An Internal Communication Audit of the Constituency Development Fund (CDF) Board and Secretariat

By

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APPROVAL

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

Signed: _____________________________ Date: ________________________

Caroline S. Mchome
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<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
<td>CDF</td>
<td>Constituency Development Fund</td>
</tr>
<tr>
<td>CDTF</td>
<td>Community Development Trust Fund</td>
</tr>
<tr>
<td>LATF</td>
<td>Local Authority Transfer Fund</td>
</tr>
<tr>
<td>WEF</td>
<td>Women Enterprise Fund</td>
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<tr>
<td>YEDF</td>
<td>Youth Enterprise Development Fund</td>
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<tr>
<td>REPF</td>
<td>Rural Electrification Programme Levy Fund</td>
</tr>
<tr>
<td>FPEF</td>
<td>Free Primary Education Fund</td>
</tr>
<tr>
<td>CEBF</td>
<td>Constituency Education Bursary Fund</td>
</tr>
<tr>
<td>NEPAD</td>
<td>New Partnership for Africa Development</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Studies</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Manager</td>
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<td>GST</td>
<td>General Systems Theory</td>
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ABSTRACT

Effective internal communication is important to organizations because through proper communication the organizations can send and receive information which will enable them to make successful decisions. The main objective of the study was to carry out an internal communication audit of the CDF Board and Secretariat and to establish the communication styles that are in place, how they work and the perceived effectiveness of the organization’s communication. The study focused on the General Systems Theory whose proponent was Ludwig Von Bertalanffy of 1956. This theory examined the importance of an organization working together with all its systems. The study employed a census sampling method for the lower and middle employees who were 33 and conducted interviews for the top management. The study found that the use of email for sending of messages was the most preferred among the employees. The study also revealed that CDF Board and Secretariat did not have any written policy on how communication was to be done at the organization and majority of the employees wanted the board to improve on its communication policies. The study found that lack of communication and remuneration were some of the reasons employees left the organization. The study recommended that CDF Board and Secretariat should see the urgency of implementing the communication strategy as soon as possible. In addition to this, they should ensure regular updates to the staff members on the upcoming events for them to have a sense of belonging and job security.
CHAPTER ONE

Introduction and Background to the Study

Communication in an organization is significant and its continuous effectiveness is fundamental for the seamless integration of its internal publics into the organization. According to Pugh (2007) states that “communication is the glue that holds everything together (p. 85).” The author further suggests that without laying down effective communication strategy very little can be achieved by the organization in terms of success. Clampitt (1991) suggests that effective internal communication helps to improve an organization’s success. Clampitt’s proposition is consistent with Heath’s (2001) observations that effective internal communication leads to increased productivity, satisfied clients and maintenance of the organizational structure.

Furthermore, Clampitt and Downs (1993), cited in Hargie and Tourish (2000) suggest that organizations benefit a lot from improved internal communication. The benefits include improved productivity, reduced absenteeism, higher quality of service and products. Organizations also experience increased levels of innovation, fewer strikes and reduced costs of operation and high staff turnover. Taylor (2005) summarizes the benefits of effective communication in the acronym, SUCCESS defined as follows: S- stronger decision making and problem solving; U-upturn in productivity; C-convincing and compelling corporate materials; C-clearer, more streamlined work flow; E-enhanced professional image; S-sound business relationships; S-successful response assured (p. 11).
For an organization to assess the effectiveness of its internal communication based on its employee’s attitudes about the organization, it needs to conduct a communication audit (Argenti, 2009). Therefore, the assurance that effective internal communication systems exist is vital to the success of any organization. This ensures that all the objectives undertaken by an organization are clearly understood by its employees.

A communication Audit

Scott (2007) defines a communication audit as an indicator used in a particular time to help an organization assess its current communication practices and also to show how effective they are. She suggests that a communication audit can also be used to identify areas with problems such as frequent misunderstandings, information blocks, information gaps, information duplication or misrepresentation. McGann (2010) suggests that,

a communication audit is a snapshot of the organization’s communications programs, practices and activities. A communication audit will inform you on what is working, what is not working and what needs to be changed or improved in terms of communication within the organization (p. 1).

Hargie and Tourish (2000) note that communication audits have been used to identify and reward good practice and at the same time help organizations to manage crisis and improve business performance. Snyder and Morris (1994) cited in Hargie and Tourish (2000) observe that there is a positive correlation between the employee perceptions of communication and job satisfaction which in turn correlates with the
overall organizations’ effectiveness. This can be achieved by the results of the communication audit.

Seitel (1995) states that organizations utilize communication audits to analyze the perception of its constituents, evaluate the readership of its communication, annual reports and newsletters which are the vehicles of the organization. Further, the author suggests that, communication audits provide the organization with important information on how to solve problems like employees working at cross-purposes, uneven communication workloads and benchmarks against which public relations programs can be applied and measured in the future. The author concludes that a communication audit will determine the communication systems which are being used by the organization. The most effective communication system, in regard to the information that is being transmitted by the organization is viewed as adequate by its recipients. This study is an internal communication audit of the Constituency Development Fund (CDF) Board and Secretariat which aims to determine the effectiveness of the communication systems used within the organization.

History of CDF in Kenya

In the recent past, the Government of Kenya has created a number of alternative windows to allow allocation of resources directly to devolved government units in response to the needs to ensure equitable development at the grassroots. For instance, there has been substantial increase in resources committed at the constituency level and the local government units. When President Mwai Kibaki was in the opposition, he introduced a motion in parliament that sought to have funds devolved at the grass root level; however the motion was defeated by the then head of state President Daniel arap Moi’s government.
In the year 2003 when H. E Mwai Kibaki took over power, the Ol-Kalao Member of Parliament Hon. Eng. Karue having been a member of Kibaki’s party brought the motion again to Parliament seeking the funds to be devolved at the grassroots level and it was passed. Constituency Development Fund (CDF) became operational in 2004 with an annual budgetary allocation of a minimum 2.5% by the central government to each of the country’s constituencies. The fund aims to address imbalances in regional development. It targets community projects at the constituency level, particularly those aiming to combat poverty. It also provides individuals at the grassroots the opportunity to make development choices that maximize their welfare in line with their needs and preferences.

Some other notable devolved funds in Kenya include the Community Development Trust Fund (CDTF), the Roads Fund, Constituency AIDS Fund, the Local Authority Transfer Fund (LATF), Women Enterprise Fund, Youth Enterprise Development Fund, Rural Electrification Programme Levy Fund (REPF), Free Primary Education Fund (FPEF) and the Constituency Education Bursary Fund (CEBF). The over-arching goal has been to improve the development outcomes by involving local communities in the decision-making process and management of projects (CDF Board Strategic Plan, 2010-2014).

During the period of CDF existence, the fund has registered substantial achievements and has greatly contributed in transforming the lives of Kenyans. This study observes that the impact of the fund is widespread such that in all corners of the country one cannot miss a project which has been financed from the CDF kitty. The impacts include the improved infrastructure especially in the rural areas in the form of rural access roads, education and health facilities. The fund also has enabled many students to access education through bursary. In addition it has enabled locals to build...
capacity at the grassroots level through empowerment in participation in project management through various committees.

CDF has received a lot of positive and negative media attention despite the fact that it has brought a paradigm shift in most of Kenya’s rural areas in terms of development. However, just like any other noble idea, the fund has had its own share of challenges ranging from mode of financing, accountability to the public, political interference in identification of projects, approval and implementation of the projects and low level of awareness among communities on the operations of the fund among others. However, Gikonyo (2008) observes that CDF has been a great success despite the challenges faced by the fund. This idea has been seconded by New Partnership for Africa Development (NEPAD) as it acknowledges the Fund as one of the best innovations in Africa’s development and as a result many countries are seeking to adopt the CDF model.

By law, the CDF is controlled by the Member of Parliament of a constituency. The amount allocated by the Central Government is then shared among all the constituencies on an established formula that factors inequality and the poverty levels of each constituency. Thereafter, the onus of disbursing and ensuring the constituencies use their share of the money efficiently and accountably falls with the CDF Board and Secretariat. This body was established under CDF (Amendment) Act 2007 section 5 (CDF Board Strategic Plan, 2010-2014). However, this Board and Secretariat is charged with the overall responsibility of managing the Funds and reporting to Parliamentary Constituency Fund Committee (CFC) on its usage. The Board activities are also coordinated by a Secretariat based at its headquarters in Nairobi County. The CEO to the Secretariat is also the Secretary to the Board and the chief accounting officer of the fund.
The CDF Board and Secretariat just like any other organization is believed to have communication channels in place. These communication channels play an important role of information dissemination from one person to another. However, they need to be evaluated so as to give guidelines based on what is working, what is not working and what needs to be changed. The communication channels used by organizations include memos, telephone, emails, newsletters, website, notice board, suggestion box, meetings, annual reports and face to face communication.

**Problem Statement**

Good internal communication is supposed to ensure low staff turnover, high quality of service and goods, improved productivity, reduced absenteeism, and reduced cost of operation. For an organization like CDF Board and Secretariat, good internal communication is critical because it will ensure seamless integration of its internal publics. Staff retention is important to ensure such a young organization maintains officers long enough to understand, establish and concretize its mandate to ensure it serves the purpose for which it was established.

At the time of research, the CDF Board and Secretariat website indicated that several senior officers had left the organization within a period of one year and no exit interviews were conducted to establish the reason for their departure. According to Hargie and Tourish (2000) an organization should conduct a communication audit between five and seven years or after any major change in the organization. This enables the organization to realize what is working and what needs to be changed in terms of communication. The high staff turnover at the CDF Board and Secretariat in the long run would increase the operation costs of hiring and training new staff regularly and it would also paint a negative image of the organization. This study
investigated whether the CDF Board and Secretariat had effective internal communication and whether poor communication did contribute to challenges like high staff turnover.

Purpose of the Study

The purpose of this study was to conduct an internal communication audit of the CDF Board and Secretariat and to establish the effectiveness of the communication channels between the CDF Board and Secretariat and its internal publics.

Objectives of the Study

General objective

The general objective of the study was to carry out an internal communication audit of the CDF Board and Secretariat and to establish the communication styles that are in place, how they work and the perceived effectiveness of the organization’s communication.

The specific objectives of the study were:

1. To establish the communication systems used to communicate amongst the internal publics of the CDF Board and Secretariat.
2. To verify the perceived effectiveness of the communication systems in meeting employees information needs and concerns.
3. To establish employees’ perception on the relationship of internal communication to job satisfaction and employee turnover.

Research Questions

The study set out to address the following research questions:
1. What were the communication systems that were used to communicate among the internal publics of the CDF Board and Secretariat?

2. How effective was the communication system in meeting employee’s information needs and concerns?

3. What was the employee perception on the relationship of internal communication to job satisfaction and employee turnover?

Rationale of the Study

In light of Hargie and Tourish (2000) arguments that poor internal communication is a major cause of high staff turnover, the justification as to why this study was necessary was due to the fact that the CDF Board and Secretariat had a high staff turnover and no exit interviews were conducted to determine the cause. The study thus sought to understand if there were communication barriers that led to high staff turnover by conducting a communication audit.

Significance of the Study

This study will help the organization to develop possible solutions to communication problems and avoid other forms of crisis including high staff turnover. The study findings could also be adopted by the government of Kenya as a basis of developing a comprehensive policy framework for internal communication among public servants. Such a policy would ensure smooth flow of information on government policy and directives among the public servants, which would translate to better service delivery to the public/citizens.

The findings will also contribute immensely to the body of knowledge, help scholars and practitioners to better understand the subject of internal communication.
This will also help the CDF Board and Secretariat to improve its internal communication systems for better and more effective internal communication within the organization.

Assumptions of the Study

The assumptions of the study were:

1. That the CDF Board and Secretariat had communication systems that could be audited.
2. That the CDF Board and Secretariat employees would be truthful in responding to the research questions.
3. That the CDF Board and Secretariat would allow the participation of its internal publics in the study.
4. That the CDF Board and Secretariat would provide relevant information to the researcher.

Limitations and Delimitations

This study focused on the internal publics of the CDF Board and Secretariat who included the CEO, the staff and the Board members. The study did not extend to the external publics because the focus was on the high staff turnover at the headquarters. Furthermore, the Board members only meet on a couple of occasions during a month as per required. To delimit this, prior arrangements were made to have the interviews with the Board members when they were at the head office.

Scope of the Study

The research was conducted at the CDF Board and Secretariat head office which is situated at the junction of Uhuru Highway and Haile Selassie Avenue at
Harambee Sacco Plaza 10th floor in Nairobi. The study restricted itself to the internal communication audit of the CDF Board and Secretariat which included the CEO, Board of Directors, management staff and subordinate staff.

Definition of terms

*Communication Audit*

Is a snapshot of the organization’s communication programs, practices and activities which inform the organization on what is working, what is not working and what needs to be changed or improved in terms of communication within the organization (McGann 2010). For the purpose of this study a communication audit refers to a gauge which helps the organization to analyze its perceived communication to its publics.

*CDF Board and Secretariat*

Is the body which has been mandated by the Government of Kenya to manage constituency funds and report to the Parliamentary Constituency Fund Committee on the usage of the funds (CDF Board Strategic Plan, 2010-2014). In the context of this study it meant the same.

*Communication System:*

Kansal & Rao (2006) refer to communication system as the process which helps the organization in the flow of information from one level of employee to another. In the context of this study, it implied the communication channels employees use receive orders, instructions and feedback within the organization.
Effective Communication:

Fielding (2006) defines effective communication as the management of flow of information, this means from the sender, the message itself, the channel, the receiver and the feedback. In addition, Collins (2009) defines effective communication as “the practical guidance on using communication vehicles and tools”. In this study, effective communication will mean transfer of information and understanding between the sender and the receiver.

Internal publics:

Broom (2009) refers to internal publics as the employees including managers and people being supervised. Lundblad and Stewart (2005) define the internal publics as the employees working in an organization. Seitel (1995) says that the internal publics are the publics who are inside the organization though they vary from one organization to another, depending on the nature of the organization. For the purpose of this study the internal publics will be the CEO, the Board of Directors and the employees of the CDF Board and Secretariat.

High staff turnover:

High staff turnover is defined as “the percentage of staff members who have left an organization within twelve months” (Oman & Pfleenger, p.311). Within this study it means the rate at which employees are leaving the CDF Board and Secretariat and replaced by new hires.

Staff retention:

Carsen (2002) refers to staff retention as the number of employees who stick around an organization for a given period of time. For the purpose of this study it
refers to the ability of the CDF Board and Secretariat to retain its employees who are qualified and high performers.

Summary

The chapter covered the introduction and background to the study, defined a communication audit, and gave a brief history of CDF in Kenya and CDF Board Secretariat. Problem statement, objectives of the study, justification of the study and operationalization of terminologies has also been done in this chapter. The succeeding chapter will cover the literature review, the role of corporate communication in conducting a communication audit, theoretical, and conceptual framework.
CHAPTER TWO

Literature Review

Introduction

This chapter reviews literature on communication audits and related concepts. Key topics covered include: the role of corporate communication in conducting audits, empirical studies of internal communication audits, staff retention and staff turnover. Others include internal publics, and barriers to effective communication, communication systems, employee information needs and the theoretical and conceptual frameworks of the study.

A Communication Audit

A Communication audit has been used as an indicator to help organizations assess their communication practices and show their effectiveness. It is used to identify areas with problems such as frequent misunderstandings, information blocks, information gaps, information duplication or misrepresentation (Scott, 2007). More importantly, a communication audit provides a snapshot of the organization’s communication programs, practices and activities. In addition, it acts as a tool which helps one to know what is working, what is not working and what needs to be changed or improved in terms of communication within the organization (McGann, 2010). These arguments also depict why a communication audit is of importance, especially to an organization like the CDF Board and Secretariat who had high staff turnover.
Contribution of communication audit to organizational success

Downs and Adrian (2004) observe that there is a tendency of organizations paying attention to communication only after a problem or crisis has occurred. The organizations need to overcome this behavior by conducting a communication audit periodically. Knowing the problem early enough saves image, time and reputation. They add that organizations have got the responsibility to monitor the effectiveness of the messages they send to the employees because the survival of the organization depends on the employees’ ability to exchange and coordinate the information they are receiving. However, the authors point out that communication is not the only challenge experienced by organizations.

Considering that an organization does not exist in a vacuum, Kitchen’s (1997) definition of what boundary spanning is exudes the importance of a communication audit to an organization. The author defines boundary spanning as the mechanism used by organizations to gather and analyze data about their environment. He insists that the public relations practitioners/boundary spanners play an important role of strategic decision making. Cornelissen (2011) adds that corporate communication practitioners have a role to act as intermediaries between the organization and its stakeholders. In light of the above arguments, Tripathi (2009) builds on them by stating that the boundary spanning function of corporate communication is supposed to help the management to gather information through conducting a communication audit, interpret it from its environment and represent the organization to its publics. Organizations need to have an accurate impression of what their internal publics think of them, how they receive and transmit messages. This amounts to the importance of auditing communication in an organization (Hargie & Tourish, 2009). For an organization to know how effective their communication is perceived based on
employees’ attitudes, it needs to conduct a communication audit. The results of the communication audit will guide the communication practitioners to formulate the right internal communication programs for the organization (Argenti, 2007).

According to Hargie and Tourish (2000) organizations that conduct communication audits enjoy a long running performance in the marketplace. This means that the results of the audit will help the organization to avert problems like misunderstandings, misrepresentation of staff, strikes, high staff turnover and poor performance. Furthermore, they suggest that the communication audits have been used to identify and reward good practice and at the same time help the organization to manage crisis and improve business performance. This idea concurs with Clampitt (1991) and Heath (2000) who say that as a result of conducting communication audits, organizations have experienced increased productivity, employees’ job satisfaction and a positive maintenance of organizational structure.

Hargie and Tourish (2009) note that organizations that have conducted internal communication audits have experienced high performance from their employees because there is a correlation between high performance and existence of effective internal communication programs. This idea concurs with Hicks and Gullet (1988) who say that there is a positive correlation with the openness of communication channels between the subordinate and the supervisor. The openness of communication channels can be realized as a result of communication audit where employees’ engagement and commitment to work become more significant. For instance, Arnold’s 1993 study of internal publics of General Motors in the United States of America, found out that due to open communication channels, a staff turnover rate of 30% in 1989 went down to 12% by 1991. In addition, the company’s bad debt percentage went down from 3.2% to an average of 0.4% per month.
The CDF Board and Secretariat have had a high staff turnover and since their inception they have not conducted a communication audit to see if communication has been the cause of the high staff turnover as the arguments above imply.

Empirical studies of internal communication audits

At Daystar University, some scholars have carried out studies on communication audit to assess the impact of communication channels in organizations. Ndegwa (1996) conducted an audit among Daystar University students. The study found that students received most of the information concerning the university from the weekly newsletter known as *Infospot* and during chapel where the Daystar University fraternity gathers at the Nairobi Baptist Church for worship service and fellowship. In addition, students expressed a desire to get more information in general and at the same time they also felt that there was need to improve the physical environment in the university. This audit was important to the university as the institution has increased the channels of information dissemination to the students.

Wamba (1999) conducted a study on public relations audit of selected publics of the Kenya Wildlife Service. In her findings majority of the respondents stated that the organization meant what it said when it made an important announcement. This was in line with employee management relations. On the issue of employees complaints being taken seriously by the management, 61% of the respondents agreed that they were rarely looked into. This shows that the management did not care much about the needs of the employees. On the issue of communication from the management, 70.6% of the respondents agreed that the management was interested in
telling them what they thought staff ought to know rather than what staff wanted to know.

Ngugi (2004) carried out a communication audit of the internal publics of Kenya National Library Services. About 63.8% of the respondents stated that they would like to receive information from the management. A small fraction of 1.3% of the respondents stated that they received information from the communication department. About 57.5% of the respondents stated that they had never heard about an internal newsletter as much as it had been available. According to the study, the Kenya National Library Services had a policy guideline on forwarding issues to the management, but according to the respondents departmental heads did not forward the employees’ issues to the management (Ngugi, 2004).

Pokumensah (2011) carried out a communication audit of the internal publics of the Elris Communication Services Limited. In his findings, about 88% of the lower level employees received most of the task oriented information from their supervisors. This explained that the network for task oriented was top – down. Another 80% of the lower level respondents stated that they shared task oriented information with their colleagues. This indicated that the horizontal communication happened between the employees of the similar level of organizational structure (Mounter, 2003).

In conclusion the above studies were important to the organizations in which the research was done because the mentioned organizations were able to understand the perception of their publics in terms of effective communication and the quality of organizational communication. The results of this study are significant because the CDF Board and Secretariat will know the perception of the organization communication to their internal publics.
Staff retention and Staff Turnover

According to Giri (2008) staff retention refers to a process by which employees are encouraged to stay with the organization for the utmost period of time. The author suggests that employee retention is beneficial for the organization as well as the employee. On the other hand, high staff turnover means that “you must recruit, train and orient new employees all over again” (Ackernman 2007, p.244). This idea concurs with Carsen (2002) observations that high staff turnover comes with implications such as costs of recruiters, advertising for the post, reimbursements for candidates as well as training of the new staff. Increase in the workload is also experienced because of the additional responsibilities and low morale from the retained employees. This may also be the case for the CDF Board and Secretariat which also has high staff turnover.

According to Yee-Melichar, Boyle and Flores (2011), staff turnover can be either negative or positive depending on the nature. Negative staff turnover refers to losing competent and dedicated employees while positive staff turnover means losing less desirable employees. Giri (2008) suggests that it is the responsibility of the employer to retain the best employees. The author points out that the employer need to provide feedback mechanism to the employees for them to feel appreciated in the organization. This mechanism will make the employees to feel confident, responsible and empowered.

The process of communication in organizations

Communication is a continuous process of exchanging verbal and non-verbal messages. A message must be conveyed through some medium to the recipient. It is essential that this message must be understood by the recipient in same terms as
intended by the sender and a response given within a time frame. Thus, communication is a two way process and is incomplete without a feedback from the recipient to the sender on how well the message is understood by him/her.

According to Hicks and Gullett (1988), most organizations have taken communication for granted. They assume that if an individual can read, write and speak they are communicating. However, communication is not just speaking, reading and writing; rather it is the transfer of information and understanding from the sender to the receiver.

Communication has five key factors that include the initiator, the recipient, the vehicle, the message and the effect (Watson and Hill, 2000). However, they argue that the communication process, sender, message and receiver are all subject to a multitude of cues which are likely to influence the message. Taylor (2005) suggests that as a communicator, it is important to ensure that your message is understood, and stimulates the recipient to take appropriate action.

Communication can be affected by the context in which it takes place. This context may be physical, social, chronological or cultural. The sender chooses the message to communicate within a context. Secondly, the sender or encoder is the person who sends the message. A sender makes use of symbols (words or graphic or visual aids) to convey the message and produce the required response. The sender may be an individual or a group or an organization. The views, background, approach, skills, competencies, and knowledge of the sender have a great impact on the message.

The verbal and non-verbal symbols chosen are essential in ascertaining interpretation of the message by the recipient in the same terms as intended by the sender. The third component is the message which is the key idea that the sender
wants to communicate. It is a sign that elicits the response of the recipient. Communication process begins with deciding about the message to be conveyed. It must be ensured that the main objective of the message is clear. The fourth is the medium which is the means used to exchange or transmit a message. The sender must choose an appropriate medium for transmitting the message or else the message might not be conveyed to the desired recipients. The choice of the appropriate medium of communication is essential for making the message effective and correctly interpreted by the recipient.

This choice of communication medium varies depending upon the features of communication. For instance, written medium is chosen when a message has to be conveyed to a small group of people, while an oral medium is chosen when spontaneous feedback is required from the recipient as misunderstandings are cleared immediately. The fifth is the recipient or decoder who is the person for whom the message is intended, aimed or targeted. The degree to which the decoder understands the message is dependent upon various factors such as knowledge of recipient, their responsiveness to the message, and the reliance of encoder on decoder. Last but not least is feedback which is the main component of communication process as it permits the sender to analyze the efficacy of the message. It helps the sender in confirming the correct interpretation of message by the decoder. Feedback may be verbal (through words) or non-verbal (in form of smiles, sighs, etc.). It may take written form also in form of memos and reports among others (Management Study guide, 2012).

Importance of effective internal communication in organizations

Grunig (1992) suggests that the employees of an organization are the most important strategic publics of an organization. He further says that their
“communication should be part of an integrated and managed communication program”. However, Baskin, Aronoff & Lattimore (1997) argue that identification of the key publics by the organizations is important for the survival of the organization. Internal publics are the active publics of the organization and seek and process information about the organization or an issue of interest to an organization (Grunig, 1992). Furthermore, Hamilton and Parker (1993) add that organizations are made up of people and the decisions made on a daily basis are likely to affect the organization, customers, other workers and even the destiny of the organization. This idea makes internal communication an important aspect of the organization because it is through communication that the organization can gain and offer the information needed to its publics which enables them to make successful decisions. Miller (2006), however, says that internal communication helps the organization to answer the following questions; what information needs to be communicated to the publics? When should it be communicated? Who will be in charge of communicating to the public? How will the information be communicated?

Miller’s proposition is consistent with Katz and Kahn’s (1966) observations that effective internal communication is important to the organization because it addresses the employees concerns and helps to establish the roles and responsibilities of the employees within the organization. Modaff and DeWine (2000) suggest that organizations need to communicate effectively with their internal publics for it to improve the work environment which will eventually promote awareness of the organization’s plans and activities.

Effective communication is important to interpersonal and organizational levels and has been used to streamline functions of the organizations and at the same time solve their problems (Downs and Adrian, 2004). An example provided by the
authors is when a married couple petition for a divorce, observers assume that it was as a result of ineffective communication. This situation also happens in organizations when they experience high staff turnover or go slow it is assumed that there could be a lack of effective communication between the employees and the management.

Hargie and Tourish (2004) suggest that effective communication promotes organizational cohesion and effectiveness because it helps to answer the basic motivational questions which preoccupy many employees. Most employees ask themselves, what is in it for me? (WIIFME) and what is in it for us? (WIIFU).

Barriers to effective organization communication

It is without doubt that communication is the key factor in the success of any organization. However, every organization experiences certain barriers that hinder effective communication. Even though many people often feel that communication is as easy and simple as it sounds, these barriers make it complex, difficult and frustrating. The common barriers to successful communication include message overload (when a person receives too many messages at the same time), and message complexity (when a person receive a complicated message at the same time). Further, these barriers could be classified as physical, system design, attitudinal, ambiguity of words/phrases, individual linguistic ability, physiological, and presentation of information barriers (Mukherjee & Basu, 2005).

Physical barriers are often due to the nature of the environment, for example, the natural barrier which exists if staff members are located in different buildings or on different sites. Likewise, poor or outdated equipment, particularly the failure of management to introduce new technology, may also cause problems. Staff shortages are another factor which frequently cause communication difficulties for an
organization. In addition, distractions like background noise, poor lighting or an
environment which is too hot or cold can all affect people's morale and concentration,
and in turn interfere with effective communication.

System design faults refer to problems with the structures or systems in place
in an organization. Examples might include an organizational structure which is
unclear and therefore makes it confusing to know who to communicate with. Others
could be inefficient or inappropriate information systems, a lack of supervision or
training, and a lack of clarity in roles and responsibilities which can lead to staff being
uncertain about what is expected of them.

Attitudinal barriers come about as a result of problems of attitude with staff in
an organization. These may be brought about, for example, by such factors as poor
management, lack of consultation with employees, personality conflicts which can
result in people delaying or refusing to communicate, the personal attitudes of
individual employees which may be due to lack of motivation or dissatisfaction at
work, brought about by insufficient training to enable them to carry out particular
tasks, or just resistance to change due to entrenched attitudes and ideas.

Words or phrases sounding the same but having different meanings can
convey a different meaning altogether. Hence the communicator must ensure that the
receiver receives the same meaning. It would be better if such words can be avoided
by using alternatives. Individual linguistic ability arises from the use of difficult or
inappropriate words in communication that can prevent people from understanding
the message. Poorly explained or misunderstood messages can also result in
confusion.

Physiological barriers may result from individuals' personal discomfort,
caused, for example, by ill health, poor eye sight or hearing difficulties. Presentation
of information is also important to aid understanding. The communicator must consider the audience before making the presentation itself and in cases where it is not possible the presenter can at least try to simplify his/her vocabulary so that majority can understand (Mukherjee & Basu, 2005).

Communication systems and employees information needs

Employees are the scarcest but the most valuable economic resource for any organization, as the success of any business largely depends on their dedication, commitment and constant striving. Healthy relations between employee and employer can be brought through good communications which in turn is dependent on reasonable openness and willingness to exchange information on matters of mutual interest. The financial condition of the employees, the present performance and future plans of the company are generally matters of mutual interest to the employee and employer (Gupta and Choudhury, 2009).

The biggest question facing many executives on employee information needs is on what and how one should communicate with one’s employees? Communication in the workplace should satisfy the three key employee needs before they can be engaged and highly productive. First, each employee needs to know the facts about the organization and their specific job, the type of business the organization is conducting, who their customers are, specific details about the product or service, where to get the forms and who to see when there is a problem in work related issues.

Secondly, they need to master the practical skills required to do their job well, for example, repairing a machine, filling out an invoice, designing a building, writing a software program and so on. Then the employees must have a sense of belonging
and self-worth, being listened to, respected, trusted, and valued (Business Performance, 2012).

Traditionally, communication with employees was considered as a “soft” skill, but now it is seen to have “hard” business impacts. The costs of poor employee communication to an organization's business include: increased employee turnover, increased absenteeism, dissatisfied customers from poor customer service, higher product defect rates, lack of focus on business objectives and stifled innovation. Employees will put in that extra "discretionary effort" when they are kept informed openly and honestly on aspects of their job and the business and they feel that they are being listened to with empathy (Business Performance, 2012).

Theoretical framework

According to Kombo & Tromp (2006), a theoretical framework is a “collection of interrelated ideas based on theories”. The authors add that a theoretical framework accounts for or explains a phenomenon. In addition, they refer to a theoretical flow as a general set of assumptions based on the nature of the phenomena. The theory concepts are measurable and its prepositions testable, however, they are subject to refutation. A theory becomes more prominent when it is noticed by the scientific community, and it passes into history when better explanations are established on a particular issue (Stempel III & Westley, 1989).

Miller (1959) observes that “theories help us to understand or explain phenomena we observe in the social world. The author adds that theories are the nets with which we catch the world or the ways in which we make sense of social life.” The theoretical framework for this study will be based on General Systems Theory.
General Systems Theory

The General Systems Theory (GST) was initially proposed by Ludwig Von Bertalanffy, a biologist (Skyttner, 2001 & Littlejohn, 1989). This theory has been embraced outside the limitations of biology by other scholarly fields such as cybernetics, psychology and sociology. According to Littlejohn (1989) the activities of an open system are interrelated and exert energy to maintain organizational structure. Citing Boulding (1956), Skytter (2001) suggests that an organization has to work with all its systems because they are interrelated and interdependent. Szilagyi (1984) adds that “if communication is hampered, the entire organization suffers. When it is accurate, thorough and timely, the organization moves effectively toward the goal’s achievement (p. 368).” Organizations are open systems and no organization operates in an island. As open systems, organizations need to bring resources from the environment that draws their success and threatens their survival. Grunig (1992) says that an organization has got a responsibility to build a mutual relationship with its systems so as to pre-empt problems like boycotts, law suits, strikes, high staff turnover or any negative reaction. By doing so, the organization will save on money, time and image.

Baskin et al. (1997) suggest that effective employee communication is crucial to organizational success. These communication scholars argue that employees are still considered to be an important part of the organization system which acts as a medium through which other publics gain information and establish attitudes toward the organization. Organizations therefore, must operate with an understanding of the respect for the systems they co-exist with. Austin and Pinkleton (2001) say that organization’s success depends on their ability to incorporate the needs and desires of its significant publics so as to increase and maintain mutual trust and obligation.
Austin and Pinkleton concur with Poutziouris, Smyrnios and Klein (2006) who suggest that for an organization to assure effective performance all issues frightening the endurance of the organization need to be addressed. They include employee relations and turnover, work flow among others. Using the GST of Ludwig Von Bertalanffy of 1956 (Littlejohn, 1989), the inclusion of the internal publics as part of their system will help the organization to realize the issues of communication facing the internal publics of the CDF Board and Secretariat.

GST was useful in this study because it helped demonstrate how communication involves interaction from different variables in the organization. It also pointed and identified the communication issues that affected the internal publics of the CDF Board and Secretariat as well as understood their communication behavior.

Conceptual Framework

Communication in an organization is integrated using independent and dependent variables. Within this context, the independent variable was the CDF Board and Secretariat and the dependent variables were the internal publics. The intervening variable in this study was the communication audit which will help the CDF Board and Secretariat to realize the importance of effective communication, staff retention, and maximum performance among other benefits.

Using the Ludwig Von Bertalanffy’s GST (Littlejohn, 1989), the incorporation of the employees as part of their system will help the organization to understand the issues of communication facing the internal publics of the CDF Board and Secretariat. Through an internal communication audit its results have provided a way forward to effective communication by coming up with a relevant and practical communication strategy. The illustration of the conceptual framework is depicted on figure 1:
Summary

This chapter reviewed literature on communication audits and key related concepts. A review of some studies on communication audits, the process of communication in organizations, the importance of internal communication in organizations, the theoretical and conceptual frameworks of the study have also been reviewed. The next chapter will look at the aspects of the research methodology which includes research design, population, sample and sampling procedures, procedure of data collection, data analysis and ethical issues in the study.
CHAPTER THREE
Research Methodology

Introduction

This chapter outlines the aspects of the research methodology which includes research design, population to be studied, sample and sampling procedures, procedure of data collection, data analysis process, ethical issues in research that guided the research. Kothari (2009) defines research methodology as “a way to systematically solve the research problem.” In this case the researcher considered the logic behind the research methods and explained why a particular technique was used.

Research design

This study used a descriptive design. According to Chandran (2004) a descriptive design portrays a situation or characteristics of an event. Chandran concurs with Wimmer and Dominie (2006) who suggest that a descriptive design attempts to picture or document the current conditions or attitudes and describe what exists at the moment. In this study, descriptive design was appropriate because the researcher wanted to establish the effectiveness of the communication systems that existed at the CDF Board and Secretariat as well as the perception of employees based on communication in the organization through conducting an internal communication audit. Hargie and Tourish (2000) add that descriptive design is one of the effective ways of conducting a communication audit in organizations.

This study employed both qualitative and quantitative approaches. According to Mugenda and Mugenda (2003) quantitative approach facilitates the collection of data in numerical terms while the qualitative approach describes the attitudes based on
views, opinions and perceptions. This was done through open ended questions and interviews. In this study questionnaires were used to obtain numerical data while structured interviews were used to attain views, opinions and perception of the respondents relating to the organization.

Study Location

The research was conducted at the CDF Board and Secretariat head office which is situated at the junction of Uhuru Highway and Haille Selaise Avenue at the Harambee Sacco Plaza 10th floor in Nairobi County.

Population

According to Sommer and Sommer (1997, pg. 237) a population can be defined as the “entire group of people or cases of direct interest to the investigation”. The population to be studied included the internal publics of the CDF Board and Secretariat which comprised the CEO, the Board members, and staff at the headquarters who are 50 employees in total (CDF Board Strategic Plan, 2010-2014).

The table below shows the breakdown of the internal publics of the CDF Board and Secretariat.

*Table 1: Source: Population of CDF Board Secretariat headquarters (CDF Board Strategic Plan, 2010-2014).*

<table>
<thead>
<tr>
<th>Level of management</th>
<th>Section/Department</th>
<th>Total number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior level</td>
<td>CEO, Human Resource Manager and Board members</td>
<td>17</td>
</tr>
<tr>
<td>Middle level</td>
<td>Accountants, Public Relations Manager, Internal Auditor and others</td>
<td>23</td>
</tr>
<tr>
<td>Lower level</td>
<td>Receptionist, Clerks, Drivers</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>50</td>
</tr>
</tbody>
</table>
Sample and Sampling Method

The population of CDF Board Secretariat was small and accessible to the researcher, thus the researcher did a census of the lower and middle employee in the organization was 33 (cf. Table 1, pg. 30). The census process includes gathering information from the entire population and it is applied when the sample is small and when feedback from all the respondents is important (Hayes, 2008). For the top management, purposive sampling was used and three interviews with the CEO, Director and Human Resource Manager conducted. The other directors were left out because they only report to the board once a month or when there is a board meeting.

Data collection

There are many forms of data collection methods. They include questionnaires, interviews, observations, focus groups and standardized tests. In this study data was collected using questionnaires and face to face interviews. Hargie and Tourish (2000) suggest that the named instruments are commonly used to conduct a communication audit.

Questionnaires

According to Neelankavil (2007) a questionnaire is a series of questions on a specific topics based on specific information needs or research goals that a respondent answers…the role of a questionnaire is to translate the research objective(s) into specific questions that are asked of respondents (p. 160).
Wimmer and Dominic (2006) suggest that questionnaires should be short because long questionnaires discourage some respondents from completing them. The authors add that shorter questionnaires are more favorable because they do not consume a lot of time to complete. The questionnaires in this study consisted of both open-ended and close ended questions (cf. Appendix 1 and 2). Robson (2003) states that “the open-ended questions enable the respondent to formulate his or her own answers while the close-ended questions will require the respondents to answer from selected choices” (p. 238). In this study the questionnaires were administered by a research assistant to the middle and lower level staff of the CDF Board and Secretariat. The research assistant was included in this study to assist in distribution and collection of questionnaires. In addition, the research assistant was a final year student at Daystar University pursuing Bachelors of Arts degree in Communication, because the individual showed an understanding on the importance of effective internal communication and its contribution to organizational success.

There are several types of questionnaire instruments which have been developed for communication audits. These include Communication Satisfaction Questionnaire (CSQ) which was developed by Downs and Hazen (1977) and focus on relationship between communication and job satisfaction. The other one is the International Communication Association (ICA Audit Survey) which was developed by a team of communication scholars to assess organizational communication practices. The Organization Communication Development (OCD) was developed to determine how well the communication system helps the organization to translate its goals to the desired publics (Clampitt, 1991).

The above mentioned instruments focus on communication aspects between the organization and its publics. This study incorporated the variables from all the
mentioned questionnaire instruments and designed a questionnaire for the internal publics of the CDF Board and Secretariat excluding the Board of directors and the CEO whose input was captured through face to face interviews. The questionnaire collected demographic data, opinions on communication networks and channels that exist in the CDF Board and Secretariat. The other information that was collected through interviews included the perception of employees towards the effectiveness of communication channels in the organization and the reasons for high turnover. This will help the organization to streamline its functions as well as solve their problems.

*Interviews*

According to Kombo and Tromp (2006), interviews can be defined as “questions asked orally”. Millar, Crute & Hargie, (1992) say that interview is a face to face interaction in which one individual takes a role of interviewer and the other takes a role of interviewee and during the process clear expectations concerning behavioral and attitudinal approach is experienced. Kombo and Tromp (2006) suggest that there are various forms of interviews. They include unstructured interviews whereby the researcher uses ‘some sort topic list as a reminder’ (p. 92). The other ones are structured interviews where the researcher is guided by a written list of questions/topics that need to be covered during the interview. They also involve asking each respondent a similar question during the interview. Additionally, there is the semi-structured interviews that are based on interview guides and are mostly used in focused interviews and case studies. This study used the structured interviews to obtain information from the Board of directors, the Human Resource Manager and the CEO. They were selected for interview because they are the key decisions makers at the CDF Board and Secretariat as well as the gatekeepers.
Millar et al. (1992) suggest that gatekeepers and those up in the hierarchy have the responsibility for the operation of the organization and they need to be interviewed during an audit. Data from the interviews was tape-recorded, transcribed and reported through narratives and conclusions drawn. An interview schedule was used to collect information on the general opinion on the perception and effectiveness of internal communication that exist within the organization.

Pilot testing

A pilot test allows a researcher to pre-test the questionnaire and the interview questions. According to Laws, Harper and Marcus (2003) a pilot test helps to refine the questions so that respondents will not experience trouble in answering the questions. Wimmer and Dominic (2006) suggest that it is important to pretest a research instrument by conducting a study with a small sample. This helped the researcher to correct areas of confusion or misunderstanding. This idea is consistent with Sommer and Sommer (1997), who suggest that a researcher needs to pre-test his or her instruments in order to reduce ambiguity and capture some topics which might have been left out. In this study the people that were selected for pre-testing were from a different organization that conducts a similar business as that of the CDF Board and Secretariat. In addition, the pre-test was done at a different organization so as to minimize bias considering that employees who were pre-tested may have prior information and may share with their colleagues. The researcher thus employed a purposive sampling method to select the fund which was used to pretest the instruments (Kothari, 2004). This organization was the Local Authority Transfer Fund (LATF). While pre-testing the questionnaires, the respondents were asked to comment on the wording and clarity of the questions.
According to Babbie (1995), ten respondents are a good number to undertake a pre-test. However, for the purpose of this study, five questionnaires were given out and one interview conducted for the pre-test.

Data analysis

Kombo and Tromp (2006) state that, “data analysis refers to examining what has been collected in a survey or experiment and making deductions and inferences, it involves scrutinizing the acquired information and making inferences” (p. 117). According to Bogdan and Biklen (1992), data analysis is the process of searching for and arranging fieldwork data including questionnaires and interviews in a systematic approach. On the other hand Babbie (2010) says that today data analysis is almost always handled by computer programs such as Statistical Package for Social Sciences (SPSS). According to Tashakkori and Teddlie (2003) this program has been used to analyze numerical data and generate reports in social studies.

The study used SPSS where the quantitative data was converted to numerical form which was then converted to pie charts and percentages, then to statistical analysis (Babbie, 2010). The various reports generated were then interpreted. Qualitative data was transcribed, coded and the themes for analysis identified. It was then reported through narratives to convey the findings, and then conclusions were drawn (Creswell, 2009).

Validity and reliability of data

Validity gives assurance on trustworthy of the findings (Johnson & Christensen, 2000), while reliability assures the repeatability of the findings producing the same results when applied to a similar situation (Sommer & Sommer, 1997). The researcher thus attempts to reduce the mistakes and improve the degree to
which research instruments will employ consistent data when deployed repetitively (Mugenda & Mugenda, 1999). The researcher does a pretest of the same instruments which will not be used in the final research. For validity of the data the researcher employed a purposive sampling method to select the fund (organization) which was used to pretest the research instruments (Kothari, 2004). This study used the Local Authority Transfer Fund (LATF) which conducts similar business to that of the CDF Board Secretariat.

Permission to carry out the study

The researcher sought permission from the School of Communication, Language and Performing Arts of Daystar University. The researcher was granted an approval and was given a letter to seek authority from the Ministry of Higher Education Science and Technology (MOEST). The Ministry permitted the researcher to collect data from the internal publics of the CDF Board and Secretariat as respondents in Nairobi County.

Ethical considerations

According to Robson (2003), the researcher should not apply any form of pressure to the participants in order to get information from the interviewers. However, Babbie (2010) suggests that subjects’ confidentiality must be protected in data analysis and reporting. This means that if the respondent feels exposed she/he might not provide some important information to the researcher. In this study the respondents were assured of confidentiality. The researcher therefore indicated on the cover letter of the questionnaires the purpose of the study and that the respondents were not supposed to write their names on the questionnaires. The research assistant
distributed the questionnaires in envelopes and collected them in the same manner so as to ensure confidentiality of the respondents.

Summary

This chapter has outlined the aspects of the research methodology which include research design, population to be studied, sample and sampling procedures, procedure of data collection, data analysis process and ethical issues in research. The next chapter will cover data analysis, presentation and interpretation of findings.
CHAPTER FOUR
Data Presentation, Analysis and Interpretation

Introduction
This chapter presents analysis and interpretation of the findings of the study. Data presentation is descriptive in nature and analysis has been done according to research questions. The presentation of data has been done according to the way the questions were structured. Tables and figures are used to present data.

Response Rate

A total of 33 questionnaires were distributed to the respondents and 26 were returned and have been used for analysis. This represented an overall response rate of 79% as shown in table 2. The response rate was sufficient for data analysis as it is supported by Mugenda and Mugenda (2003) who suggest that a minimum of 30% of response rate is sufficient for analysis in research. As shown in table 2 below.

Table 2: Study population sampled size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Sampled size</th>
<th>Percentage of the sampled size (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaire</td>
<td>33</td>
<td>26</td>
<td>79%</td>
</tr>
<tr>
<td>Interview</td>
<td>3</td>
<td>3</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>29</td>
<td></td>
</tr>
</tbody>
</table>

The first interview was for the Director, conducted on 13th of May 2013, the second was for the Human Resource, conducted on 14th May 2013 and the last interview was for the CEO, conducted on 15th May 2013. The same questionnaire was used for the three respondents.
The respondents who filled the questionnaire were; 11 male (42.3%), 14 female (53.8%) and one (3.8%) who did not indicate his/her gender. Of these respondents, nine (34.6%) indicated they were between 18-30 years, 13 (50%) were 31-40 years, three (11.5%) were 41-50 years and one (3.8%) did not indicate his/her age. This indicates that the majority of the employees at the CDF secretariat are fairly young people who are still very active and are looking for upward mobility with regard to career development.

Further, in the level of education there was one representation (3.8%) who had secondary education, 10 (38.5%) had diploma, the same number were graduates (38.5%) and five (19.2%) were post-graduates. When asked how long they had been employed at the CDF board, 30.8% indicated they had worked for three to four years, 26.9% indicated one to two years, 23.1% for five years and above and 19.2% for less than one year. These findings indicated that most of the employees are highly qualified academically. It was observed that this could be a major cause for employee turnover where employees are dissatisfied with the quality of communication at the secretariat.

The sampled departments included finance, public relations, administration, logistics and others. Table 3 on the next page indicates the respondents’ rate as per the departments.
Table 3: respondents rate per department sampled (N=26).

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>6</td>
<td>23.1</td>
</tr>
<tr>
<td>Public Relations</td>
<td>3</td>
<td>11.5</td>
</tr>
<tr>
<td>Administration</td>
<td>10</td>
<td>38.5</td>
</tr>
<tr>
<td>Logistic</td>
<td>1</td>
<td>3.8</td>
</tr>
<tr>
<td>Others</td>
<td>5</td>
<td>19.2</td>
</tr>
<tr>
<td>Did not indicate</td>
<td>1</td>
<td>3.8</td>
</tr>
<tr>
<td>Total</td>
<td>26</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Other departments mentioned as represented on the table by 19.2% were; 7.6% ICT and equal representation of 3.8% by legal, procurement and programme.

On job stability on the current positions, 42.3% indicated they had worked on their current job position for more than three years, 34.6% for less than one year, and 23.1% for between two to three years. These findings show that the majority of the employees have been with the organization for not more than 3 years thus the organization has a fairly young population. This could be an indicator of a level of instability and high rates of staff turnover. Figure 2 projects this finding.

![Figure 2: Duration worked on the current positions (N=26)](image-url)
Length respondent has held his/her position

In line with the objectives of the study, the respondents were asked to indicate the length of time in years they had held their position at the secretariat. As shown in figure 3 below, the majority of the respondents, i.e. 43.5% or 10 respondents had held their position for less than a year, and 34.5% (8) of the respondents had held their position for more than three years while 21.7% (5) of the respondents had held their position between 2 to 3 years.

![Figure 3: Length respondent has held his or her position](image)

Communication systems

In light of the objectives discussed in chapter one of this study, the researcher sought to shed light on the communication systems used at the CDF Board secretariat.
The study sought to find out the channels of communication used by respondents to send information, the channels of communication through which the respondents received information and the most effective channels of communication as used by the CEO, Directors, Managers and subordinate staff.

When asked to indicate the channel of communication each frequently used to send information from choices of telephone, written (memos), group meetings and email/internet/blogs/fb/sms, 38.2% indicated that they used email/internet/blogs/fb/sms, 29.1% used memos, 25.4% used telephone and 7.3% used group meetings. The findings show that more employees now consider the use of technology in communication with a bias towards use of new media i.e. use of FACE book and blogs. These findings are shown in table 4 below.

Table 4: Channel of communication used to send information

<table>
<thead>
<tr>
<th>Communication channel</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email/internet/blogs/fb/sms</td>
<td>21</td>
<td>38.2</td>
</tr>
<tr>
<td>Written Memo</td>
<td>16</td>
<td>29.1</td>
</tr>
<tr>
<td>Telephone</td>
<td>14</td>
<td>25.4</td>
</tr>
<tr>
<td>Group meetings</td>
<td>4</td>
<td>7.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

The findings did not show a clear correlation on the channel of communication. Most respondents used various methods as indicated in table 5 on the next page.
Table 5: comparison of communication methods used (N=26)

<table>
<thead>
<tr>
<th>Channel of communication</th>
<th>Frequency of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Telephone</td>
</tr>
<tr>
<td>Telephone</td>
<td>14</td>
</tr>
<tr>
<td>Memos</td>
<td>10</td>
</tr>
<tr>
<td>Group meetings</td>
<td>4</td>
</tr>
<tr>
<td>Email</td>
<td>11</td>
</tr>
</tbody>
</table>

On the communication mode used to receive information, the respondents clearly indicated they favored email 29.4%, while 26.5% used written memos, 19% used telephone, 17.7% use face to face, and 7.3% used group meetings as shown in figure 4. These findings indicated that majority of the employees’ preferred using email as compared to other channels to communicate.

Figure 4: Communication mode used in receiving information
Table 6: comparison of communication methods used \((N=26)\)

<table>
<thead>
<tr>
<th>Channel of communication</th>
<th>Frequency of the respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Face to face</td>
</tr>
<tr>
<td>Face to face</td>
<td>12</td>
</tr>
<tr>
<td>Telephone</td>
<td>9</td>
</tr>
<tr>
<td>Memos</td>
<td>8</td>
</tr>
<tr>
<td>Group meetings</td>
<td>4</td>
</tr>
<tr>
<td>Email</td>
<td>9</td>
</tr>
</tbody>
</table>

The respondents were asked to choose the most effective channel of communication used in the CDF board and secretariat specifically to communicate to the CEO, Directors of the board, Manager and Subordinates. The findings indicated that for the CEO, 39.1% preferred a memo, 34.8% opted for an email, 17.4% preferred face to face and 8.7% chose a telephone as indicated in figure 5. This indicated a positive correlation between the channel used in sending information and the channel used in receiving information.
For the Director of the CDF board, 52.4% choose email, 23.8% telephone, 19.0% memos and 4.8% face to face. Email was also preferred for communicating with the manager (50%), followed by telephone and memos equally (18.2%), face to face (9.1%) and hard copies letters (4.5%). For the subordinate staffs, 40.9% of the respondents preferred face to face, 27.3% chose emails, 22.7% memos and 9.1% chose telephone as indicated on the below table 7.

Table 7: Preferred mode of communication to the subordinates

<table>
<thead>
<tr>
<th>Channel</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emails</td>
<td>7</td>
<td>27.3</td>
</tr>
<tr>
<td>Telephone</td>
<td>3</td>
<td>9.1</td>
</tr>
<tr>
<td>Memos</td>
<td>6</td>
<td>22.7</td>
</tr>
<tr>
<td>Face to face</td>
<td>10</td>
<td>40.9</td>
</tr>
<tr>
<td>Total</td>
<td>26</td>
<td>100</td>
</tr>
</tbody>
</table>

The interviewees were asked to state the communication channels that existed and used in the CDF Board and Secretariat. Those mentioned by the CEO included; emails, circulars, notice board, telephone, departmental meetings, team building activities, committee meetings and board meetings. In addition to this, the HR and director mentioned memos, letters of appointment, corruption prevention box, face to face, and newsletters.

When asked which channels they used to disseminate information to the middle and lower employees, the CEO mentioned; circulars, memos and face to face communication. The HR mentioned memos only while the director stated circulars, email, memos, telephone, newsletters, face to face, seminars and workshops.
The CEO also receives feedback through monthly and quarterly performance contracts; the HR received feedback through emails and telephone while the director receives through departmental meetings, personal contacts, appraisal, letters under confidential mails and suggestion box.

The summary of the respondents on the most effective channel of communication used in the CDF board and secretariat specifically to communicate to the CEO, Directors of the board, Manager and Subordinates were as indicated in table 8 below:

*Table 8: Summary of the most effective method of communication (100%)*

<table>
<thead>
<tr>
<th>Channel of communication</th>
<th>CEO</th>
<th>Director</th>
<th>Manager</th>
<th>Subordinate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emails</td>
<td>34.8</td>
<td>52.4</td>
<td>50.0</td>
<td>27.3</td>
</tr>
<tr>
<td>Telephone</td>
<td>8.7</td>
<td>23.8</td>
<td>18.2</td>
<td>9.1</td>
</tr>
<tr>
<td>Memos</td>
<td>39.1</td>
<td>19.0</td>
<td>18.2</td>
<td>22.7</td>
</tr>
<tr>
<td>Hard copies letters</td>
<td>0</td>
<td>0</td>
<td>4.5</td>
<td></td>
</tr>
<tr>
<td>Face to face</td>
<td>17.4</td>
<td>4.8</td>
<td>9.1</td>
<td>40.9</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

*Opinion on effectiveness of communication at CDF Board*

This study sought to find out the opinion of respondents on the effectiveness of communication at the CDF Board. This was achieved by asking questions on the quality of information received, consultation, communication procedures and bureaucracy. According to Katz and Kahn (1966) effective internal communication is crucial to the organization because it addresses the employees concerns and helps to establish the roles and responsibilities of the employees within the organization.
These authors concur with Hargie and Tourish (2009) who suggest that effective communication promotes the organizational cohesion because it helps to answer the basic motivational questions which preoccupy many employees. The respondents were asked to choose an opinion that suite them on the rating of strongly agreed, agreed, undecided, disagreed and strongly disagreed. The findings are discussed below.

**Adequacy of the quality of information received**

When respondents were asked whether the quality of information they received was adequate, 56% agreed with this assertion, 16% were undecided, 16% disagreed with this assertion, and 12% strongly disagreed. None of the respondents strongly agreed. The study found that the great percentage of the respondents agreed that information received at the CDF Board was quality information.

**Table 9: Adequacy of the quality of information received by respondent**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>16</td>
</tr>
<tr>
<td>Undecided</td>
<td>5</td>
<td>16</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>56</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>26</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Consultations on subjects of expertise**

When asked whether they were consulted on subjects to which they had expertise in, 50% of the respondents agreed, 15.4% strongly disagreed, 15% disagreed, while 11.5% strongly agreed. Another 7.7% of the respondents polled undecided on this question.
Communications procedures easy to follow
Respondents were asked their opinion on whether or not it was easy to follow communication procedures at the CDF Board. Of the respondents who participated in this study, 26.9% agreed that it was indeed easy to follow the procedures, 23.1% disagreed with this assertion while 7.7% strongly disagreed and none strongly agreed. A significant 42.3% of the respondents polled undecided with regard to this question. These findings indicated that the communication procedures were complicated to the employees.

Need for CDF Board to improve communication policies
Respondents in this study were asked to give their opinion on whether or not the CDF Board and Secretariat should improve its communications policy. A majority of the respondents 73.1% strongly agreed that there was need for the Board to improve its communications policy while 23.1% agreed. Respondents, who strongly disagreed, disagreed or who were neutral in this question polled at 3.8% each as shown in table 6 on the next page. This finding revealed that employees at the CDF Board were not happy with the communication policies at the Secretariat hence the need for a change.
Figure 6: CDF Board needs to improve its policies on communication.

Bureaucracy at the CDF Board

When asked of their opinion on bureaucracy at the CDF Board, 53.8% agreed with this assertion while 30.8% strongly agreed, 7.7% were undecided and 3.8% strongly disagreed as shown in figure 7 on the next page. This finding shows that there is bureaucracy at the CDF Board and this could affect the effectiveness of communication at the Board.
Figure 7: Compilation of general communication issues

Data from the interviews indicated that there was no clear method on evaluating feedback from the departments. When asked how they evaluated feedback received from departments, the CEO stated there was a complain email system managed by a staff in communication department who reported to the Board. The HRM stated that she received feedback by acknowledging them and making a follow up of the concerns. The director stated that he evaluated the feedback based on the problem areas, staff requirement and necessary actions. The involvement of employees in decision making took place at the departmental level as stated by the CEO. The Director stated that employees were involved through workshops while the
Human Resource Manager stated that the employees were not involved in decision making.

All the interviewees agreed that the organization did not have any written policy on how communication was done at the CDF Board and Secretariat. However, the CEO and HRM stated that there was a communication strategy awaiting implementation. The communication strength mentioned by the CEO was; employees had computers installed with internet, telephone extensions, the social media platform and the country wide communication infrastructure. Only the HRM mentioned the memos as a channel of communication to employees and only the Director mentioned the mass media. These findings revealed that there were no clear defined methods on how the information should flow.

Reasons for departure

This study sought to find out why the staff was leaving the CDF Board and Secretariat. In this regard, the researcher asked whether leaving was associated with poor communication, lack of information, lack of involvement, poor pay or poor working conditions. This question was asked because several senior officers had left the organization in a period of one year. According to Carsen (2002) high staff turnover comes with implication costs of recruiters, advertising for the posts and training of new staff among others. This idea is reinforced by Ackernman (2007, p.244) who observes that high staff turnover means “you must recruit, train and orient new employees all over again”. The findings are discussed below.

Employees leaving due to poor communication

When asked whether employees were leaving the CDF Board and Secretariat due to poor communication, 39.1% of the respondents strongly agreed, 34.8% agreed,
13.0% strongly disagreed, 8.7% disagreed and 4.3% were undecided as shown in table 10 on the next page. This finding indicated that one of the reasons for high staff turnover at the CDF Board could be poor communication. Poor internal communication, according to Hargie and Tourish (2000) is the major cause of high staff turnover.

Table 10: Employees left the CDF board due to poor communication

<table>
<thead>
<tr>
<th>Rating</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>3</td>
<td>13.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>8.7</td>
</tr>
<tr>
<td>Undecided</td>
<td>1</td>
<td>4.3</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
<td>34.8</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>11</td>
<td>39.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>26</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Employees leaving due to lack of involvement

With regard to whether employees left the CDF Board due to lack of involvement, 34.8% strongly agreed, 30.4% agreed, 21.7% strongly disagreed, 4.3% disagreed and 8.7% were undecided. These findings indicated that the internal publics do not have the sense of belonging in the organization.

Employees leaving due to poor pay

This study also wanted to establish whether the employees at the CDF Board left due to poor pay. Out of the respondents who participated in this study, 56% strongly agreed, while 32% agreed with this statement. Those who strongly disagreed, disagreed, were neutral or did not respond to this question all polled at 4% each. These findings indicated that employees were not comfortable with the current salary offered by the CDF Board and Secretariat.
Employees leaving due to poor working conditions

When asked whether employees left the CDF Board due to poor working conditions, 45.8% of the respondents strongly agreed with the assertion, while 29.2% agreed. Respondents who strongly disagreed were 12.5% while those who disagreed were 4.2%. Out of these respondents, 4.2% were undecided. Giri (2008) suggests that it is the responsibility of the employer to retain the best employees. The author points out that the employer need to provide feedback mechanism and a conducive environment which includes reasonable salaries to the employees for them to feel appreciated in the organization. This mechanism will make the employees to feel confident, responsible and empowered.

In summary, most of the respondents strongly agreed with the mentioned reasons for departure as indicated on the cross table 11 below. These findings indicated that the organization do not much about the needs and concerns of its internal publics.

Table 11: Summary of reasons for departure

<table>
<thead>
<tr>
<th>Reason for departure</th>
<th>Strongly Disagreed</th>
<th>Disagreed</th>
<th>Undecided</th>
<th>Agreed</th>
<th>Strongly Agreed</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor communication</td>
<td>13.1%</td>
<td>8.7%</td>
<td>4.3%</td>
<td>34.8%</td>
<td>39.1%</td>
<td>100%</td>
</tr>
<tr>
<td>Lack of information</td>
<td>17.4%</td>
<td>17.4%</td>
<td>4.3%</td>
<td>21.7%</td>
<td>39.2%</td>
<td>100%</td>
</tr>
<tr>
<td>Lack of involvement</td>
<td>21.7%</td>
<td>4.3%</td>
<td>8.7%</td>
<td>30.5%</td>
<td>34.8%</td>
<td>100%</td>
</tr>
<tr>
<td>Poor pay</td>
<td>4.0%</td>
<td>4.0%</td>
<td>4.0%</td>
<td>32.0%</td>
<td>56.0%</td>
<td>100%</td>
</tr>
<tr>
<td>Poor working condition</td>
<td>12.5%</td>
<td>8.3%</td>
<td>4.2%</td>
<td>29.2%</td>
<td>45.8%</td>
<td>100%</td>
</tr>
</tbody>
</table>
All the interviewees agreed that the new Constitution had not mentioned future of the CDF Board and Secretariat hence the job insecurity the organization experienced. The three interviewees agreed that employees thought that the board activities were to be abolished and the County governments were to take over. Remuneration was key for leaving employment. All the interviewees agreed that employees were leaving the organization for greener pastures. Further, lack of organization structure and career ladder was also mentioned by the HRM and the Director.

Job satisfaction at the CDF Board and Secretariat

This study also sought to find out the job satisfaction at the CDF Board and Secretariat. Questions on the level of satisfaction, whether leaders at the work place are role models, whether the employees are kept updated on happenings in the Board, teamwork and whether the respondents were happy with the organization thus far were posed to the respondents. The findings of this section of study are discussed below.

Respondents’ level of satisfaction

Respondents were asked whether their levels of satisfaction where high. In this regard, 33.3% chose to remain undecided on this issue, 25% said that they strongly disagreed with this assertion. Those who disagreed with this statement were 20.8% and 20.8% agreed with this assertion. The high levels of dissatisfaction at the Board are a key indicator of why there is high turnover in the organization. Table 12 indicates this finding.
Table 12: My level of satisfaction is high

<table>
<thead>
<tr>
<th>Choices</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>6</td>
<td>25.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>20.8</td>
</tr>
<tr>
<td>Undecided</td>
<td>8</td>
<td>33.3</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
<td>20.8</td>
</tr>
<tr>
<td>No Response</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>26</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Leaders at workplace are respondents' role models

This study sought to find out whether leaders at the workplace were role models to the respondents. The findings indicated that the majority of the respondents 52.2% were undecided, those who disagreed and agreed were 17.4% while 13.0% strongly disagreed. None of the respondents strongly agreed. The majority (40%) were also undecided when asked if their supervisors kept them updated on what was happening in their organization, 32% agreed, those who strongly disagreed and disagreed were 12% while only 4% strongly agreed. These findings indicated that there was no mutual relationship between the leaders and the employees, this which could eventually hinder effective communication in the organization. The employees also did not see a positive value they would want to be associated with from their leaders.

Respondent updated on organization

This study also sought to find out whether employees at the CDF Board Secretariat were kept updated on the on activities of the organization. When asked to
comment on this, 21.7% of the respondents agreed with this statement while 4.3% strongly agreed. Those who strongly disagreed and disagreed polled at 13% on each category. A significant 43.5% of the respondents polled neutral in this question. These findings are shown in figure 8. These statistics indicated that the majority of the respondents were not informed on the upcoming activities of the organization. This could be a key indicator of the high staff turnover experienced at the CDF Board and Secretariat.

![Figure 8: Respondent always updated on organization](image)

Team work in activities within the organization

When asked to respond to the statement on whether they participated in team work activities within the organization, majority of the respondents, 64% agreed, 16% were undecided, 8% strongly disagreed and agreed respectively and only 4% strongly agreed. Figure 9 depicts this. These findings indicated that majority of the respondents
enjoyed the team activities organized by the organization.

![Bar chart showing participation in team work activities](image)

**Figure 9: Participation in team work activities**

**Respondents’ satisfaction with trend of organization**

This study sought to find out whether or not respondents were satisfied with the current trend of the organization. In commenting on this assertion, 34.8% disagreed, 30.4% were undecided, 17.4% agreed, 13% strongly disagreed and 4.3% strongly agreed. This finding indicates that majority of the respondents are not satisfied with the current trend of the organization. This could be a key indicator on the need to change the communication strategy or the reason why the organization has experience high turnover of employees.

**Respondents happy to work in the organization**

This study sought to find out whether employees were happy to work in the CDF Board and Secretariat. A significant number of the respondents, 45.8% said that
they were indeed happy to work at the Board, 37.5% were undecided, 8.3% disagreed and 4.2% strongly disagreed and agreed respectively as shown in figure 10.

![Figure 10: Happy to work in this organization](chart)

Suggestions for best communication practice

When asked to give suggestions on the best communication practice to be used in the organization, the majority of the respondents, 60.9%, chose not to respond to this question. However, 21.7% suggested that the best way to communicate would be via email, 8.7% of the respondents thought that meetings would work best, 4.3% said that they preferred periodical magazines while 4.3% said that they would like communication at the Board standardized. The high percentage of the respondents chose not to respond to this question could be a confirmation of lack of interest of the ongoing activities of the Board. The findings are shown in figure 11 on the next page.
Summary

This chapter has presented the major findings of the study which includes the analysis of the questionnaires from middle and lower level employees. The chapter has also presented findings of the interviews from the CEO, Director and Human Resource Manager of the CDF Board and Secretariat. The key findings of the study are discussed in chapter five in regard to the objectives of the study.

Figure 11: Respondent's suggestion for best communication practice
CHAPTER FIVE
Discussions, Conclusions and Recommendations

Introduction

This chapter provides a discussion of the findings of the study, conclusions and recommendations. The study was guided by the following objectives: first, to verify the communication channels that are used to communicate among the internal publics of the CDF Board and Secretariat; second, the effectiveness of the communication channels in meeting employee information needs and third the employee perception on the relationship of internal communication to job satisfaction and employee turnover.

Key Findings

- Various channels of communication existed at the CDF board and Secretariat and email was the most preferred channel of communication as compared to others.
- Communication systems of meeting employees’ information needs and concerns were not effective.
- Lack of information and involvement were some of the reasons employees left the organization.

Discussions of the research findings

*Communication systems at the CDF Board and Secretariat*

The first objective of the study was to establish the communication systems used to communicate among the internal publics of the CDF Board and Secretariat. Communication channels provide avenues for feedback which is important for effective internal communication. Communication systems help an organization to
send messages and receive feedback which is crucial for effective internal communication. This idea makes effective internal communication to be an important aspect of the organization because it is through communication that the organization can gain and offer information needed to its publics.

Continued feedback loops allow the organization to coordinate and maintain balance which promotes survival of the organization (Bivins, 1992). In this regard, the findings indicated that the systems of communication at the CDF Board and Secretariat included email, face to face, telephone, memos, group meetings, circulars, team building activities, newsletters, departmental meeting, notice board, seminars as well as workshops. In addition, the study found that the use of email for sending of messages was the most preferred among the employees.

The findings showed that more lower and middle level employees were considering the use of technology in communication with a bias towards use of new media i.e. use of Face book and blogs. This is an indicator of the internal publics adaptability with the information technology which facilitates quick communication with intended publics. During the CDF Board and Secretariat inception in 2004, the new media was already in use. In regard to this, the findings also established that the majority of the employees at the CDF Board and Secretariat was fairly young and highly qualified academically. This could be the reason they have embraced the new technology.

Data from the interviews indicated that the HRM preferred using memos to send messages to the lower level employees. Memos at the CDF Board and Secretariat were disseminated through intranet and email. The Director preferred use of circulars, memos, newsletters, seminars, workshops, and face to face communication. The CEO preferred to use emails, circulars, telephone, notice board,
departmental meetings and committee meetings. This shows that at the CDF Board and Secretariat there are a variety of communication systems in which employees receive orders and instructions.

This idea is supported by a publication Management Study guide (2012) which suggests that a choice of communication channel varies depending upon the features of communication. For instance, written medium is chosen when a message has to be conveyed to a small group of people while an oral/face to face is chosen when spontaneous feedback is required from the recipient as misunderstandings are cleared immediately.

*Effectiveness of the communication channels in meeting employees’ information needs and concerns.*

The second objective was to verify the effectiveness of the communication systems in meeting employees’ information needs and concerns. According to Katz and Khan (1966), effective internal communication is important because it addresses the employee’s needs and concerns as well as establishes their roles within the organization. This idea is supported by Gupta and Choudhry (2009) who suggest that communication in the work place needs to satisfy the following employee needs before they can be engaged and highly productive; every employee needs to know the facts about the organization, their specific job type, the type of business the organization is conducting, their customers and more importantly who to see when there is a problem in work related issues.

According to data from the interviews, all the three interviewees agreed that the CDF Board and Secretariat did not have any written policy on how communication was to take place at the organization. The CEO and the HRM stated that they had a communication strategy which was awaiting implementation.
When the respondents were asked if the quality of information they received was adequate, the majority of the respondents disagreed with this assertion. This means communication needs to be improved so that more employees will be able to receive quality information. However, they were asked if they thought the CDF Board needed to improve its communication policies, again the majority of the respondents strongly agreed to this assertion. This means that the CDF Board and Secretariat is in a contrary situation with what Hargie and Tourish (2004) suggest that effective communication promotes organizational cohesion and effectiveness. This is because it helps to answer the basic motivational questions which preoccupy many employees. Most employees ask themselves, *what is in it for me?* (WIIFME) and *what is in it for us?* (WIIFU).

On the question of whether the communication procedures at the CDF Board were easy to follow, the majority of the respondents were undecided. The findings also showed that the majority of the respondents indicated that there was a lot of bureaucracy at the CDF Board. Unnecessary bureaucracy is a barrier to effective communication because it affects the communication process, hinders the management from hearing different views and suggestions from the employees which can add value to the organization.

In this study it was found that the mentioned communication challenges were as a result of the CDF Board and Secretariat lacking a communication policy in place. The HRM and the CEO agreed that they had a communication strategy but it has not been implemented. The communication strategy and policy will effectively guide the internal communication of the CDF and Secretariat. It will provide the operational guidelines on how to access the information, the protocols to be observed and other communication related issues (Mounter, 2003). These findings therefore, suggested
that the majority of the employees have the quest for change in the communication that takes place in their organization. In addition, employees were not sure of the communication procedures taking place at the Board. This had been affirmed by the CEO and the HRM who said the organization lacked a communication strategy and policy.

*Employees’ perception on the relationship of internal communication, job satisfaction and employee turnover*

The third objective focused on employees’ perception of internal communication, job satisfaction and employee retention. The findings indicated that the majority of the employees were not satisfied to work in the organization. This should be a wake-up call to the organization that they could be heading to a major crisis than what they have experienced. The study revealed that lack of information and lack of involvement were some of the reasons employees left the organization. High staff turnover comes with implication costs of recruiters, advertising for the posts and training of new staff among other issues (Carsen, 2002). In addition, the majority of the respondents indicated that employees left the organization due to poor pay and bad working conditions. Giri (2008) suggests that it is the responsibility of the employer to retain the best employees. This means that the organization needs to provide information and update the employees on every upcoming event.

The employer also should provide a conducive environment for the employees to feel appreciated in the organization. This will make the employees feel confident and empowered. On the issue of salaries, the findings indicated that the majority of the employees were not satisfied with their current pay. CDF Board and Secretariat being a parastatal, the management do not have powers to adjust the salaries because they are set by the government. However, they could send their grievances to their
Union which could have forwarded their concerns to the Salary and Remuneration Commission of Kenya. This is a Constitutional body which is mandated to recommend salaries and benefits of government officials. Eventually, the organization will experience increased productivity, employee job satisfaction and a positive maintenance of the organization structure.

Baskin et al. (1997) suggest that effective employee communication is crucial to organizational success. These communication scholars argue that employees are still considered to be an important part of the organization system which acts as a medium through which other publics gain information and establish attitudes toward the organization. Organizations therefore must operate with an understanding of the respect for the systems they coexist with. Austin & Pinkleton (2001) say that an organization’s success depends on their ability to incorporate the needs and desires of its significant publics so as to increase and maintain mutual trust and obligation. Poutziouris et al (2006) suggest that for an organization to assure effective performance, all issues frightening the endurance of the organization needs to be addressed. These include employee relation and turnover and work flow among others. Using the GST of Ludwig Von Bertalanffy of 1956 (Littlejohn, 1989), the inclusion of the internal publics as part of their system will help the organization to realize the issues of communication facing the internal publics of the CDF Board and Secretariat.

In addition, the GST of Ludwig Von Bertalanffy; (Skytter, 2001) suggests that an organization has to work with all its systems because they are interrelated and interdependent. However, the CDF Board and Secretariat does not agree with this opinion since it has not been integrating its internal publics as part of their system in terms of communication and involvement. Szilagyi (1984) adds that “if
communication is hampered, the entire organization suffers. When it is accurate, thorough and timely, the organization moves effectively toward the goal’s achievement (p. 368).” In reference to CDF Board and Secretariat, the findings indicated that the internal publics are not satisfied with the internal communication taking place at the board and as a result the organization has suffered the high staff turnover. Grunig (1992) says that an organization has got a responsibility to build a mutual relationship with its systems so as to pre-empt problems like boycotts, law suits, strikes, high staff turnover or any negative reaction. By doing so, the organization will save on money, time and image. CDF Board and Secretariat experienced a high staff turnover due to lack of information and involvement with its internal publics.

The above mentioned argument is supported by Business Performance (2012) which observes that, traditionally, communication with employees was considered as a “soft” skill, but now it is seen to have “hard” business impacts. This means that the cost of poor employee communication to organizations affects the business in the following areas: increased employee turnover and increased absenteeism, among others. The author further suggest that employees will put in that extra "discretionary effort" when they are kept informed openly and honestly on aspects of their job and the business and they feel that they are being listened to with empathy.
Conclusions

The study established that the CDF Board and Secretariat used several systems of communication to send and receive messages within the organization. They included email, face to face communication, telephone, memos, group meetings, circulars, team building activities, newsletters, departmental meetings and notice board. This study has shown that the use of email remained to be most effective and preferable system of communication within the organization as compared to the other systems.

According to the findings of the study some systems were underused particularly the group meetings. This was because of the frequency of the group meetings which takes place once a month within the organization. However, this is not a problem because in effective communication one channel should complement the other.

Moreover, the study showed that effective internal communication could be used to enhance staff retention and address the communication needs and concerns of the internal publics of the CDF Board and Secretariat. This study provided information on lack of a communication strategy and policy by CDF Board and Secretariat. Although they had a communication strategy it was not implemented and it was the wish of the majority of the respondents that it is implemented as soon as possible.

This study also established that poor internal communication and lack of information were some of the reasons which led to high staff turnover at the CDF Board and Secretariat. There was no official communication from the government
concerning the future of the organization when the new Constitution was ushered in, hence the mass exodus of the employees. Effective communication is therefore important in establishing and running of organizations. For the government to achieve its mandate of serving the public, it needs to put more focus on corporate communication.

Recommendations

With regard to improved communication at the CDF Board and Secretariat, the study came up with the following recommendations. First the communication strategy should be implemented as soon as possible. This will help the organization to avoid future problems in communication as already experienced. Then there must be adequate funds to facilitate an elaborate system to meet all the communication requirements. In addition, the organization requires continuous capacity building. This includes various communication forums and training for the stakeholders to understand what exactly happens at the CDF Board and Secretariat. The internal publics will be made aware that communication is not just reading, writing and talking but it entails sending and receiving messages and creating understanding. Finally, all the internal publics should be connected to the internet. This will facilitate the smooth flow of information from the sender to the receiver.

The following are some responses which came from the internal publics through the questionnaires. When asked to state ways in which communication would be improved at the CDF Board and Secretariat based on the way other people communicated with them, the respondents stated that the organization should publish a periodic magazine; improve email, telephone and written memos so that they are precise; put in place regular updates to staff members in and out of the secretariat. In
addition, train employees on communicating and disseminating information to all staff on time. Finally, the organization should be conducting a monthly meeting to allow employees to air their views and the old workers to involve the new ones and teach them the organization trend. Communication protocol should also be observed.

Suggestions for further Research

This study focused on the internal communication audit of the CDF Board and Secretariat because of the high turnover the organization had experienced. Further research should therefore be carried out to determine the effectiveness of communication systems to other stakeholders. A similar study should also be conducted to other notable funds in Kenya and beyond the borders to compare and contrast the findings. This will help organizations to understand the existence of the communication gaps in their organizations and take the necessary action.
REFERENCES


APPENDICES

APPENDIX 1: Questionnaire

Dear respondent,

My name is Caroline Mchome, an MA student at Daystar University. The purpose of this study is to carry out an internal communication audit of the CDF Board and Secretariat.

All your responses will be held in confidentiality and used for the purpose of this study which is academic.

Kindly read carefully the attached instructions before completing the questions.

Thank you for your cooperation.

Yours sincerely,

Caroline Mchome.
INSTRUCTIONS

Kindly,

- Attempt and respond to all the questions
- Do not write your name anywhere or any form of identification on the questionnaire
- Tick the appropriate box provided
- Do not discuss your responses with your colleagues

SECTION A: BACKGROUND INFORMATION

1. Gender: Male [ ] Female [ ]

2. Age: 18-30 [ ] 31-40 [ ] 41-50 [ ] 51 above [ ]

3. Level of education on primary
   Secondary [ ] Diploma [ ] Graduate [ ] Post Graduate [ ]

4. How long have you been employed at the CDF Board?
   Less than 1 year [ ] 1 to 2 years [ ]
   3 to 4 years [ ] 5 years and above [ ]

5. I work in the ________________ department /section
   Finance [ ] Public relations [ ]
   Administration [ ] Logistic [ ]
   Other (specify)

6. How long have you held your present position?
   Less than 1 year [ ]
   2 to 3 years [ ]
   More than three years [ ]
SECTION B: CHANNELS OF COMMUNICATION

7. The channel of communication I usually use to send information is
   - Telephone [ ]
   - Written (memos) [ ]
   - Group meetings [ ]
   - Email/internet/blogs/face book/sms [ ]

8. The channel of communication I usually use to receive information
   - Face to face/one on one [ ]
   - Telephone [ ]
   - Written (memos) [ ]
   - Group meetings [ ]
   - Email/internet/blogs/face book/sms [ ]
   - Others (please specify)______________________________________

9. Of all the range of channels used in the CDF Board and Secretariat which one do you consider the most effective in communication with the following
   a) CEO________________________________________
   b) Directors of the board____________________________
   c) Managers______________________________________
   d) Subordinate____________________________________

SECTION C: OPINION ON THE EFFECTIVENESS OF COMMUNICATION AT CDF Board

Please tick (√) the appropriate column that represented your opinion. Strongly agree (SA), Agree (AS), underlined (U), Disagree (D), and strongly disagree (SD).

<table>
<thead>
<tr>
<th></th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL COMMUNICATION ISSUES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>10. The quality of information I receive is adequate</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>
11. I am usually consulted on subject which I have expertise

12. The communication procedures at the CDF Board are easy to follow

13. CDF Board needs to improve its communication on policies

14. There is too much bureaucracy at the CDF Board

SECTION D: REASONS FOR DEPARTURE

<table>
<thead>
<tr>
<th>Employee Reason</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>15. Employees have left the CDF Board due to poor communication</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>16. Employees have left the CDF Board due to lack of information</td>
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<td>17. Employees have left the CDF Board lack of involvement</td>
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<tr>
<td>18. Employees have left the CDF Board due to poor pay</td>
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<tr>
<td>19. Employees have left the CDF Board due to working conditions</td>
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</tbody>
</table>

SECTION D: JOB SATISFACTION AT THE CDF BOARD SECRETARIAT

Please tick (√) the appropriate column that represented your onion. Strongly agree (SA), Agree (AS), underlined (U), Disagree (D), and strongly disagree (SD).

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>20. My level of satisfaction is high</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>21. My leaders at workplace are my role models</td>
<td></td>
<td></td>
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<tr>
<td>22. My supervisor keep me updated on what is happening in the organization</td>
<td></td>
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<tr>
<td>23. I participate in teamwork activities within the organization</td>
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<tr>
<td>24. I am satisfied with the current trend</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>25. I am happy to work in this organization</td>
<td></td>
<td></td>
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</tbody>
</table>

SECTION E: SUGGESTION FOR MAKING COMMUNICATION BETTER

26. Kindly suggest the way people communicate with you which would make communication better in the CDF Board Secretariat. Be as specific as possible.
Thank you for completing the questionnaire
APPENDIX 2: Interview Questions

Dear respondent,

My name is Caroline Mchome; an MA student at Daystar University The purpose of this study is to conduct an internal communication audit of the CDF Board and Secretariat. This study will bring out the communication channels used to communicate with employees and their effectiveness to the organization. I will interview the Chair of the Board, the CEO and the Human Resource Manager. This interview will focus on the top management because you are the key decision makers in this organization.

All your responses will be held in confidentiality and used for the purpose of this study which is academic.

Kindly read carefully the attached instructions.

Thank you for your cooperation.

Yours sincerely,

Caroline Mchome.
Questions

1. How important would you say communication is at the CDF Board and Secretariat?

2. What communications channels exist and are used in the CDF Board and Secretariat?

3. Which channels do you use to disseminate information to the middle and lower employees of the CDF Board and Secretariat?

4. How do you receive feedback from the departmental heads and all employees?

5. How do you evaluate feedback you receive from the departmental heads and all employees?

6. Briefly tell me the level of involvement and participation of all employees in decision making?

7. Does this organization have any written policies on how communication should be done at the CDF Board and Secretariat?

8. How can communication be improved at the CDF Board and Secretariat?

9. Why are employees leaving the CDF Board and Secretariat?
March 18th, 2013

CDF Board and Secretariat
Harambee Sacco Plaza
Box 46682-00100
Nairobi
Dear Sir/Madam,

RE: CAROLINE MCHOME – STUDENT NO. 09-1841

Caroline is a fully registered student in the School of Communication at Daystar University. She has completed her course work towards a Master's degree in Communication. She is now working on the research for her thesis.

Caroline’s thesis topic is “An Internal Communication Audit of the Constituency Development Fund (CDF) Board and Secretariat”.

The purpose of my writing is to request that you give Caroline any necessary assistance to enable her to complete this important academic exercise.

We assure you that any information collected will be used strictly for academic purposes and will remain absolutely confidential. Upon completion of the research, Caroline’s thesis will be available at our library.

We appreciate your support for our student towards the successful completion of her thesis research.

Sincerely,

[Signature]

DR. R. N. NYAGA
HOD, COMMUNICATION
THIS IS TO CERTIFY THAT
Prof./Dr./Mr./Mrs./Miss/Institution
Caroline S. Mchame
Of/Address: Daystar University
P. O. BOX 44400-00100
NAIROBI

Have been permitted to conduct research in
Location: Nairobi
District: Nairobi
Province: Nairobi

On the basis of an internal committee's audit of the constituency development fund (CDF) board and secretariat.

Applicant Signature: [Signature]
Date of Issue: 10th May 2013
Fee received: KES. 1000

For a period ending: 30th May 2013

CONDITIONS

1. You must report to the District Commissioner and the District Education Officer of the area before embarking on your research. Failure to do so may lead to the cancellation of your permit.
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two (2) four (4) bound copies of your final report for Kenyans and non-Kenyans respectively.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.

GPK/035/31/10/2011

(CONDITIONS—see back page)