others.

On whether the information follow-up process in the organization was effective, 24(48%) of the respondents agreed that the information follow up process in the organization was ineffective while 9(18%) said it was neutral and 17(34%) said it was effective. This analysis may mean that the organization does an information follow up among some groups and not others or the follow up communication channels are not effective to all departments in the organization.
On whether the internal communication system in the organization was effective, 24 (48%) said that the internal communication system in the organization was ineffective, 16 (32%) said it was neutral and 10 (20%) said it was effective. Some departments felt that the internal communication system was effective while others indicated it was ineffective. The choice of internal communication channels and communication personnel can contribute to this.

On whether open and honest communication was an important part of the culture of the organization, 28 (56%) disagreed while 16 (32%) rated the statement neutral and 2 (4%) rated the statement as true. It was concluded that open and honest communication was not an important part of the organization's culture.

On whether employees were free to express their concerns and complaints, 40 (80%) disagreed with the statement that employees were free to express their concerns and complaints while 7 (14%) rated the statement neutral and 3 (6%) rates the statement true. It was therefore concluded that employees of the ACK Diocese of Makueni were not free to express their concerns and complaints.

On whether employees know how their role fits into the organization's bigger picture, 12 (24%) of the respondents disagreed with the statement that employees know how their role fits into the organization's bigger picture while 13 (26%) were neutral and 25 (50%) agreed that they knew how their role fits into the organization's bigger picture. It was concluded that an average percentage of the employees knew how their role fits into the organization's bigger picture while those that didn’t know several factors could have led to them not to know which include: ineffective channels of communication, poor follow up process and employee ignorance.

On whether employees were kept informed about news and developments impacting the organization, 10 (20%) of the respondents disagreed with the statement
that employees are kept informed about news and developments impacting the organization, 7 (14%) were neutral and 33 (66%) agreed with the statements. This means that a greater percentage of the employees were kept informed about news and developments impacting the organization. Those that indicated that they were not informed could be those who were not reached through the channels that the organization used or those who did not receive reminders.

It was generally observed that some departments in ACK Diocese of Makueni were not kept informed of important communications in the organization while others seemed to be fully informed. The departments lower in the hierarchy and especially parish employees who are the key executors of the organization’s corporate function seemed not to be reached out with information. This can be attributed to organization’s structure, wrong choice of internal communication channels, internal communication personnel, poor information follow up process or even employee laxity.

Organization’s communication about projects

The respondents were required to indicate how their organization communicated to the employees about projects. The respondents’ answers are presented in Figure 4.5.
According to Figure 4.5, 17(34%) of the respondents rated the organization ineffective in communicating about projects to the employees while 14(28%) rated the organization neutral and 19(38%) rated the organization effective. There is a trend of communicating to some departments and not others that was noted in the questions above and the same trend is noted in these responses. Respondents from particular departments seem not to receive information from the department while others seem to be effectively communicated to. This means that ACK Diocese of Makueni has concentrated more on informing the departments high in the hierarchy and neglected those lower in the hierarchy.

Communication personnel

The respondents were required to indicate the person responsible for communication in their organization. Their responses were indicated in the Table 4.6.
According to Table 4.6, secretaries were the highest group responsible for communication in ACK Diocese of Makueni with 17(34%) respondents. Second is the CEO with 12(24%), third immediate supervisor with 11(22%), fourth is those who were not sure with 8(16%) and lastly is the communication department with 2(4%). From these responses it is clear that ACK Diocese of Makueni does not have a communications department and therefore information is dispatched from different personnel to the employees. A big percentage of employees does not know who is responsible for communication and could be because they have not been informed or they find themselves receiving information from different people. The failure to centralize information flow, could have caused the gaps noted in the previous question analyses. If different people are responsible for passing out information to employees in different departments and those employees do not receive the information, then this means that those responsible for passing out information do not do so or the information does not reach the final destination.

Figure 4.6: Personnel Communication
Communications’ styles effect on performance

In this section, the respondents were required to indicate if the organizations communication style positively or negatively affected their performance. The results were indicated in Figure 4.7.

![Figure 4.7: Communications’ Styles Effect on Performance](image)

The study sought to establish the relationship between effective internal communication and employee performance. Out of the total number of respondents, 17(34%) indicated that the organization’s communication style positively affected their performance while 33(66%) indicated that the organization communication style negatively affected their performance as shown in Figure 4.7. It had been noted above that some departments did not receive information or the wrong communication channels were used to reach out to them. This could be what has contributed to a greater percentage rating the organization communication style as negatively affecting their performance. It had also been noted above that ACK Diocese of Makueni concentrated on communicating to some departments and not others. This also could have contributed to some departments rating the organizations communication style
positively affecting them to perform while others rating it as negatively affecting their performance.

Rating of the organization’s internal communication

The respondents were required to rate the organizations internal communication in relation to the statements provided. The responses are captured in Table 4.8.

Table 4.8: Rating of the Organization’s Internal Communication

<table>
<thead>
<tr>
<th>Statement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization needs to improve its internal communication structure</td>
<td>39</td>
<td>78</td>
</tr>
<tr>
<td>My organization needs to use appropriate internal communication channels</td>
<td>31</td>
<td>62</td>
</tr>
<tr>
<td>My organization needs to engage qualified communication personnel</td>
<td>40</td>
<td>80</td>
</tr>
<tr>
<td>My organizations internal communication motivates me to perform</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>My organizations internal communication does not motivate me to perform</td>
<td>27</td>
<td>54</td>
</tr>
<tr>
<td>My organizations internal communication is satisfactory</td>
<td>12</td>
<td>24</td>
</tr>
</tbody>
</table>

Out of the total number of respondents, 39(78%) agreed with the statement that ACK Diocese of Makueni needed to improve its internal communication structure, 31(62%) agreed that the organization needs to use appropriate internal communication channels, 40(80%) indicated that the organization needs to engage qualified communication personnel, 16(32%) indicated that the organizations internal communication motivates them to perform, while 27(54%) indicated that the organizations internal communication does not motivate them to perform. 12(24%) out the total respondents indicated that the organizations internal communication is satisfactory. These findings indicate that the internal communication in ACK Diocese of Makueni needed restructuring. Important internal communication aspects were raised out that the organization needed to put in place if the organizations internal communication will be satisfactory to the employees of all departments and motivate
them to performance. These aspects included communication personnel, communication structure and internal communication channels. Each of these important communication aspects should be chosen and applied putting into consideration the needs of all employees within their categories.

The Relationship Between Internal Communication and Employee Performance

The third objective of the study was to determine the relationship between internal communication and employee performance in ACK Diocese of Makueni. The responses to the questions in this objective were as analysed.

Employees’ performance

In this section, the respondents were required to rate the employee’s performance in ACK Diocese of Makueni by indicating if the employee performance was very effective, effective, neutral, ineffective or very ineffective. Figure 4.8 shows the rating of the employee’s performance in ACK Diocese of Makueni.
The study sought to find out the relationship between internal communication and employee performance. Out of the total respondents, 15(30%) rated employee performance in ACK Diocese of Makueni ineffective, 22(44%) rated the performance effective while 13(26%) rated the employee performance neutral. The range between the percentage that rated performance effective and those that rated it ineffective is only 7%. Therefore, we cannot conclusively say that employee performance in ACK Diocese of Makueni is effective. There are areas of concern that the organization needs to look at to ensure that a far greater percent of employee’s rate performance effective compared to those that rate it ineffective. To find out what could have contributed to the performance indicated by the respondents in the section, the respondents were required to indicate what they thought had contributed to the performance in the organization and their responses are presented in Figure 4.9.

Contributors to performance

Figure 4.8: Employees’ Performance
The study sought to find out the contributors to performance in ACK Diocese of Makueni. Figure 4.9 indicates the contributors that the employees thought had contributed to the performance indicated in figure 4.8.

![Figure 4.9: Contributors to Performance in ACK Diocese of Makueni](image)

According to Figure 4.9, the respondents identified three contributors to performance in ACK Diocese of Makueni. These three were identified by both those had rated the performance effective and ineffective. The three were chosen among others for they had the highest frequency. Communication has the highest percentage 23(46%), followed by personnel 14(28%) and last is management with 13(26%). The implication here is that if ACK Diocese of Makueni shall register either effective or ineffective performance among its employees, then communication in its entirely should be put into consideration; communication personnel should also be chosen well and the management should put in to consideration appropriate strategies that will see employees perform.

The relationship between communication and performance
The respondents were required to rate communication and how it affected their performance. Their responses were captured and presented in Table 4.9.
### Table 4.9: The Relationship Between Communication and Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective communication improves my performance as an employee.</td>
<td>F</td>
<td>37</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>74</td>
<td>26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creating powerful communication channels is vital to my performance as an</td>
<td>F</td>
<td>31</td>
<td>19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>employee</td>
<td>%</td>
<td>62</td>
<td>38</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am more productive as an employee if I have been told exactly what is</td>
<td>F</td>
<td>3</td>
<td>6</td>
<td>22</td>
<td>19</td>
</tr>
<tr>
<td>expected of me.</td>
<td>%</td>
<td>6</td>
<td>12</td>
<td>44</td>
<td>38</td>
</tr>
<tr>
<td>Clear communication and constructive feedback are keys to good performance</td>
<td>F</td>
<td>41</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>of employees.</td>
<td>%</td>
<td>82</td>
<td>18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effective internal communication at all levels of the organization leads</td>
<td>F</td>
<td>2</td>
<td>1</td>
<td>35</td>
<td>12</td>
</tr>
<tr>
<td>to better performance.</td>
<td>%</td>
<td>4</td>
<td>2</td>
<td>70</td>
<td>24</td>
</tr>
<tr>
<td>Effective communication provides me the knowledge and work environment I</td>
<td>F</td>
<td>43</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>need to improve my Performance.</td>
<td>%</td>
<td>86</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good internal communication helps to deal with conflicts and resolving</td>
<td>F</td>
<td>47</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>issues thereby resulting in better performance.</td>
<td>%</td>
<td>94</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>For me to perform effectively I need regular reminders of what is</td>
<td>F</td>
<td>12</td>
<td>8</td>
<td>21</td>
<td>9</td>
</tr>
<tr>
<td>expected of me.</td>
<td>%</td>
<td>24</td>
<td>16</td>
<td>42</td>
<td>18</td>
</tr>
<tr>
<td>I don’t need regular reminders for me to perform well.</td>
<td>F</td>
<td>9</td>
<td>20</td>
<td>2</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>18</td>
<td>40</td>
<td>4</td>
<td>36</td>
</tr>
</tbody>
</table>

According to Table 4.9, 50(100%) agreed that effective communication improves their performance again 50(100%) agreed that creating powerful communication channels was vital to their performance as an employee. On the other hand, 3(6%) disagreed with the statement that they are more productive as employees when told exactly what is expected of them, on the same statement, 6(12%) rated the statement neutral and 41(82%) agreed with the statement.

This means that a greater percentage of employees in ACK Diocese of Makueni are more productive if they have been told exactly what is expected of them.
50(100%) agreed that clear communication and constructive feedback are key to good performance. On another statement, 47(94%) agreed that effective internal communication at all levels of the organization leads to better performance, on the same statement 2(4%) disagreed with the statement while 1(2%) rated the statement neutral. This was concluded that majority employees of ACK Diocese of Makueni agreed that effective internal communication at all levels of the organization leads to better performance. all the respondents 50(100%) agreed that effective communication provides them with the knowledge and work environment they need to improve their performance. Again 50(100%) respondents agreed that good internal communication helps to deal with conflicts and resolving issues thereby resulting in better performance.

On another statement 12(24%) disagreed with the statement that for them to perform they needed regular reminders of what is expected of them while on the same statement 30(60%) agreed that they needed regular reminders of what is expected of them for them to perform effectively. On a similar statement 19(38%) agreed with the statement that they don’t need regular reminders for them to perform well while 29(58%) disagreed with the statement. These responses indicate that a greater percent of the respondents agreed that they needed regular reminders for them to perform well.

Communication activities that can be done to improve employee performance

The researcher wanted to know the communication activities that can be done to improve employees’ performance in ACK Diocese of Makueni. The respondents were required to list four communication activities that ACK Diocese of Makueni can embrace to improve their performance. Figure 4.10 indicates the activities.
The respondents listed communication activities that ACK Diocese of Makueni can apply to improve employee activities. Among the listed activities four were chosen according to their frequencies. Timely communication was first with 40 respondents and having a 58% of the total percentage. Proper feedback mechanism was second with 16 respondents and representing a 23% of the total. Open communication was third with 7 respondents and representing a 10% of the total respondents while proper channelling of information was fourth with 6 respondents and representing a 6% of the total respondents. These four activities were common to most respondents, implying that if the organization restructures its internal communication and puts more emphasis on these communication activities, information will reach the employees and in turn they will be motivated to achieve better performance.

![Figure 4.10: Communication Activities that can be done to Improve Employee Performance](image)
Summary of Key Findings

The study made the following key findings:

In relation to effectiveness of internal communication channels towards employee performance, the study found out that Phone calls were the most effective channel of communication 45(90%), social media 42(84%), meetings with senior management 32(64%), training classes 5(10%) and emails 5(10%). The respondents however indicated the following communication channels as not being used by the organization but if put in to application could effectively communicate towards employee performance, employee recognition and reward ceremony 32(31%), workshops 23(23%), employee survey solutions 19(19%), organizational emails 16(16%) and team meetings 11(11%).

It was noted during the analysis that some internal communication channels were effective for some individuals and not others and also for some departments and not others this therefore calls for the organization to put into consideration the needs of each individual employee before using a particular internal communication channel to communicate to the employees. Internal communication channels are those that do not allow dialogue. It was noted in the literature review that communication is not about announcements but making everyone belong through airing out their views. The organization should seek to employ more channels that advocate for dialogue.

The internal communication structure of ACK Diocese of Makueni was rated ineffective by 31(62%) respondents and effective by 19(36%) of the respondents. These results imply that the internal communication structure in the organization was ineffective for majority employees which any organization can amend. However, it was clear that the organization did not do an internal communication assessment to determine how effective internal communication was practiced and areas of
improvement because 43(86%) of the respondents indicated that such assessment was not done. This therefore means that if the organization is to improve its internal communication structure, then the organization should consider doing internal communication assessment to determine areas of strength and areas of improvement.

About full information on the activities relevant to one’s duties 25(50%) disagreed that employees are fully aware of their duties and responsibilities while 15(30%) agreed that employees were fully aware of their duties and responsibility. A greater percentage did not know what was expected of them and this could be because first, 22(44%) of the respondents did not know the organizations policies, goals and plans and their activities in meeting those goals and plans against 21(42%) who knew the organizations policies, goals and plans and their activities in meeting those goals. Second, 26(52%) of the respondents said that the management does not take time to explain the reason behind their decision making against 14(28%) who said that the management takes time to explain the reason behind their decision making.

If a greater percentage of employees does not know why the organization makes some decision, then they may not understand what their duty in meeting such decisions is. Third, 25(50%) of the respondents agreed that the information follow up process in the organization was ineffective against 17(34%) who said that the information follow up process was effective. The implication is that probably the organization informs the employees through the organization choice of internal communication channels which channels may not effectively reach out to the employees and because the follow up process is not effective the employees are left not to know or understand what the organization expects of them. Fourth, 24(48%) said that the internal communication system of ACK Diocese of Makueni was ineffective against 10(20%) who said it was effective.
If an organization internal communication structure is ineffective then the highest probability is that employees will not be fully aware of what activities are relevant for their duties. Fifth, 27(54%) disagreed with the statement that open and honest communication is an important part of the culture of the organization against 2(4%) who agreed with the statement. This statement was disagreed with by a greater percentage which means that ACK Diocese of Makueni is not open and honest when communicating to employees. This therefore implicates that employee’s performance may be negatively affected by the organization’s sharing of dishonest information.

Sixth, 40(80%) of the respondents disagreed with the statement that employees are free to express their concerns and complaints against 2(4%) who agreed with the statement.

This means that ACK Diocese of Makueni does not give its employees a safe space to express themselves. This could hinder their performance.

Seven, there was a contrast of response where 25(50%) agreed that they knew how their role fits in to the organizations bigger picture against 12(24%) who said that they did not understand how their role fits in to the organizations bigger picture. This could mean that the organization during employment made the employees to know how the roles they were being employed for fitted in to the organizations bigger plan, but as time went on the organization stopped emphasizing and following up to ensure that employees knew their specific roles and new roles with changing times that they were required to embrace and perform.

Eight, 33(66%) of the respondents disagreed that employees are kept informed about news and developments impacting the organization while 10(20%) disagreed with the statement. This therefore could be the core effect of the high percentage of respondents that indicate a lack of information on vital issues that affect their
performance. Employees of ACK Diocese of Makueni have indicated that they should be repeatedly informed about the organizations undertaking on issues that affect their performance.

Nine, a greater percentage of the respondents indicated that the organization did not well communicate to employees about projects with 31(62%) respondents against 19(38%). In the whole analysis there are percentages that agreed with the statement that were used to taste full information on the activities relevant to performance and there are other percentages that disagree with the statements. Several things in the performance of the organization as a whole might have contributed to this observation which include, the organizations culture which might affect how the organization disseminates information to its employees and the communication personnel- it was noted that the organization has different communication personnel for different departments and individuals. This is so because when asked who was responsible for communication in the organization, the respondents’ distribution of answers was as follows: chief executive officers 2, communication department 2, immediate supervisor 11, secretaries 17 and those that were not sure 8.

This means that ACK Diocese of Makueni does not have a communications department and this could immensely affect reception of information and action on information. The employees of ACK Diocese of Makueni therefore required the organization to: engage qualifies communication personnel 40, improve its internal communication structure 39, to use appropriate internal communication channels 31 and to ensure that the internal communication structure motivates the employees to perform 27.

In relation to the relationship between internal communication and employee performance, the respondents indicated that Employee performance in ACK Diocese
of Makueni was ineffective 15(30%) against 13(26%) who said the performance was effective. A greater percentage of the respondents 22(44%) didn’t know how to rate the performance maybe because they are not aware of how their fellow employees perform. However, the respondents indicated communication 23, management 13, and communication personnel 14 as the key things affecting employee’s performance.

On the other hand the respondents agreed that effective communication improves their performance as employees 50(100%), creating powerful communication channels is vital to their performance 50(100%), 41(82%) they are more productive as employees of ACK Diocese of Makueni if told exactly what is expected of them against 3(6%) who disagreed with the statement, 50(100%) clear communication and constructive feedback are keys to good performance, 47(94%) effective internal communication at all levels of the organization leads to better performance against 2(4%) who disagreed with the statement, effective communication provides the employees with the knowledge and work environment they need to improve their performance 50(100%), good internal communication helps to deal with conflicts and resolve issues hereby resulting in better performance 50(100%) and lastly, the respondents agreed that to perform effectively they needed regular reminders 30(60%) against 19(38%).

The respondents further suggested the following communication activities that ACK Diocese of Makueni should do to improve their performance: the organization should exercise timely communication 40(48%), should use proper feedback mechanism 16(23%), should exercise open communication 7(10%) and should properly channel the organizations information 6(9%).

From the analysis, it was noted that employees down the hierarchy seemed not to be reached with information and also not to know the organization they work for.
These are employees that run the profit-making organizations of the Diocese. The ACK Diocese of Makueni needs to structure its communication to reach out to every employee to have every employee identify with the organization.

Summary

This chapter has given the research findings in detail as the respondents provided, summarizing and presenting the data in a manner that can be understood. Data was organized and presented in tables and figures in accordance to the study objectives. A summary of the key findings has been presented.
CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This study sought to investigate the relationship between effective internal communication and employee performance at the ACK Diocese of Makueni in Makueni County. The study was based on four objectives; to find out the effectiveness of the internal communication channels towards employee performance at ACK Diocese of Makueni, Makueni county, Kenya, to establish if the employees of ACK Diocese of Makueni were fully informed of the activities relevant to their functions, to determine the relationship between internal communication and employee performance in ACK Diocese of Makueni, and to suggest ways to improve the internal communication system as an employee performance mechanism in ACK Diocese of Makueni.

This chapter looks at the primary data collected and analysed by grouping it in tables, diagrams, and figures to create meaning in line with the study objectives. The chapter also engages in discussions in a view to contextualizing the information gathered and engages in conclusions, and recommendations on future research or knowledge gaps.

Key Findings

In this study, a descriptive case study was carried out using a quantitative approach and questionnaires were used to collect data. The initial sample was 55 respondents out of which 50 successfully filled and returned their questionnaires.
Social- demographic characteristics of respondents

On social-demographic of the respondents, the study established that on gender, male was 52% while female was 48%. On age, 35-44 accounted for 30%, 25-34 for 24%, 45-55 for 20%, 55 and above for 14% and 18-24 for 12%. On the duration one had worked for the organization, 36% had worked for ACK Diocese of Makueni for 6-10 years, 34% had worked for 10 and above years while 30% had worked for 2-5 years. On the departmental presentation, clergy presented the highest percentage in departmental representation with 40% followed by parish staff with 26%, rural deans with 10%, office staff with 8%, management and departmental heads tied at 6% and, last archdeacons with 4%. On education background Diploma had the highest number of respondents at 36%, degree was second at 34%, certificate was third at 24% and above undergraduate degree was last at 6%. ACK Diocese of Makueni needs to consider staff development for the employee’s in order to achieve better performance (Ng & Feldman, 2009).

Effectiveness of internal communication channels towards employee performance

In relation to the effectiveness of internal communication channels towards employee performance, the study found out that phone calls were the most effective channel of communication in the organization at 90% followed by social media at 84%, meetings with senior management at 64%. Training classes and emails were the least preferred at 10% respectively. The respondents, however, indicated that employee recognition and reward ceremony could have been another effective form of communication at 31%, workshops 23%, employee survey solutions 19%, organizational emails 16%, and team meetings 11% which were not being used. The respondents felt that if they were used, could improve employee performance remarkably. Still, on internal communication in the organization, the internal
communication structure of ACK Diocese of Makueni was rated ineffective by 62% of the respondents and effective by 36% of the respondents. This implicates that the internal communication structure in the organization was ineffective for the majority employees. However, it was clear that the organization did not do an internal communication assessment to determine how effective internal communication was practiced and areas of improvement because 86% of the respondents indicated that such an assessment was not done.

Full information on the activities relevant to one’s duties

About full information on the activities relevant to one’s duties, 50% disagreed that employees were fully aware of their duties and responsibilities while 30% agreed that employees were fully aware of their duties and responsibility. A greater percentage, 44% didn’t know what was expected of them and this could have been because 58% employees didn’t know the organization’s policies, goals and plans and their activities against 42% who knew the organizations policies, goals and plans and their activities in meeting those goals.

Fifty-two percent of the respondents reported that the management did not take time to explain to employees the reason behind the decisions they made. It is important to note that 28% reported that the management took time to explain the reason behind the decisions they made that directly or indirectly impacted on employee performance. Another 50% of the respondents agreed that the information follow up process in the organization was ineffective against 34% who felt that the information follow up process was effective. Forty-eight percent reported that the internal communication system of ACK Diocese of Makueni was ineffective against 20% who reported that it was effective. Another 54% disagreed with the statement that open and honest communication is an important part of the culture of the
organization against 4% who agreed with the statement. Another 80% of the respondents disagreed with the statement that employees were free to express their concerns and complaints against 4% who agreed with the statement.

There was a contrast of response where 50% agreed that they knew how their role fits into the organization’s bigger picture against 24% who reported that they did not know how their role fits into the organization’s bigger picture. Sixty-six percent of the respondents disagreed that employees are kept informed about news and developments impacting the organization while 20% disagreed with the statement. This therefore could be the core effect of the high percentage of respondents that indicate a lack of information on vital issues that affect their performance. Employees of ACK Diocese of Makueni reported that they should be repeatedly informed about the organizations undertaking on issues that affect their performance for 62% of the respondents indicated that the organization did not well communicate to employees about projects against 38%.

It was noted that the organization has different communication personnel for different departments and individuals. This is so because when asked who was responsible for communication in the organization, the respondents’ distribution of answers was as follows, chief executive officer 24%, communication department 4%, immediate supervisor 22%, secretaries, 34% and those that were not sure 16%. The indication is that ACK Diocese of Makueni does not have a communications department and this could immensely affect reception of information and action on information. The employees of ACK Diocese of Makueni therefore required the organization to: engage qualifies communication personnel 80%, improve its internal communication structure 78%, to use appropriate internal communication channels
62% and to ensure that the internal communication structure motivates the employees to perform 54%.

The relationship between internal communication and employee performance

In relation to the relationship between internal communication and employee performance, 30% of the respondents reported that employee performance in ACK Diocese of Makueni was ineffective against 26% who reported that performance was effective. A greater percentage of the respondents 44% did not know how to rate the performance may be because they are not aware of how their fellow employees perform. The respondents reported that communication 46%, management 26%, and communication personnel 28% were the key things affecting employee’s performance in the Diocese.

On the other hand 100% of the respondents agreed that effective communication improves their performance as employees, and that creating powerful communication channels is vital to their performance, 82% reported that they are more productive as employees of ACK Diocese of Makueni if told exactly what is expected of them against 6% who disagreed with the statement, 100% reported that clear communication and constructive feedback are keys to good performance while 94% said that effective internal communication at all levels of the organization leads to better performance against 4% who disagreed with the statement, 100% reported that effective communication provides the employees with the knowledge and work environment they need to improve their performance, and that good internal communication helps to deal with conflicts and resolve issues hereby resulting in better performance and lastly, 60% of the respondents reported that to perform effectively they needed regular reminders against 38%.
The respondents further suggested the following communication activities that ACK Diocese of Makueni should do to improve their performance, the organization should exercise timely communication 48%, should use proper feedback mechanism 23%, should exercise open communication 10% and should properly channel the organizations information 9%.

Discussions

It should be noted that communication in the church has evolved for centuries. According to White (2001), in the 18th century the church developed a communication style that sought to develop the whole society in a corrupt secular society. The church leaders in this era dictated all the communications in the church. Towards the end of the 18th century, the churches’ communication style changed from the church being a universal authoritative teacher to an expressive, participatory encounter in small groups. The church in this era gave the outside world and the in body of the church a room to advice and question the communication practice of the church. In the 19th century the communitarian ecclesial structure of the church took another dimension. From then the institutional dimension of the church is governed by the principles of organizational communication. To advance the communication practice adopted in the 19th century in the 20th century communication in the church was formatted to fashion symbols of true faith to the society. Today in terms of the corporate action of the church, the church can no longer abide to the past communication styles but should be a communicative symbol and an example to the world. Today the most importance presence of the church in matters of communication is not necessarily communications that the church produces but the role that religious faith plays in the whole communication field (Maier, 2001).
Successful selection of a relevant internal communication channel whether written or spoken or technology-mediated is of prime importance on all the levels of hierarchical communications among the employees of an organization. It directly facilitates successful attainment of company objectives (Chmielecki, 2015). However, it should be noted that, selection of the right communication channel depends on an understanding of the communication objectives, audiences, and the strengths and weaknesses of the different channels that are available (Lengel & Daft, 1988). The question every organization management should ask is, how do we ensure that we select successful internal communication channels?

This study established that the internal communication channels used in ACK Diocese of Makueni do not effectively communicate to employees of all categories in all departments. It was also noted that employees’ needs are not put into consideration when settling on a particular internal communication channel. How does ACK Diocese of Makueni ensure that the used internal communication channels effectively communicate to all employees? Different authors have attempted to answer this question by highlighting some steps that an organization can follow to ensure that they select successful internal communication channels (Arins, 2013; Kamanda, 2014; Safarova & Holmin, 2015). The first step is knowing what channels are available and accessible to the intended audience. Every organization has a diversity of employees and several internal communication channels available. A survey should be done to ensure that any used internal communication channel is available and accessible by the target audience. The second step is to know what channels your target audience prefer and trust. This will call for the organization to do an internal communication channels assessment to give the employees room to say the most preferred and trusted
channels. Internal communication channels can be available and accessible but not preferred and trusted by the employees. Collection of all available and accessible internal communication should be done and sieving should follow to determine the ones available, accessible, preferred and trusted by the employees. The third step is to ensure that the choice of a communication channel is appropriate for the content of the message. Some messages are well received and acted upon when communicated through verbal communication channels while others are well received when communicated through non-verbal communication channels. Further, survey should be done to identify the most appropriate channels for a particular message even within the verbal and the non-verbal communication channels. The above three steps should be followed in order to ensure that whatever internal communication channels an organization settles on, will achieve the purpose of sending out information to the organization’s employees and receive the desired feedback.

Internal Communication Structure

Internal communication structure can be defined as the alleyway through which information passes among organizational members (Grunig, Grunig, & Dozier 2002). The structure can be centralized, devolved or complex (Holtzhausen, 2002). A centralized structure is said to be the most effective for ensuring attainment of the organizations goals in cooperate organizations. Again, a centralized structure ensures that information is dispatched from a central point from which point any information questions should be asked and answered.

The internal communication structure in ACK Diocese of Makueni was rated ineffective by majority respondents. Several factors can contribute to the condition of an internal communication structure as discussed by, Mazzei, Kim, and Dell'Oro (2014), Men and Stacks, (2014), Men, (2014). These factors include organizational
leadership, employee relations, organizational culture and climate and power distribution. When leadership style, organizational culture and power distribution are well aligned, employees relate well among themselves and with the management. To ensure that the internal communication structure in ACK Diocese of Makueni effectively communicates to all employees, the above identified factors that affect an organization’s internal communication structure should be identified and addressed accordingly.

Communications Department and Personnel

The communications department which can also be called the public relations department is said to be a vital department in any organization of any category. It is equated to the engine of an organization for through the department an organization draws purpose and programmes. The department also advises the management and other employees. It is the bridge between the management and employees (Armour, 2006). Public relations was said to be the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends” (Broom, 2005) The functions of the public relations office can be summarised as, trusted counsel, internal communication, media relations, community relations and external communication. To become what it has to be, and function effectively the communications department should engage qualified personnel. According to Grunig (1990), public relations personnel should be professional in the field and should have the ability to communicate, ability to organize, ability to get on with people, personal integrity, willingness to learn and imagination power. These qualifications could ensure that the communication personnel lead the organization in fulfilling all the communication functions among both the internal and the external publics.
The communication’s personnel ensure that every employee receives the information they must receive and feedback generated back to the department for adjustments to ensure proper functioning of the organization. The personnel should ensure there is proper categorization of employees in order to communicate to each within their needs and shortcomings. Berger (2005) noted that there were no powerful organizations with poor communication departments and poor communications personnel. For people’s performance and attainment of organizational goals, clear and timely information is required. Information control also ensures a focus call to activity and this is achieved through qualified communications personnel.

Control of information in an organization calls for the communications department to generate appropriate information either through words, sound, action or by use of symbols to the organizations’ publics. This does not mean that all through the communication department speaks, it means that whatever is spoken to an organization’s publics should be generated by the communications department and hence there shall not be any information controversy and publics will always be kept functional and well informed.

Communication Style

Communication style was defined as, “the set of speech characteristics of a person in the act of communication from one position to another” (Pânișoară, et al., 2015, p. 203). In organizational level, communication styles can either be, downward, horizontal or upward. Downward communication therefore is the set of speech characteristic of superiors to subordinates, horizontal communication is the set of speech characteristics among employees across the same level while upward communication is the set of speech characteristics from subordinates to their superiors in the organization (Hee, Qin, Kowang, Husin, & Ping, 2019).
Everyone’s speech characteristics at whatever level should be guided by the understanding that, the aim of internal communications has moved from controlling and directing people, providing information, making announcements and supporting industrial relations, to supporting the development of a flexible work environment that is able to adapt to change, seeks improvement, shares knowledge and know-how, generates ideas and involves people in achieving strategic goals (Keenan & Hazelton, 2006; Smith & Mounter, 2005). The way in which the supervisor communicates with employees will either affect positively or negatively the employees’ engagement to the organization.

When employees feel as part of the organization and identify themselves with the organization and fellow co-workers in the organization this implies organizational identification. When an employee identifies him or herself with the organization, they view the success or failure of the organization as their own and so get fully involved to ensure that the organization succeeds (Riketta, 2005). The manner in which an organization chooses to let employees aware of the organization’s where about will affect the employees’ engagement and later the total functioning of the organization.

The relationship between the supervisor or senior staff and other employees determines the success or the failure of any organization. If the relationship is poor, then employees may choose not to properly perform their duties to frustrate the supervisor. On the other hand, if the relationship is good, employees will always work hard to support the supervisor hence supporting the vision and the mission of the organization. This therefore means that, supervisor identification is a key determinant of the relationship between internal supervisor communication and employee engagement (Karanges, 2014).
Conclusion

From the findings it can be concluded that internal communication and employee performance are inseparable components of an organization’s day to day operations and success. Employees are the organizations first priority resource which cannot be neglected at whatever cost. To ensure that such a resource is kept to the required performance, internal communication is like the fuel that keeps the engine moving. Internal communication has been identified as an organization’s strategy that ensures that employees’ relations and functions are well addressed (Grunig et al., 2002). To neglect an organizations internal communication is to neglect employees’ performance which leads to the organization’s downfall.

Considering its strategic importance, internal communication has hence been the focus for corporate organizations. The church cannot neglect this important operational component of an organization’s operations. The factors identified above in this study as affecting proper administration of this function in the ACK Diocese of Makueni should be put in to consideration lest the Diocese’s corporate function is put at stake. Internal communication channels, communication personnel, internal communication structure, organizations culture, power distribution, leadership style, internal communication assessment and employee’s diversity have been identified as important issues for consideration in ACK Diocese of Makueni. These identified factors that affect employee performance should be addressed with concern to enable the employees perform effectively for the benefit of both the employee and the organization. Grunig et al. (2002) identified majority of the above factors as issues of concern in corporate organizations. The implication is that to positively affect employee’s performance, effective internal communication cannot be left out and neither can it be recklessly planned.
Any organizational communication undertaking influences the behaviour of employees either positively or negatively (Shaffer, 2000). An organization’s leadership should be more communicative than task-oriented (De Vries, Bakker–Pieper, & Oostenveld, 2010). Every leader should be relationship-oriented when thinking about employees but not what the employees can give. Relationships are built through communication. When the relationship is well built and nurtured, every employee will function in his or her position with the thought the organization and the leadership values him or her and so the employee should also value the organization and the leadership. Communication empowers every employee in his or her category. Empowered employee empowers the organization and an empowered organization beats all odds to win. The employees of ACK Diocese of Makueni are not well empowered with information especially those down the hierarchy. Those down the hierarchy are the employees responsible for the running of the profit-generating projects and institutions. The organization is at the danger of not being empowered by employees and if this communication inadequacy is not addressed appropriately, the organization may not thrive financially as expected.

ACK Diocese of Makueni represents other organizations and especially the church which has embraced the corporate function. Any serious corporate organization cannot neglect proper internal communication if it will survive in the corporate world. It should be noted that employees are what determines the success or the failure of any organization. To succeed which is the reason why organizations exist then employees must be given the first priority, their needs must be considered, they should be kept informed and they should be given a safe space to communicate back to the organization’s management. When all internal communication aspects are put into consideration then employee performance rates high. This therefore call for
ACK Diocese of Makueni to be intentional about internal communication and plan its execution well.

Recommendations

To ensure that the church fulfils its mandate and measures to its standards as a corporate organization the study recommends that ACK Diocese of Makueni should do a survey to determine what internal communication channels are available and accessible and what channels are preferred and trusted by employees and what channels properly sent particular kind of information effectively to the employees.

From the rating of the internal communication structure of ACK Diocese of Makueni, it is implicated that the organization has gaps with the choice of the leadership style. To make the organizations communication structure effective for the employees therefore, it is recommended that the organization reviews its leadership structure, culture and power distribution model. It is recommended that the organizations adopt the transformation kind of leadership.

In addition, it is recommended that ACK Diocese of Makueni should acquire a communications department with qualified communications personnel to enable the organization stand a firm ground as both a social and corporate organization. Whatever information the CEO, the immediate supervisors or the secretaries communicate to the publics shall be well evaluated by the communications department for proper communication and effectiveness. The department will also ensure that all publics needs are put into consideration when delivering information. The department will also ensure that feedback is received and well-acted upon. This therefore will bridge all information gaps in the organization.
Further, it is recommended that ACK Diocese of Makueni re-examines its communication style to ensure that employees are kept aware of their duties and that employees feel supported by both the organization and the supervisors.

Moreover, it is recommended that ACK Diocese of Makueni empowers its employees in their categories with information, that every leadership category in the organization seek to build relationships and that all efforts are done to ensure that internal communication is well planned and executed.

Recommendation for Further Research

The study made the following suggestions for further studies:

Despite the interesting findings from this study, several limitations should be addressed in future research. This study was a case study where the conclusions and recommendations could only soot one organization, it is recommended therefore more studies to be done to establish the relationship between effective internal communication and employee performance in some diversity organizations.

The church as a corporate organization has not been researched broadly, it is therefore recommended that more studies be done about the church and corporate communication for the studies will help the church live the standard of a corporate organization.

It was observed in the study that leadership style affects internal communication of an organization. It is recommended that studies be done to establish the effects of different leadership styles to internal communication and employee performance especially in the church and the best leadership styles to adopt in specific settings.

The profit-making institutions of the church seem to be lost when it comes to management and information sharing. It is recommended that a study be done to
establish the relationship between the church and its profit-making institutions and the best to adopt communication styles to ensure that each retains its identity and relationship within its functions.
REFERENCES


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APPENDICES

Appendix A: Informed consent

I am Maureen M. Muasya, a masters of communication student at Daystar University. As part of my course requirement I am undertaking research on EFFECTIVE INTERNAL COMMUNICATION AND EMPLOYEE PERFORMANCE- A CASE OF THE ANGLICAN CHURCH OF KENYA MAKUENI DIOCESE. To complete the research, I am supposed to collect data on the same. I hereby invite you to participate in the research. Before your decision to participate or not, you are free to consult anyone you feel comfortable with about the study so as to make an informed decision. In case of anything that you do not understand please ask me and I will explain. The research will use questionnaires to collect data. Your participation in this study is entirely voluntary from the start to the end of the process; as such you can change your decision to participate in the study, at any stage without any consequence.

The study will take three weeks. There are no expected risks of participating in the study. There will be no direct benefit to you, but the study will enable the researcher to answer the research questions. Besides, the study is likely to benefit the organization you are working for. No incentives will be offered for participating in the study. Information provided in this study will be treated with utmost confidentiality and shall only be used for the study purpose. To enhance confidentiality your identity will not be used in the study.
Section ii: Certificate of consent

Having read the above information and given an opportunity to ask questions about it,

I consent voluntarily to participate in the study.

Participant’s signature __________________________ Date __________________________

Researcher’s signature __________________________ Date __________________________
Appendix B: Questionnaire

Dear Respondent,

I, Maureen M. Muasya, a Master of Arts student from Daystar University am conducting a research titled: EFFECTIVE INTERNAL COMMUNICATION AND EMPLOYEE PERFORMANCE- A CASE OF THE ANGLICAN CHURCH OF KENYA MAKUENI, as a requirement to fulfil the course. Therefore, I request your assistance in responding to the questions as they will be helpful in completing the research. Note that this research is purely for academic purposes and it is also voluntary. Your responses will be highly confidential.
Thank you so much for taking your time to participate in this exercise.

PART 1: DEMOGRAPHIC DATA

1a. GENDER (Kindly tick appropriately)
   - Male
   - Female

1b. What is your age? (Kindly tick appropriately)
   - 18-24 years
   - 25-34 years
   - 35-44 years
   - 45-55 years
   - 55 years and above

1c. For how long have you worked for A.C.K Makueni Diocese?
   - 2 to 5 years
   - 6 to 10 years
   - 10 years and above

1d. Which department do you work for?
   - Management
   - Archdeacon
   - Rural dean
   - Departmental head
   - Clergy
   - Office staff
   - Parish staff

1e. EDUCATION (Kindly tick appropriately)
   - Above undergraduate degree
   - Degree
   - Diploma
   - Certificate
PART 2: EFFECTIVENESS OF INTERNAL COMMUNICATION CHANNELS TOWARDS EMPLOYEE PERFORMANCE.

2a. Rate the communication channels below in their order of effectiveness when used to communicate work related issues in your organization. If your organization does not use a particular channel tick “Does not apply.”

<table>
<thead>
<tr>
<th>Channel</th>
<th>Does not Apply</th>
<th>Very effective</th>
<th>Effective</th>
<th>Neutral</th>
<th>Ineffective</th>
<th>Very ineffective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone Calls</td>
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<tr>
<td>Internal Memos</td>
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<tr>
<td>Social media</td>
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<td>Printed Newsletters</td>
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<tr>
<td>Blogs</td>
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<tr>
<td>Posters, flyers, Brochures, Banners</td>
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<tr>
<td>Emails</td>
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<tr>
<td>Employee recognition &amp; rewards ceremonies or presentations</td>
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<tr>
<td>Training Classes</td>
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<tr>
<td>Meetings with Senior Management</td>
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</tbody>
</table>

2b. What other communication channels that your organization does not use at the moment and you feel if applied can effectively communicate towards employee performance. Write those channels in their order of effectiveness from the most effective to the least effective,
### Communication channel

<table>
<thead>
<tr>
<th>Communication channel</th>
<th>Most effective</th>
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<tbody>
<tr>
<td>1</td>
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<td>2</td>
<td></td>
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<td>3</td>
<td></td>
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<tr>
<td>4</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication channel</th>
<th>Least effective</th>
</tr>
</thead>
</table>

2c. How would you rate the internal communication structure of your organization?

<table>
<thead>
<tr>
<th>Very effective</th>
<th>Effective</th>
<th>Neutral</th>
<th>Ineffective</th>
<th>Very ineffective</th>
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</tbody>
</table>

2d. Does your organization conduct internal communication assessment to determine how effective internal communication is practised and areas of improvement?

YES [ ] NO [ ]

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are fully aware of their duties and responsibilities.</td>
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</tbody>
</table>
3a. Rate the following statements in relation to how your organization informs its employees about their duties. Indicate your choice by placing a tick under your answer of choice.

3b. Based on a scale of 1 to 5 how well does your organization communicate about projects with you? 1 is the lowest and 5 is the highest.

<table>
<thead>
<tr>
<th>Employees know the organizations policies, goals and plans and their activities in meeting the goals and plan.</th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The management takes time to explain the reason behind their decision making.</td>
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<tr>
<td>The information follow up process in your organization is effective?</td>
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<tr>
<td>Do you find the internal communication system in your organization effective?</td>
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<tr>
<td>Open and honest communication is an important part of the culture of the organization?</td>
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<tr>
<td>Employees are free to express their concerns and complaints.</td>
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<tr>
<td>Employees know how their role fits into the organization’s bigger picture.</td>
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<tr>
<td>Employees are kept informed about news and developments impacting the organization?</td>
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</tbody>
</table>

**PART 3: FULL INFORMATION ON THE ACTIVITIES RELEVANT TO YOUR DUTIES.**

3a. Rate the following statements in relation to how your organization informs its employees about their duties. Indicate your choice by placing a tick under your answer of choice.

3b. Based on a scale of 1 to 5 how well does your organization communicate about projects with you? 1 is the lowest and 5 is the highest.

1  
2  
3  
4  
5  
3c. Who is responsible for communication in your organization? (Tick where appropriate)

- [ ] Chief Executive Officer
- [ ] Communication department
- [ ] Immediate supervisor
- [ ] Secretaries
- [ ] Not sure

3d. Does your organization’s communication style positively or negatively affect your performance?

- [ ] Positively
- [ ] Negative

3e. Which statement fits your organization. Kindly tick appropriately. You can tick more than one statement.

- [ ] My organization needs to improve its internal communication structure
- [ ] My organization needs to use appropriate internal communication channels
- [ ] My organization needs to engage qualified communication personnel
- [ ] My organizations internal communication motivates me to performanc
- [ ] My organizations internal communication does not motivate me to performance
- [ ] My organizations internal communication is satisfactory

PART 4: RELATIONSHIP BETWEEN INTERNAL COMMUNICATION AND EMPLOYEE PERFORMANCE

4a. How would you rate the performance of employees in your organization?
<table>
<thead>
<tr>
<th>Very effective</th>
<th>Effective</th>
<th>Neutral</th>
<th>Ineffective</th>
<th>Very ineffective</th>
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<tbody>
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</table>

4b. what do you think has contributed to the performance you have rated above?

a. ____________________________________________

b. ____________________________________________

c. ____________________________________________

4c. Rate the following statements according to how you feel about the information you receive in your current position. Indicate your choice by placing a tick under your answer of choice.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective communication improves my performance as an employee.</td>
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<tr>
<td>Creating powerful communication channels is vital to my performance as an employee.</td>
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<tr>
<td>I am more productive as an employee if I have been told exactly what is expected of me.</td>
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<td>Clear communication and constructive feedback are keys to good performance of employees.</td>
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<tr>
<td>Effective internal communication at all levels of the</td>
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<tr>
<td>organization leads to better performance.</td>
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<tr>
<td>Effective communication provides me the knowledge and work</td>
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<tr>
<td>environment I need to improve my Performance.</td>
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<tr>
<td>Good internal communication helps to deal with conflicts and</td>
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<td>resolving issues thereby resulting in better performance.</td>
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<tr>
<td>For me to perform effectively I need regular reminders of what</td>
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<td>is expected of me.</td>
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<tr>
<td>I don’t need regular reminders for me to perform well.</td>
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</table>

4d. what communication activities do you suggest that your organization can do to improve your performance as an employee of the organization?

1. __________________________________________
2. __________________________________________
3. __________________________________________
4. __________________________________________

THANK YOU
Appendix C: ACK Diocese of Makueni Research Permit

Tuesday 31st March 2020

TO WHOM IT MAY CONCERN

Dear Sir / Madam,

RE: MAUREEN MBESU MUASYA – 13-1993, ID NO 34190380

Christian greetings.
The above-mentioned person is a Clergy in the Anglican Church of Kenya (A.C.K.), Diocese of Makueni, Rev. Maureen is a student at Daystar University pursuing Degree of Master of Arts in Communication. To accomplish her studies she is doing a research on Effective Internal Communication and Employee Performance – A Case of ACK Diocese of Makueni.

I hereby introduce her to you and kindly request you to assist her in the process of research.

Yours in the Lord’s Service,

The Rt. Rev. Francis M. Matui
Diocesan Bishop
ACK Diocese of Makueni

For nothing is impossible with God (Luke 1:37 NIV).
VERDICT – PASS
Daystar University Ethics Review Board

Our Ref: DU-ERB/27/05/2020/000425

Date: 27th May 2020

To: Maureen Mbesu Mways

Dear Maureen,

RE: EFFECTIVE INTERNAL COMMUNICATION AND EMPLOYEE PERFORMANCE – A CASE OF THE ANGLICAN CHURCH OF KENYA MAKUENI DIOCESE

Reference is made to your ERB application reference no.070520-01 dated 7th May 2020 in which you requested for ethical approval of your proposal by Daystar University Ethics Review Board.

We are pleased to inform you that Daystar University Ethics Review Board has reviewed and approved your above research proposal. Your application approval number is DU-ERB-000425. The approval period for the research is between 27th May 2020 to 26th May 2021 after which the ethical approval lapses. Should you wish to continue with the research after the lapse you will be required to apply for an extension from DU-ERB at half the review charges.

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments, MTA) will be used.

ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by Daystar University Ethics Review Board.

iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to Daystar University Ethics Review Board within 72 hours of notification.

iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to Daystar University Ethics Review Board within 72 hours.

v. Clearance for export of biological specimens must be obtained from relevant institutions.

vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.

vii. Submission of a signed one page executive summary report and a closure report within 90 days upon completion of the study to Daystar University Ethics Review Board via email [duerb@daystar.ac.ke].

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://oris.nacosti.go.ke and other clearances needed.

Yours sincerely,

Mrs. Purity Kiambi,
Secretary, Daystar University Ethics Review Board

Encl. Review Report
Appendix E: NACOSTI Research Permit
Appendix F: Plagiarism Report

Maureen Muasya Thesis - 30.09.2020

<table>
<thead>
<tr>
<th>Originality Report</th>
<th>13%</th>
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