

Effects of Internal Communication on Job Efficiency A Case of Kenya Post Office
Savings Bank in Kenya

by

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APPROVAL

EFFECTS OF INTERNAL COMMUNICATION ON JOB EFFICIENCY: A CASE OF KENYA POST OFFICE SAVINGS BANK IN KENYA

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DECLARATION

EFFECTS OF INTERNAL COMMUNICATION ON JOB EFFICIENCY: A CASE
OF KENYA POST OFFICE SAVINGS BANK

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

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Foremost, all glory and honor go to the almighty God for giving me the grace to complete my studies. To my dear family, I would not have done this without your constant encouragement and prayers. My late parents: Mr. Muriungi, the academician and my sweet nurturing mother, Mrs. Muriungi, would be very proud of me. My friends, especially, Milka Bergey, you constantly called to check on my progress despite our time difference. May our good God bless you immensely.

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LIST OF ABBREVIATIONS AND ACRONYMS

HR	Human Resource
Postbank	Kenya Post Office Savings Bank
GST	General Systems Theory
NACOSTI	National Commission for Science, Technology and Innovation
ERB	Ethics and Review Board

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ABSTRACT

The purpose of this study was to establish the effects of internal communication on job efficiency at the Kenya Post Office Savings Bank (Postbank) by conducting an internal communication evaluation. This was in order to establish the effectiveness of internal communication at the bank and how the same affects employee's job efficiency. The objectives of the study were to establish the effects of forms of internal communication on employee's job efficiency at Postbank, establish employees' perception on the relationship of internal communication to job efficiency, and establish the effects of supervisor-employee communications on job efficiency. The study employed a quantitative descriptive research design to establish the effects of internal communication on employee's job efficiency. Questionnaires were used to collect quantitative data and they contained both open and closed ended questions and was divided into five sections. From the sample size of 60 employees at the headquarters, a total of 45 participated in the survey. The key findings from the study indicated that formal and informal communication were used as forms of internal communication at the bank, but formal communication was widely used to share official information about the bank among employees. From the results, 37.8% of the respondents indicated that as much as information was actively shared by management, the content in this communication was not clear and therefore employees had to seek clarification on most cases. 35.6% of the respondents indicated that their supervisors did not engage them in the process of decision making thus causing them to be demotivated. Additionally, 66.7% of the employees indicated that horizontal and vertical communication sped information sharing within departments. The study recommended that the institution should ensure all its systems work together and in a seamless manner for internal communication to be effective.

DEDICATION

I dedicate this thesis to God for his ever-present help during this academic venture. To my family members and my dear friends for their prayers, love, support, patience, encouragement and understanding. They gave me the will and determination to complete my thesis.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

Communication, according to Argenti (2015), is a means of exchanging information and communicating with each other daily. Citing Argenti's view on communication, it is judicious to say that for there to be complete communication, a sender and a recipient of the information need to be present in the equation. For the sender and recipient to enjoy communication, the message needs to be clear from the source so that the recipient can conceptualize the message easily (Argenti, 2015). As cited by Habermas (2015), communication contributes greatly to effective management as many institutions have failed because of poor communication, misunderstood messages, and unclear instructions.

According to Smith and Mounter (2006), internal communication is a basic and the most crucial activity of organizations' operations. For an organization to enjoy effective communication regardless of the work environment, systems have to be in place (Men, 2014). In addition, the current organizational functions require organizations to pay more attention to the communication processes in order to become effective and also to boost overall performance (Mazzei, 2014).

Kenya Post Office Savings Bank (Postbank) has over ninety branches countrywide and approximately 780 employees. Internal communication is therefore important for operations to run smoothly. With Postbank as the case study, the researcher sought to demonstrate the role of internal communication on job efficiency. The study established the problem under study and the purpose of the study was broken to research objectives. The questions that the researcher sought to address were set as

well as the assumptions for this study. The researcher also discussed the significance, scope, limitations of the study and the keys terms were defined.

This study used the general systems theory that was proposed in 1960 by Ludwig Von Bertalanffy and later developed by Ashby in 1962. The study also used Karl Weick' organizational theory that was written in 1969. Descriptive research design was used in this study and simple random sampling method was used to identify the target population. The study targeted staff in the finance department at Postbank because the department had a larger population as it included banking and accounts thus it gave a better representation of the entire population. The researcher used questionnaires to collect data which were analyzed using SPSS. The researcher used the drop and pick later technique.

Background to the Study

According to Orpen (2012), communication is the soul of any job efficiency, without which the existence of an organization will be paralyzed. Berlos' communication model dictates that communication is a process that happens when there is sender-message-channel-recipient. Cornelissen (2011) defined corporate communication as the discipline and techniques used by organizations to promote, publicize and inform relevant individuals and groups about their operations. Corporate communication therefore manages the internal and external communications of an organization.

Internal communication and external communication are the broader branches of corporate communication where internal communication is communication that happens when internal publics exchange information amongst themselves whereas external communication is communication that happens when organizations communicate with its external publics (Turner & West, 2000). The study concentrated

on internal communication with the intention of establishing its' effect on job efficiency at Postbank.

Internal communication, according to Cornelissen (2008), is the exchange of information within an organization mainly between employees. This communication can occur between individuals, individuals, and groups or between groups, departments or branches. Internal communication has evolved over time to address employee engagement in order to achieve the overall goal of the organization (Smith & Mounter, 2008). According to Quirke (2017), internal communication was traditionally used by management to communicate their decisions which were arrived at without involving the employees. Through its evolution, organizations have come to appreciate the role internal communication plays because it facilitates conversations upwards, downwards and across the organization (Hirsch & Goodman, 2012; Namara, 2006).

An organization can have a well-defined mission, vision and/or perfect internal rules and strategies but if its employees are not informed about the organization, they become inoperable. It is therefore important, according to Constantin and Baias (2015), to note that internal communication is a key factor in valuing the actual intangible assets of an organization. Effective internal communication in organizations translates to great performance and quality relationships amongst staff (Ruck, 2015). Improvement, performance and growth within an organization are linked to effective internal communication and therefore communication is seen as a considerable factor that holds all functions of an organization together (Quirke, 2017).

With the myriad of challenges organizations encounter such as market expansion and competition, internal communication becomes a fundamental axe that enables the organization to face these challenges (Birim, 2016; Scandeliuss & Cohen, 2016). It is

therefore important that organizations not only focus on economy, production and administration but also on internal communication as the main aspect of business action. Nakamura, Umeki, and Kato (2017) highlighted that poor internal communication brings with it poor performance, lack of competitiveness, obstructed internal flow of information and low commitment by employees. These effects of poor internal communication on employees affects their job performance, the corporate image as well as the overall performance of the company.

Generally, the probability of employees making errors in their respective positions in the organization heightens and their level of effectiveness also decreases when an organization lacks a solid communication channel. According to Salem (2004), organizations fail to change when there is poor communication, insufficient organizational information, distrust among colleagues, poor interpersonal communication skills, and conflict avoidance which are all aspects of internal communication. Salem also pointed out in his study that according to research, poor communication causes about 70% of the failure in change programs.

When communication between management and employees is poorly executed, confusion; lack of direction; frustration by employees; lack of purpose and productivity; and in some serious cases, exit of highly and dependable employees occurs. Efficient internal communication within banks is important as it can be used to evaluate employee engagement and organizational overall performance.

In his research, Ganapathi (2016) pointed out that for there to be success and effectiveness in employee communication, planning and management need to be exercised. Employees always pay attention to communication that is coming from management in order to understand what is really being communicated. Argenti (2015) noted that fruitful internal communication comes with an increase in financial

performance indicators. Tesfamicael (1983) did a study in Kenya on improvement of managerial communication in which he used the Ministry of Finance as the case study. According to the study, managerial communication fosters information exchange, participation, possession of employees, participation in day-to-day activities and joint efforts and redesign.

No study in Kenya has been done to specifically evaluate the role internal communication plays in the management of employees' motivation and especially in the banking sector despite the major role internal communication plays in coordination and management of employees in organizations. It is, therefore, against this background that this study sought to determine the effect of internal communication on job efficiency, with a focus on Postbank.

Statement of the Problem

A study done by Arthur J. Gallagher & Co. (2018) found out that 60% of companies lack a long-term internal communication strategy and businesses that have one, 12% do not actually measure its' effectiveness. It is on this study that the research backs the argument by Mazzei and Ravazzani (2015) that many organizations place little to no effort in enhancing internal communication systems. A lot of effort is placed in communication with stakeholders and the publics which in retrospect can affect employees' job efficiency.

Effective communication within the structure of an organization is made possible by efficient internal communication systems. Internal communication is used as a motivation tool to improve the efficiency of the employees by keeping them in the know on the job characteristics, progress and seeking their opinion (Welch & Jackson, 2007). Regardless of how much effort is put in having an excellent external

communication, if internal communication is ineffective then the intended effect will not be achieved. This is because employees need to be empowered to be able to excel at their jobs and this can only be achieved by an effective internal communication system where employees are well informed about the organizations' operations. According to Cornelissen (2011), employees who are well informed about the operations of the organization become its' greatest ambassadors and the less informed become the organizations greatest critics.

According to Buzzanell (2000) and Cornelissen (2011), the relationship between reputation, performance and internal communication reaches its full potential when internal communication strategies that meet policy implementation are used. Employees who are well informed about the organizations operations in the right manner have the potential of propelling the organization towards great savings, profits and performance. Several studies have been done on internal communication and job efficiency, for example, Theaker (2001) noted that formal communication channels are commonly used to communicate to staff, which allows exchange of information from the top management to middle and lower-level employees.

By communicating this information about the organization to employees, efficiency and effectiveness in performance is increased. Each of these communication channels; face to face communication, telephone communication, written communication and computer mediated communication improves management. Ngari (2013) noted that the ability to comprehend communication quickly and accurately then appropriately and effectively enables employees to be good ambassador of the organization.

Theaker (2001) has shown the importance of building effective internal communication relationships between employees of an organization. Cornelissen, Haslam, and Balmer (2007) also found out that good internal communication among

employees fosters good corporate image and reputation as employees are the most significant agents of communication with the external publics. Few studies have focused on the internal communication within parastatals and how such communications influences employees' job efficiency yet most parastatals in Kenya suffer corporate image crisis and employees have been accused of being lethargic and less responsive to the needs of the publics. None of these studies have linked internal communication to job efficiency, yet job efficiency is highly dependent on communication. This gap in knowledge is what this study attempted to fill. The question that the study sought to answer was, what are the effects of internal communication on job efficiency at Kenya Post Office Savings Bank?

Purpose of the Study

The study sought to assess how internal communication within Kenya Post Office Savings Bank (Postbank) affected job efficiency of its employees.

Objectives of the Study

The study aimed to achieve the following:

1. To establish effects of forms of internal communications on employee job efficiency at Postbank.
2. To establish employees' perception on the relationship of internal communication to job efficiency at Postbank.
3. To establish the effects of supervisor-employee communications on job efficiency at Postbank.

Research Questions

The study sought to answer the following research questions:

1. What are the effects of forms of internal communications on employee job efficiency at Postbank?
2. What are the effects of employees' perception on the relationship between internal communication and job efficiency at Postbank?
3. What are the effects of supervisor-employee communications on job efficiency at Postbank?

Rationale for the Study

The banking sector has experienced a lot of competition with demanding customers who seek quality services. A study by Chmielecki (2015) showed that most customers express dissatisfaction regarding the services given by the financial institutions which has been contributed to by the poor delivery of services. There is need to improve efficiency in service delivery in financial institutions and since communication has been acknowledged as the key contributor to increase in job efficiency, it is therefore important to look at internal communication as a way to improve job efficiency.

According to Chmielecki (2015), internal communication is an important aspect in every organization as it is a good way of building trust and commitment between employees and management as well as increasing revenue. Organizations that understand the value of effective internal communication enjoy high levels of employee engagement, interaction, and better reputation (Chmielecki, 2015). According to Chen, Wu, Chang, and Lin (2015), the need for effective and quality internal communication in an organization cannot be ignored nor underestimated and its relationship to organizational efficiency and success is widely recognized.

This study sought to understand the effects that internal communication and its systems and approaches as used by both the management and employees to pass

information from one to another, and utilization of it to increase job efficiency. According to studies done in this area, horizontal and vertical methods of communication are highly used during interactions. Effective internal communication can also improve organizational climate and relationships with internal and external publics, and further enhance quality of association, organization income avenues, and profit levels of the organization. In his study on the role of communication climate in leveraging perceived external reputation, Argenti (2015) found that a favorable communication climate that encourages employees to freely share vital information among them significantly contributes to the organizations long-term success.

Significance of the Study

The study would help Kenya Post Office Savings Bank review its internal communication system and how the same affects employees' job efficiency. The results of the study would also provide insights to other financial service providers' that intend to incorporate internal communication system, on how internal communication affects job efficiency of a service establishment. This in turn would enable them formulate strategies and tactics that would help meet their desired goals.

The findings from the study would also be useful in providing additional data to existing and future banking institutions as regards employees' perspectives on how internal communication affects job efficiency in the banking industry as well as provide information to potential and current scholars on internal communication management. Future researchers on this or other related topics would use the results of this study as reference material and more especially those who have interest on internal communication management in the banking industry in Kenya.

Assumptions of the Study

The study assumed that the respondents understood the study tool and could give honest responses based on their perceptions of the status of internal communication within the organization. The findings were therefore assumed to be a true reflection of how the organization communicates with its internal publics.

Scope of the Study

The study focused on the effects of internal communication on job efficiency at Postbank. The investigation was confined to Postbank Headquarters in Nairobi, Kenya.

Limitations and Delimitations of the Study

Some of the information sought by the research was confidential and classified data and the respondents will intentionally fail to respond to them. The researcher therefore ensured that questionnaires carried no name to avoid identification of the staff. The researcher will also obtain biased information because she was once a consultant in the Company being researched and to take care of this, the researcher engaged two qualified assistants to professionally collect data.

Definition of Terms

Corporate communication: Zerfass and Viertmann (2017) defined corporate communication as managed communication on behalf of the organization with the main purpose of increasing effectiveness in organizations by creating and maintaining cordial relationships with stakeholders. Corporate communication is a tool that Postbank uses to maintain its relationship with different stakeholders so as to improve its efficiency in service delivery.

Internal communication: Internal communication is the exchange of information and ideas within an organization (Constantin & Baias, 2015). In this study, internal communication was used to illustrate the flow of information among management and staff of Kenya Post Office Savings Bank.

Internal publics: According to Grunig (2013), internal publics are groups of people working within an organization. In this study, internal publics represent employees of Postbank.

Job efficiency: This is the ability to complete or accomplish a job or assignment by using less time and minimal effort (Mazzei, 2014). As described by Wu and Lee (2011), job efficiency is the over-all performance by an individual or team in meeting the expected worth and achievement of roles under the procedure and time requirements of an organization. To Postbank, job efficiency is facilitation of information to employees to facilitating job accomplishment within the set time.

Summary

This chapter has introduced corporate communication in general and internal communication within an organization. The study showed that for there to be complete communication, a sender and a recipient have to be present. The message also needs to be clear for purposes of conceptualization by the recipient. The study introduced us to Postbank as the case study and the reasons why Postbank was the perfect target. The study also highlighted the importance of a good internal communication structure within an organization and the effect a poor structure of internal communication has on employees' job performance within an organization. Further, the chapter also discussed the statement of the problem, purpose of the study, the objectives, significance and the assumptions of the study. The next chapter covers

the literature review entailing researches done by other scholars as well as the conceptual framework.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

The purpose of literature review is to identify related research and set the current research project into context. Internal communication in any organization endeavors to achieve its targeted goals of effective transmission of information to enhance the efficiency of service delivery and coordination at the workplace. In many instances, organizations fail because their structures and systems of internal communication are ineffective, unreliable, and inefficient. This chapter presents the literature review and focuses on the variables of the study.

Theoretical Framework

Magaireah, Sulaiman, and Ali (2017) described theoretical framework as a collection of interrelated ideas about the nature of phenomenon, which attempts to clarify why things are the way they are based on theories. There are several theories that have been used as a framework when conducting studies on internal corporate communication. The suitability of each of these theories depends on the particular organization's culture, structure and communication system used. For the purpose of this study, the researcher used the general systems theory (GST).

General systems theory was used because it looks at how the organization operates in terms of relationship between parts (departments) that form the organization. It emphasizes on the interactions and connectedness of the different components of a system and views organizations as subsystems within the whole society and not as isolated units (Tiwari, 2014). However, for the systems to work effectively there should be a conducive working environment. The assessment of the role of internal

communication on job efficiency will be based on a theoretical perspective where general systems theory will be used.

General Systems Theory

The General Systems Theory was proposed in 1968 by Ludwig Von Bertalanffy, a biologist, and later developed by Rose Ashby in 1962 (Littlejohn, 1989; Skyttner, 2001). Systems theory is essential in explaining interrelationships and relations that exist among different units within an organization (Von Bertalanffy, 2008). A system, according to Baker and Angelopulo (2005), is a set of interrelated elements that form unified whole.

According to communication scholars Jansen and Steinberg (1991), systems theory explains a system as a whole, which is made up of several interrelated subsystems. The system in this case is the organization and the subsystems are the departments and or units that exist within the system. According to Swenson (2018), the systems concept is a set of interacting units of elements that form a combined whole in order to perform a role. Due to the interdependent nature of these subsystems, a change in one subsystem will have an influence on the other subsystems and even the system as a whole.

Liu, Tao, Xie, and Yang (2015) cited that organizations exist in a system and the core of all systems is its independent nature. According to Maier, Brad, Nicoară, and Maier (2014), the success of an organization to a large percentage depends on how well an employer is informed about the operation of the organization because it's from what they know that they will be able to execute their duties. The systems theory maintains that communication between the organizations and its members and between

members themselves serve to maintain organizational equilibrium or homeostasis (Modaff & DeWine, 2012).

According to Swenson (2018), the systems concept is a set of interacting units of elements that form a combined whole in order to perform a role. Asif and Sargeant (2000) suggested that an organization has to work with all its subsystems since they are interrelated and independent to realize its overall goals. In this regard, Postbank is the system while the departments within it are the subsystems. According to Belasen (2008), communication, control, interaction, delivery, and performance are also identified as subsystems. The interdependence of this systems is facilitated by internal communication.

Gotoda, Shinoda, Kobayashi, Okuno, and Tachibana (2014) argued that if employees are not informed about the operations of the company in a timely manner, through the right channels and at the right time, the organization may enter into a state of entropy. This state of chaos and severe conflict and misunderstanding may cost an organization good employee and even on the extreme closure of the company. According to Niemann (2005), the state of entropy happens when roles and responsibilities are blurred because they are not made clear through communication by management thus causing confusion on the roles played by each department causing employees to underperform in their duties.

Systems theory is premised on the idea that there is an independent relation between the organization and its subsystems and these relationships according to this study, are reinforced through internal communication by applying the top down, bottom up and horizontal flow of information (Asif & Sargeant, 2000). The systems theory was fitting for this study because it offers a model for seeing the interrelationships within

different departments within Postbank and how the interdependence nature of this departments is facilitated by internal communication.

General Literature Review

Communication on Job Efficiency at Post Bank

Communication theory indicated that exchange of information involves a source and a recipient(s) passing data through a communication channel (Miller & Barbour, 2014). At the point when the East African Community separated in 1977, the Kenyan Government set up its own particular investment/savings funds bank. Postbank basically focuses on activation of reserve funds for national advancement and works under the Kenya Post Office Savings Bank Act Cap 493B. The Bank also gives local and universal Master cards sponsored by a commercial bank, Local and International Money Transfer Services (MTS), accumulations and dispensing administrations.

The task of Postbank is to give quality management and supervision of accounts and other monetary administrative services through advancements that build sensible client/customer relationship. Different organizations apply different methods of communication that best suit their internal operations (Argenti, 2015). Authority, control, and motivation are expressed through effective internal communication which significantly influences the operations of an organization (Mishra, Boynton, & Mishra, 2014). For there to be quality of work and job efficiency within an organization, communication amongst employees need to be effective. In their research, Konečný et al. (2016) indicated that a typical communication model consists of five elements: the sender, a message, a medium, the receiver, and feedback.

Cornelissen (2008) argued that for internal communication to be effective, it has to assume any of the three major forms of flow: downward, upward or horizontal. The

three directions of communication describe the context within which communication in any organization takes place. This study will focus on the horizontal communication which is the flow of information between people at the same level and vertical communication which is the transmission of messages between superiors and subordinates in an organization. Effective horizontal communication is the live wire of any department, division or section of any organization regardless of its size or nature (Proctor, 2014).

Just like any other dimension of communication, horizontal flow of information can be ineffective especially when the messages being conveyed become misunderstood or interpreted in a manner that the sender did not intend (Johnson, 1992). According to Quirke (2005), communication is effective only when both the sender and the receiver comprehend a similar data. On account of an organization, communication flows upwards, downwards and horizontally (Gordon et al., 2015). Studies have been done on the area of communication, but no study has been done on internal communication and employee's job efficiency. Bramhall (2014) established that effective organizational communication positively correlates to the job satisfaction and job efficiency.

Corporate Communication as a Strategic Tool

Van Riel and Blackburn (1995) defined corporate communications as being an instrument of management through which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, in order to create a favorable basis for relationships with groups upon which the company is dependent. This affirmed the significant role played by communications in organizations. Corporate communication has also been defined as a management function that offers a framework for the effective coordination of all internal and

external communication with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organization is dependent (Cornelissen, 2008). The stakeholder group for this study being the organizations employees.

According to Wilson and Ogden (2004), a strategic function is one that contributes significantly to the accomplishment of an organization's mission and goals. Furthermore, Balmer and Dinnie (1999) revealed that corporate communication brings about competitive advantage as well as enhancing organization values. This strategic role of corporate communication is echoed by Podnar (2015) who defined corporate communication as a tool used to lead, motivate, persuade, and inform both internal and external audiences. It is through corporate communication that the organization's mission, short-term and long-term objectives, and goals borrowed from the mission as well as the strategies needed to attain the objectives and goals are communicated to its employees. As such, the corporate communication at Postbank has a role to play in the accomplishment of the organization's vision and mission through establishment and implementation of a working internal communication structure.

Internal Communication

According to Cornelissen (2011) internal communication means passing of information, with the available method of communication, across all levels of organization effectively. Being a form of corporate communication, internal communication can be formal or informal and can flow either downward, upward, or horizontally. According to Mazzei (2014), internal communication is communication done internally by an organization to relay information to its employees.

Employees of an organization are the most valuable assets and the most strategic publics (Farooq, Farooq, & Jasimuddin, 2014). These researchers argued that internal communication for any organization should be a package that every employee is familiar with and can relate to. Information about an organization should be readily available to the employees for the survival of the organization. Israilidis, Siachou, Cooke, and Lock (2015) added that organizations are not merely buildings but rather people and the decisions pertaining the organization that are made by management are likely to affect them and even the goals of the organization. This assertion simply indicates that internal communication is an important aspect of the organization because it is through effective internal communication that the organization can obtain and relay relevant information to its employees and vice versa.

According to Mishra, Sharma, and Kamalanabhan (2016), worker performance increases with effective internal communication within the organization. Jacobs, Yu, and Chavez (2016) suggested that constant communication amongst employees and also with management helps identify issues affecting employees and their work. These issues should therefore be addressed by the relevant people within the organization in order to help employees improve in execution of their duties hence improving job efficiency.

Karanges, Johnston, Beatson, and Lings (2015) maintained that employees who are well informed on the organizational activities guided by key objectives and goals, new advancements and accomplishments will always realize job efficiency. A research by Peltokorpi (2004) indicated that the structures from the organization are essentially changing daily as the eco-friendly surrounding is changing and therefore organizations should strive to keep up and always improve their internal communication systems. A research by Jiang and Men (2017) inferred that

correspondence parameters like data sharing and communication between employees results in good interpersonal relationships. They argued that an interactive working environment enhances the workers' efficiency and improves the general execution and final outcomes. Good communication at the workplace is influenced positively or negatively by the employees. At the point when workers' get included in basic leadership, they get power which improves their confidence and boosts their performance (Miller, 2011).

Effective communications between management and employees keeps them informed about what's happening within their surroundings. In their study, Anderson et al. (2015) found that effective internal communication promotes togetherness and effectiveness because it answers some basic questions that preoccupy many employees. According to Gausvik, Lautar, Miller, Pallerla, and Schlaudecker (2015), there is an undeniable relationship between communication and job efficiency. Their study brought out the fact that employees who are discriminated against or are treated unequally perform poorly in their duties whereas individual employees who are acknowledged and rewarded for good performance or are treated better by the supervisor or employer tend to be more satisfied and perform better in their duties. They examined a possible relation between communication and how employee perform in their jobs and the study demonstrated that communication among employees is important because it enhances productivity, work satisfaction, positive mindset of workers towards their own organization and they tend to identify well with the organization.

Communication climate, as defined by Kreps (1990), is the internal atmosphere of communication among people through an organization's formal and informal channels of communication. Communication climates is a subset of organizational climate

which influences how employees perform their duties because it is a form of employee interaction (Follert, 1980). A study by Trombetta and Rogers (1988) showed that communication climate in an organization and the level of commitment by the employees to the organization are highly related. According to Falcione, Sussman, and Herden (1987), the two perspectives of communication climate are open or closed climate.

Open communication climate encourages employee participation in discussions, decision making processes, to freely and openly share information, while closed communication climate in an organization causes employees to withhold information or make guarded statements or contributions (Poole, 2005). Employees also suffer from low morale and are often demotivated when there is a closed communication climate in the organization thus affecting their job performance and efficiency. Therefore, effective internal communication is important in an organization for the establishment of a collaborative communication climate because in his research, communication researcher Greener (2001) indicated that a climate begins to develop as soon as two people start communicating.

Formal Communication

Most of the communication in an organization is referred to as formal communication and it flows in officially established channels and is related with work matters (Meng et al., 2016). Formal channels of communication within an organization should be simple, easy to use and should be designed to be efficient when it comes to flow of communication across the different functions (Katz & Kahn, 2013). Emails, newsletters, meetings, memos are some of the types of formal internal communication channels an organization can use to communicate with its employees. Organizations, though management, communicate decisions or instructions or directives to

employees through these formal channels of internal communication and through the same channels, staff give their feedback to management.

This communication flows in three distinct directions: upward, downward, and horizontal across peers (Welch & Jackson, 2007). Downward communication happens when the senior managers issue directives, feed-back, ideological socialization and instructions to subordinate staff, while upward communication, according to Foreman and Argenti (2005), generally focusses on clarification of directives by subordinate staff, submission of performance reports and sometimes, offering of suggestions that would improve work performance and procedures.

Jablin (2001) cited that horizontal or lateral communication within an organization is communication among staff working in the same cadre or position. In their study, Tompkins and Wanca-Thibault (2001) mentioned that horizontal communication, among workers who are geographically separated but doing similar kinds of work, promotes learning and the sharing of expertise, best practices, and lessons learned. According to Foreman and Argenti (2005), formal communication is structured is always in writing and may be in form of memoranda papers, news bulletins, official meetings, emails and so on.

Informal Communication

Informal communication is a loosely defined concept and is often treated as the less official mode of communication within an organization (Baker & Angelopulo, 2005). Informal communication is not governed or dictated by any rules when applied in internal communication within an organization because it arises to meet the needs that are not satisfied by formal communication (Debasish, 2009).

Informal communication is a mode of communication or interaction amongst individuals based on shared information or career interests and proximity (Newman, 2014). It is established around the social organization of members of an organization, and it is also referred to as grapevine (Debasish, 2009). According to Hegar (2011), grapevine is an unofficial source of information that is created to fill in information gap.

Informal communication does not follow expert lines like formal communication, as it is spontaneous, direct flexible and mostly verbal, and it often supplements the official channels of internal communication (Sosa, Gargiulo, & Rowles, 2015). Information received or sent through this channel is often inaccurate, unfounded and can be misleading and more often than not, organizations discourage their employees from relying on this channel for information.

Hegar (2011) reported that employees develop informal channels of communication for purposes of information sharing, to establish personal contacts and form friendships as well as for resolving conflicts and to supplement official communication channels. According to Sosa et al. (2015), informal communication or grapevine can be done through personal conversations, unofficial discussions, facial expressions silence and body movement.

As Debasish (2009) cited in his study, informal communication is part and parcel of the organizational process and therefore there is need for thorough analysis and clarification of information received informally. Debasish (2009) also pointed out that informal communication travels faster than formal communication and can reach more people irrespective of their positions especially because it is transmitted orally and has little or no cost. In organizations, informal communication can breed conflict, weaken consolidation and unity, diminish morale of the workers, and create a chaotic

situation because the information being spread is untrue and can be harming (Jablin, 2001).

DAYSTAR UNIVERSITY

Supervisor – Employee Communication

Vertical Communication

Vertical communication happens when individuals at different levels or cadres of leadership within an organization communicate (Robson & Tourish, 2005). According to Moellers, Normann, and Snyder (2017), vertical communication involves upward and downward communication. It is most effective when managers communicate information directly to supervisors and supervisors then communicate the intended piece of information with their staff.

Vertical communication is also commonly referred to as two-way communication (Men, 2014). This is so because a sequential flow of information is followed where management gives directives by sending information downward to supervisors and in exchange, they receive timely information from staff about the effectiveness of their instructions. Free flow of information reduces the chances of their being friction among employees due to miscommunication and thus fostering a healthy work environment (Gordon et al., 2015).

Upward communication serves different needs in the organization. According to Turaga (2016), upward communication is often considered as bottom-up approach to organizational communication. This mode of communication is mostly used to relay valuable information to management by employees. Among other uses of upward communication, Turaga (2016) highlighted the following: used by management to establish the achievement of the previously conveyed downward communication, gives an opportunity to the subordinate to participate in the development of policies and procedure of an organization. McCleary et al. (2017) suggested that employees have a lot of opinions to voice and unless they are given a platform then their

contribution is not heard by management. Upward communication therefore gives them a chance to voice suggestions and opinions that create a conducive working environment. Kumar and Mishra (2017) argued that upward communication creates an effective feedback mechanism and facilitate with information for decisions.

Downward communication on the other hand can also be called top-to-bottom approach of organization communication. According to Zulch (2014), the second most important factor in determining organizational climate after supervisory communication is downward communication. This form of communication begins from the organization's top management then trickles down through the "chain of command". Information communicated downward in an organization, according to Bergman, Dellve, and Skagert (2016), included communication of job instructions, organizational policies and procedures, individual expectations and evaluation, training and staff development and career progression terms.

Raina and Roebuck (2016) hypothesized that most of the time, downward communication serves as a platform that management can use to provide specific instructions about duties or tasks of an assignment that is to be performed. Downward communication is also used a lot by organisations to communicate to staff the present status of the organization and future projections (Men, 2014). These helps to keep employees informed, involved, and motivated to perform their duties.

Horizontal Communication

Horizontal communication is also referred to as lateral communication and this form of communication happens between individuals in the same cadre of the organization hierarchy (Lunenburg, 2010). These are individuals with the same status in the organization. According to Sani, Podhoretz, and Chambers (2015), horizontal or

lateral communication happens when individuals in different departments on the same organizational level communicate or exchange information or the communication of messages between equals, for instance from managers to managers, supervisors to supervisors. According to Tullberg et al. (2014), horizontal communication facilitates information sharing, problems solving and task coordination between departments.

Horizontal communication is the most effective mode of communication among peers in the same departmental level (Rodenburg et al., 2014). Horizontal communication allows employees at the same level communicate with each other without having to go through several levels of organization. This mode of communication makes it easier for employees within an organization solve all emerging issues, sharing of information across different work groups, and task coordination between departments or project teams (McLean & Ewart, 2015). Horizontal communication in an organization is said to enhance morale amongst colleagues, create an environment that encourages conflict resolution, and increase frankness and healthy working relationship among employees (Hamalainen, Tang, Wacker, & Yilmaz, 2014).

Thus, horizontal communication being more appropriate across the lower cadre plays a major role in: problem solving and conflict resolution; co-ordination of workflow with relation to task co-ordination and information sharing (Van Nostran, 2004). Horizontal or lateral communication builds the social support system of an organization which increases a sense of belonging in the employees. Good relationships are the pre-condition of the functionality of any communication in a working environment (McLean & Ewart, 2015). As opposed to the other types of communication that are consuming due to involvement of other organizational levels, horizontal communication allows employees to share information on a regular basis which saves time. In facilitating problem solving, horizontal communication enables

employees and departments to learn from each other such that anyone is able to assist even new employees because the knowledge becomes universal (Welch, 2011).

According to Niemann-Struweg (2014), horizontal communication is an essential part of internal communication in many organizations that ought not to be dismissed as it could add to joint effort and coordination in the accomplishment of hierarchical objectives. Horizontal communication supports errand coordination, critical thinking, data sharing, clash determination, and building rapport. In task coordination, employees in the same department, division, or any level of the organization may meet often to discuss their contribution towards the achievement of the organization's goals and objectives. With regard to problem solving, employees may assemble to discuss and brainstorm on how they will handle a particular problem that could be hindering efficiency in their work.

On the information sharing function of horizontal communication, employees from one division or department can meet and give some new ideas, data, and news regarding the operations in the organization. Through horizontal communication, employees in one department may come together to discuss a conflict inherent in their department or between their department and another department and further create an understanding among all the employees (Griffin & Moorhead, 2013).

Effects of Internal Communication on Job Performance

As pointed out earlier, communication is a very vital aspect of any organization in today's world. Most organizations have discovered that in order to raise employees' job efficiency and performance, they need to have excellence communication systems in place (Femi, 2014). Research conducted by Kang and Sung (2017) showed that effective internal communication improves employees' job performance whereas

Turturici, Tinnirello, Sconzo, and Geraci (2014) reported that poor and ineffective internal communication results in low employee satisfaction and commitment to the organization.

Barnlund (2017) defined communication as the human activity that brings people together in order to create a relationship which therefore can be said to be the glue that binds people together in an organization. Organizational communication, as defined by Badea (2014), is the degree to which information about the organization and the job is disseminated to its staff. According to Mazzei (2014), internal communication is a process through which information within an organization is shared amongst employees, an aspect that helps create relationships, make meaning and interpret organizational culture and values. Internal communication in organizations is a strategic tool used by management to facilitate communication between leaders, managers and employees (Cornelissen, 2011).

Currently, many more employees have discovered that communication is an important part of their work which is the two-way exchange of information, originating with the receiver and ends with a recipient, which leads to improved work ethics and performance (Constantin & Baias, 2015). Employee performance or job efficiency on the other hand can be seen as how efficiently and effectively an employee does their job with the available information, within the give timeframe. Tansel and Gazioğlu (2014) argued that, for an employee to perform their work with excellence, there needs to be a reasonable level of expectation, sufficient information, and a fair social exchange between managers and staff.

According to Constantin and Baias (2015), effective internal communication is important as it helps management to develop and sustain a competitive edge for organizational performance and improvement. Among other functions, internal

communication enhances coordination and interaction among workers, helps motivate workers, creates links between different hierarchies in the organization, and clears confusion, misunderstanding and delays in job execution (Welch, 2011). Communication also helps an organization incur less cost and maximize productivity (Welch, 2011). Therefore, there is need for employers to put in place strategies to improve internal communication that will lead to excellent job performance (Andreu, Casado-Díaz, & Mattila, 2015).

Dragoni, Park, Soltis, and Forte-Trammell (2014) pointed out that an exceptional leader does not only increase and enhance employee job efficiency by only inspiring them, but by also meeting their needs in the process of achieving organizational goals. How a leader communicates with his staff resonates with how he leads. It is important to note that ineffective internal communication may cause misunderstanding, lack of information flow, poor or low performance and increased employee turnover (Broom, 2006).

Vergheze (2017) noted that an organization that has an effective internal communication structure and also one that communicates effectively with its employees increases employee's motivation and the performance of the company. The bank business, unlike other organizations, appreciate the need for effective internal communication with a specific end goal to maintain a strategic distance from errors and minimize expenses (Broom, 2006). Building effective communication frameworks expands norms, shared rules, and makes lasting relationships (King & Lee, 2016).

Some researchers have done studies that explore the connection between communication and performance. For example, Rhoades and Eisenberger (2002) carried out a study to investigate the relationship between communication by

management and perceived organizational support and its consequences on performance. The outcome of their report indicated that there is a positive relationship between the different aspects of management communication and employee's performance mainly because the organization values its employee's contribution to the attainment of the overall goal of the organization and that the organization also cares about the welfare of its employees.

In line with the norm of reciprocity, as noted by Gouldner (2015), when there is open communication between management and employees, creating upward and downward lines of communication, it strengthens employees perceived organization support. This consequently increases employee's determination to reciprocate through actions that propel the organization towards achievement of their mission and vision (Gouldner, 2015). Open communication does not only encourage sharing of information related to the organization but can also be an important avenue for creating and maintaining meaning within the organization, through which employees can understand and make sense of the intentions the organization has for them (Lundberg & Brownell, 2006).

Another study by Femi (2014) on the relationship between communication and employee performance revealed that effective internal communication creates an affable relationship between managers and employees. The recommendations that resulted from the study encouraged open and constant communication between managers and employees, especially on issues that affect job performance because it helps in building genuine relationships among different individuals in the organisation. The study also revealed that effective internal communication and employees' performance have a significant relationship that should not be ignored. Organisations should therefore articulate its goals, policies, and objectives to its

employees in order to improve employee job performance (Arnold & Silva, 2011). That is, management should communicate tasks, duties and expected results to their employees frequently in order to obtain feedback, suggestions and contributions that will make work easier thus improving performance. According to Robson and Tourish (2005), effective internal communication affects employees' performance in such ways as creating great awareness on vital and basic organizational information which builds greater job efficiency, creating an overall success of the company thus encouraging employee commitment to the organization and improving their morale.

Communication in Banking Sector

The relation between the bank's customers, suppliers, managers, stakeholders, employees and the board is enhanced by the existence of an effective banking communication (Aladwani, 2001). Often, communication within the bank improves organizational effectiveness through training, knowledge management, skill enhancement, risk management, internal control system and data security management (Van Eemeren & Grootendorst, 2016). Over time, there has been an advancement of technologies that have replaced the traditional methods of communication, like face to face, and which have been adopted by the banking sector to increase employee work performance.

Effective organizational communication, as explained by Thussu (2018), encourages the openness and confidence in employees to share ideas with management and among themselves and creates a common ground where complex interpersonal relationships are developed. Further, organizational communication fosters cooperation and industry peace, increases effectiveness among managers, promotes democratic management, increases job satisfaction & productivity (Austin & Pinkleton, 2015). The Central Bank, through organizational communication,

communicates policies that govern the operations of any bank, the present economic conditions among other directives that govern the operations of banks (Amato, Morris, & Shin, 2002; Berenstein & Campbell, 2002).

In his study, “Bhatti, Zafarullah, Awan, and Bukhari (2011) explained that banking communication focuses on customer satisfaction which is greatly influenced or affected by employee’s behavior towards them. Therefore, there is a need to have a team of employees who are trained, empowered, rewarded, and well informed about the operations of the bank because it improves their performance. Rai, Kharel, Devkota, and Paudel (2019) added that banking communication is the relationship between communication management and the banking system. Banking communication, as discussed by Turner, Qvarfordt, Biehl, Golovchinsky, and Back (2010), is the process of exchanging vital information, ideas and concepts within and without the bank. Financial institutions are encouraged to encourage the adoption of banking communication management as it promotes economic development, creates bank loyalty, monitors managers, mobilizes savings, and facilitates customer loyalty (Keyton et al., 2013).

Banking communication channels are constantly being upgraded to match the current state of technology because with technological advancement, individual communication practices and attitudes at the workplace are enhanced (Nardi, 2005). Banks are able to expand their service delivery through internal communication by implementing marketing strategies in order to enhance revenue, customer retention and cross sell ratios (Scornavacca & Hoehle, 2007). Therefore, proper banking communication fosters customer satisfaction and promotes economic development.

Effective communication systems in corporate banking is essential as it helps in understanding communication from macro to micro levels (Gray & Laidlaw, 2002). In

order to promote banks and customer relations, empathy, trust reciprocity, effective and clear information communication need to be adopted by employees (Lee & Isa, 2017). The success for the banking industry, according to Hossain and Leo (2009), is heavily dependent on banking communication, employee satisfaction, customer perceptions & satisfaction and quality service delivery.

The growth in use of advanced communication technology and digitalized market has revolutionised the customers, both internal and external customers, are served (Nardi, 2005). Before disbursement of vital information, banking communication puts in consideration the emotional impact of the message along with the actual information and factual content. The positive impact of technology infusion is clearly visible and is increasing in banking sector because stakeholders have access to internet and the communication platforms (Low, 2016).

Effective banking communication helps to improve and strengthen associations with stakeholders and encourages teamwork leading to achievement organizational goals and objectives. Employees and customers of the bank expect a more responsive, active and effective communication with their bank because of the advancement in the communication technology. Seeing that the traditional one-way communication from banks to their customers is obsolete, there is need for banks to therefore analyze their communication strategies and adopt advanced strategies in order to retain their customers through constant engagement (Thussu, 2018).

The impact of banking communication, therefore, depends on employee satisfaction and customer loyalty which is as a result of information communicated by the bank. On instances where the impact of banking communication is negative, often, it emanates from employees who are not committed to their work or motivated because of information insufficiency or not feeling as part of the bank (Van Eemeren &

Grootendorst, 2016). The only way to curb this is by ensuring that as an organization, employees are constantly communicated to and with, training especially on emerging issues in the banking sector and recognized and rewarded.

According to Lee and Isa (2017), banks need to establish practical internal communication practices or methods that to use within and without the bank. This is because whatever methods or practices the bank adopts for communication would determine how the banks stakeholders perceive the bank. Positive perception retains stakeholders as it shows they are content with the operations of banks while negative perception with certainly lead stakeholder to withdraw from the bank (Van Eemeren & Grootendorst, 2016). As argued by Cavallone and Modina (2013), effective banking internal communication is a key factor in improving employee job satisfaction thus enhancing effectiveness which helps the bank attain competitive advantage.

In their study on organization communication, Tucker, Meyer, and Westerman (1996) indicated that an organization is likely to perform better financially with an effective and efficient internal communication strategy. An effective internal communication, according to Tucker et al. (1996), will also help an organization have superior internal strategic abilities, have improved abilities to serve their external stakeholders as compared to organizations that employ less effective and efficient organizational internal communication methods. Gikonyo (2005) did a study on the strategies in corporate communication: case study of Kenya Commercial Bank. The study reported that the bank utilised multidimensional Corporate Communications Strategies which facilitated its turnaround.

Mazzei (2010) did a study that tested the promotion of active communication behaviors through internal communication. The study results showed that the

organisations studied show an active cognizance of how intangible resources like knowledge and employee attitudes, support the attainment of an organizations objectives. Subsequently, these firms follow up to encourage vigorous communication engagements between employees. He further concluded that, according to Barney (1991) and Rumelt (1982), respondents are aware that competitive advantage emanates from resources that are not tangible and that communication is critical in the development of such resources (Kalla, 2005).

Communication originated from human interaction which has over time changed and adopted forms like telephone, email and fax into instant messaging/chat, social networking sites, wikis, twitter, and blogs for communication at the workplace (Tucker et al., 1996). With the advancement in communication, the banking sector has transformed its communication systems electronic channels thus introducing e-banking that includes internet banking, mobile banking and e-payment system (Shrestha et al., 2019). An effective banking management communication fosters customer satisfaction & retention and bank loyalty. Banks and other financial institutions are encouraged to foster banking communication management as it encourages economic development by managing risks, evaluating projects, mobilizing saving and facilitating transaction (Lee & Isa, 2017).

Similarly, effective banking communication facilitates cooperation among staff and management, increases managerial efficiency, promotes cooperation and industry peace, increases efficiency in running organisations, creates job satisfaction among employees, increase productivity and reduce cost (Rai et al., 2019). Therefore, there is a need for managers to understand the importance of great communication skills in order to increase effectiveness of internal communication between manager and employees. Consequently, financial institution more so banks, should focus on the

management of communication in bank to increase loyalty and reduce frustrations and errors (Lee & Isa, 2017).

Kenya Post Office Bank

Kenya Post Office Savings Bank (Postbank) is a wholly government owned financial institution in Kenya established in 1910 and “operates under an Act of Parliament, the Kenya Post Office Savings Act, CAP 493B of the laws of Kenya enacted in 1978” (Kenya Post Office Savings Bank, 2019, p. 4). The bank was started as a savings department within the East African Common Services and when this broke in 1977, the Government of Kenya established its own savings services the now Postbank (Kenya Post Office Savings Bank, 2019).

Postbank is well spread out within the country with a total 98 branches across the country and an average number of 793 employees (Kenya Post Office Savings Bank, 2013). The mandate of the bank is to mobilize savings for national development through provision of savings services. There are, however, efforts underway by the bank to review the legal framework that will allow the bank to diversify into credit products and other financial services. The bank is governed by a Board of Directors and the office of the Managing Director supported by one Directorate and the departments’ heads. The Government is represented at the board of directors by the Cabinet Secretary and the Treasury (Postbank, n.d.).

Empirical Literature Review

This section discusses empirical studies that have been conducted globally, regionally and locally that relate to internal communication and its effect on job efficiency. The literature focuses on the different rating systems applied by different organizations,

the challenges they experience in rating and how internal communication affects job efficiency.

A study done by Low (2016) on internal communication and employees' performance in selected banks in Port Harcourt showed a significant effect of the dimensions of internal organizational communication (downward communication and upward communication) on the measures of employee performance (employee efficiency and employee's effectiveness). Based on the results, it is therefore concluded that internal organizational communication was strongly associated with employee's performance. The study, therefore, recommended that organizations incorporate adequate measures in ensuring that communication within the organization is consistent, clear and follows well recognized and formally instituted channels for the purpose of avoiding ambiguities, since such actions have been revealed to facilitate a more efficient and effective workforce.

A study done in Kenya by Simkondo (2016) tried to establish the role of internal corporate communication in organizational efficiency at Airtel Kenya. The study findings showed that internal communication at Airtel Kenya led to improved operational efficiency therefore meeting goals. Airtel's Kenya is also able to position itself better in the ever-dynamic competitive environment due to the improved working environment emanated from effective internal communication. The study also found out that employees were aware of their roles and the policies of the company which goes to show that Airtel Kenya utilizes the top down and down top forms of communication.

Sumeya (2011) conducted a study to investigate what influence internal communication channels has on employee performance in nonprofit organizations in Somalia in which. The descriptive research design was used. In the study, all the 300

employees at Help Leads to Hope in Somalia were the target population. The study findings indicated that downward communication at HLH had a significant relationship with how employees performed at their jobs. The study findings also showed that downward communication was poor and had not played a significant role in improving employee performance. This was as a result of the superiors at HLH not sharing relevant information with its employees which put a strain in the way they gave instructions and communicated policies and procedure thus affecting their direct communication.

The importance of internal communication on employee job efficiency was established in a study done by Otieno, Waiganjo, and Njeru (2015) who sought to measure the effect of internal communication on job efficiency in Kenya's horticultural sector. They study found that indeed internal communication affects employee's performance and efficiency. This is based on the fact that internal communication in the organization facilitates exchange of information and opinion amongst employees and as such it helps improve operational efficiency and organizational performance at large. This study therefore seeks to establish the effect of internal communication at Postbank and its effect on job efficiency.

Conceptual Framework

According to Mugenda and Mugenda (2003) a conceptual framework in research is a concise description of the phenomena under study, accompanied by a diagram depicting the major variables of the study. The conceptual framework shown on Figure 2.1 illustrates that the independent variables are internal communication while job efficiency is the dependent variable.

Discussion

The dependent variable was achieved as a result of the intervening variables which included employee perceptions on the relationship between internal communication and job efficiency, forms of communication and supervisor-employee communication. The model showed that the independent variable which falls under the corporate communication function will have an impact on employees' job efficiency.

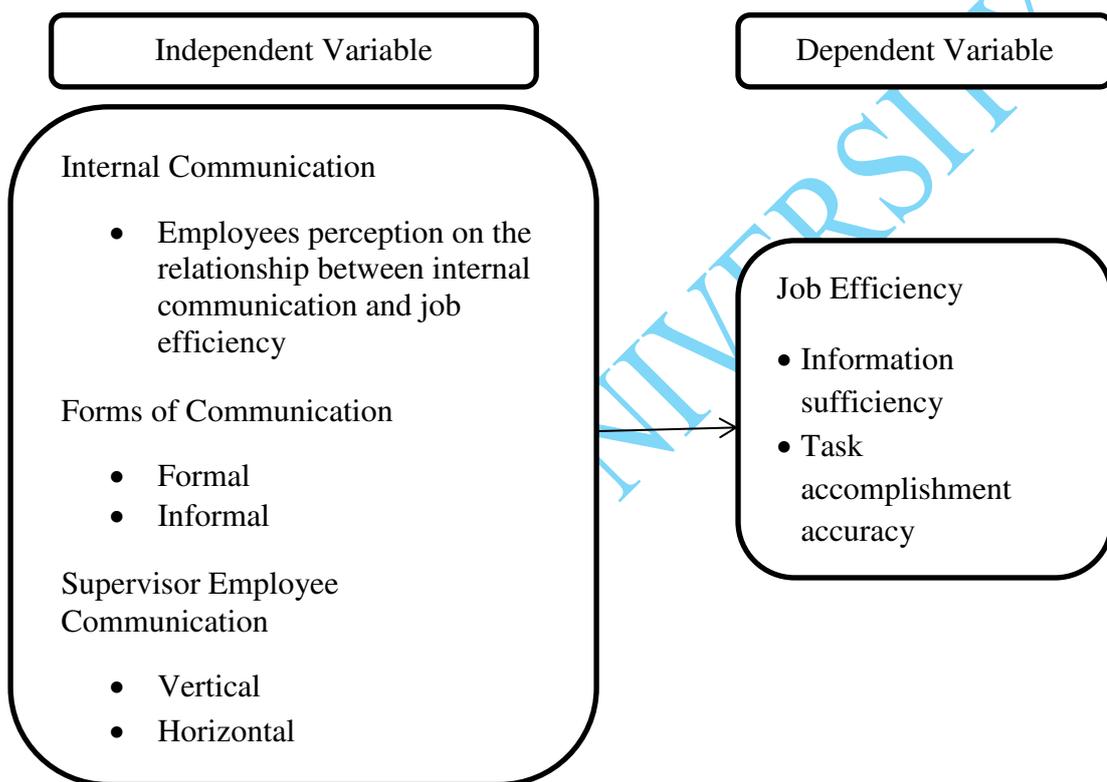


Figure 2.1: Conceptual Framework

Source: Author (2020)

Corporate communication is very critical for organizational efficiency because it contributes towards creating and maintaining understanding and harmony between the organization and its publics, particularly internal publics in order to achieve the desired goal. Therefore, this study reviewed studies by other scholars in relation to internal corporate communication, which is a function of corporate communication, identifying its importance and the role internal corporate communication plays in

organizations. These was geared towards establishing the importance of internal communication in achieving employee job efficiency and the overall performance of the organization. According to the systems theory, a system has to work seamlessly with the subsystems in order to achieve the overall goal and due to their interdependent nature, a change in one subsystem will have an impact on the other subsystems and even the system as a whole. This interdependence and interrelation nature of the systems is enhanced by internal communication within the organisation.

Summary

Chapter two reviewed literature relevant to the study with a focus on Postbank's internal communication and its effect on employee's job efficiency. The different forms of internal communication were discussed in depth highlighting their applicability in organizations to enhance employee job efficiency. The literature also established the theoretical framework guiding the study that is, the systems theory and further discussed the conceptual framework. Chapter three addresses the research methodology of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

Research methodology describes the techniques of obtaining, analyzing and presenting data (Creswell & Creswell, 2017). In this section, the discussion covered the research processes that were followed in this study, the research design selected for the study, definition of the population under study, instruments, and procedures as well as reliability and validity of the tools that were used. The chapter also showed how data processing and presentations was done in order to fulfill the purpose of the study.

Research Design

According to Bryman and Bell (2003), a research design is a framework for the generation of evidence that is suited both to a certain set of criteria and to the research question in which the investigator is interested. This study employed the descriptive research design which according to Chandran (2004) portrayed a situation or characteristics of an event. According to Miller (2009), descriptive research design is the best method available to the social researcher who is interested in collecting original data for describing a population which is too large to observe directly. The design is preferred as it describes variables and characteristics of the population in their current state (Oladipo, Ikamari, Kiplang'at, & Barasa, 2015).

For the purpose of this study, descriptive research design was employed as the purpose of the study is to establish the effect internal corporate communication has on job efficiency and how this affects the overall performance of the organization. Descriptive research can use either qualitative or quantitative information where

quantitative information is in numerical form and can be tabulated along a continuum whereas qualitative data categories of narrative information such as gender (Muijs, 2011). This study employed quantitative data to generate the findings.

Population

According to Kothari (2012), population is the total group of individuals the study is intended for and from which a sample is obtained. Population comprises of participants who have high potential of making up the study group. According to personnel records, the total number of Postbank employees is 780. Out of the 780 staff, the headquarters hosted a population of 200 staff while the remaining 580 staff are located in the bank's branches across the country.

Target Population

The target population for the study, therefore, was all 200 employees of Postbank based at the bank's headquarters in Nairobi. It is from these employees that the researcher drew a sample that was studied on behalf of the entire population.

Table 3.1: Total Population

Category	Target Population
Headquarters	200
Other branches	580
Total	780

Sample Size

A sample size is a part of the entire population under study, and which can be used to make quantifiable conclusions about the entire population (Mertler & Reinhart, 2016). Personnel documents obtained from the bank, indicated that the headquarters hosts 200 staff. According to Mugenda and Mugenda (2003), at least 30 percent of the cases per group are required for research. Therefore, the researcher used 30% since it was more descriptive. According to Table 3.2 below, the sample size for this study was 60

staff who represented the entire population at the headquarters. The total number and representation of the population is shown in the Table 3.2.

Table 3.2: Sample Representation

Function	Target Population	Sample size 30%
Finance	86	26
Public Relations	20	6
Human Relations	27	8
Audit	13	4
Procurement	24	7
Sales and marketing	30	9
Total	200	60

Source: Kenya Post Office Savings Bank (2019)

Sampling Techniques

Mugenda and Mugenda (2003) defined sampling as the “the process of selecting a number of individuals for a study in such a way that the individuals selected represent the entire population they are selected from.” Sampling technique is categorized into two main approaches: probability sampling and non-probability sampling. One yields probability samples where the probability of selection of each respondent is assured while the other yield non-probability samples in which the probability of selection is unknown (Fraenkel, Wallen, & Hyun, 2012).

Probability sampling has sub-categories such as simple random sampling, systematic random sampling, stratified random sampling, multi-stage sampling multi-phase sampling and cluster sampling. This research employed the probability sampling and more specifically stratified random sampling to select the sample for the study. Postbank was stratified according to different departments. The employees’ respective departments were used as the stratum in the study, finance, public relations, human relations, audit, procurement, sales and marketing. The sample was drawn from each stratum by use of simple random sampling because each individual had an equal

independent chance of being selected for the sample. The researcher wanted every member of the target population to have an equal chance of participating in the study.

Data Collection Instruments

The primary data collection tool that was used in this study was a questionnaire as it had the ability to address a specific research question. It also provided consistency and uniformity and consequently allowing drawing of valid inferences from the study (Yin, 2017). The researcher used the drop and pick technique when distributing the questionnaires to the selected employees in each department. The questionnaire contained both open and closed ended questions and was divided into five sections. Each item in the questionnaire was developed to address a specific objective, or research question of the study. Section one covered background information of the respondents while section two to five covered the variables. The close-ended questions used a five-point Likert, and the open-ended questions were used to allow the respondent to add any other information that was not captured in the close-ended section of the questionnaire. The questionnaire was useful in this study due to its cost effectiveness, practicability, and applicability (Oladipo et al., 2015).

Data Collection Procedures

Data was collected by first administering semi-structured questionnaires to the selected sample size. The questionnaire was designed by the researcher and administered by the research assistant. The researcher employed the help of a research assistant who helped in dropping the questionnaires to the respondents. The respondents were given one week to respond to the questionnaire before the research assistant could go back to collect the filled questionnaires. The research assistant checked for completeness and correctness before picking the questionnaires in

readiness to data analysis. The researcher obtained permission to carry out the research from Daystar University, the human resource department at Postbank, the Ethics and Review Board (ERB) and the National Commission for Science, Technology and Innovation (NACOSTI).

Pretesting

Pretesting was carried out prior to the actual data collection, and this was conducted by a research assistant. The questionnaire was pretested on a group of five employees from a Postbank branch in Nairobi. The purpose for the pretest was to test the clarity of the questions, gauge the understanding of each question by the respondents, and to assess whether the questions yielded the expected answers. Finally, the data collection instrument underwent corrections and amendments before the actual data collection commenced. The five pretest respondents were not included in the actual study. The aim of pre-testing the data collection instruments, according to Oladipo et al. (2015), was to ensure that the items that are enumerated in the instrument have the same meaning to all respondents.

Data Analysis Plan

This refers to examining what has been collected in a survey or experiment and making analysis and interpretations with a bid to check the correctness, consistency in responses and uniformity in questions and instructions (Veal, 2017). Numerical codes were used to represent responses to each question. Subsequently, the coded data was verified before being tabulated in frequency tables, charts, and graphs to make it easy to highlight relationships. Data analysis was done using Statistical Package for the Social Sciences SPSS.

Ethical Considerations

Ethics are the norms that govern the human behavior and conduct during the research process (Yin, 2017). The researcher has previously worked as a consultant with Postbank and therefore, in order to avoid bias, the researcher engaged a research assistant to collect data through the drop and pick technique.

At the outset, the researcher explained to the organization and respondents the type of information required from them, why the information was required, the purpose it was put to, how they were expected to participate and how the study benefited Postbank's continuous improvement process. The researcher used participants who voluntarily accepted to participate in the study; no one was forced to take part in the study. These respondents signed a consent form to confirm their willingness to take part in the study. The respondents were also assured that information collected would only be used for academic purpose and that confidentiality would be maintained by ensuring no name identifiers was used in the questionnaires.

Other ethical issues considered by the researcher involved proper reporting of study findings and accuracy in drawing conclusions. In addition, the researcher obtained clearance from the Ethics and Review Board (ERB), an approval letter from the Daystar University Communication Department and a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). These documents were then presented to the Human Resource Department at Kenya Post Office Savings Bank in order to obtain authorization to collect data from the organization's staff.

Summary

This chapter presented a detailed methodology of the research methods that was used to conduct the study. The chapter discussed in detail descriptive research design, which was employed in the study and further, stratified random sampling technique which was the technique that was used in the study to select the sample for the study. This chapter also provided a discussion on the target population of the study and the sample size. The study used questionnaires as the data collection instrument as discussed in the chapter and highlighted the ethical considerations that guided the study. The chapter also described the data analysis process that was employed as well as the interpretation procedures.

DAYSTAR UNIVERSITY

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

The chapter is set out to present the results of the analysis based on the data that was collected from the field. The results are presented in frequency tables, charts and graphs to highlight the major findings. The raw data was coded, evaluated, and tabulated to clearly depict the respondents' perspectives on the effects of internal communication on job efficiency at Postbank. The analysis and presentation of the findings was informed by the following specific objectives: To establish effects of forms of internal communications on employee job efficiency, to establish employees' perception on the relationship of internal communication to job efficiency and to establish the effects of supervisor-employee communications on job efficiency at Postbank.

Analysis and Interpretation

Response Rate

The researcher used questionnaires to collect data from the respondents and the data collection process was done over a period of ten working days. Out of the 60 questionnaires that were distributed to the respondents, 45 were dully filled and collected for analysis, giving a response rate of 75% as illustrated in Figure 4.1.

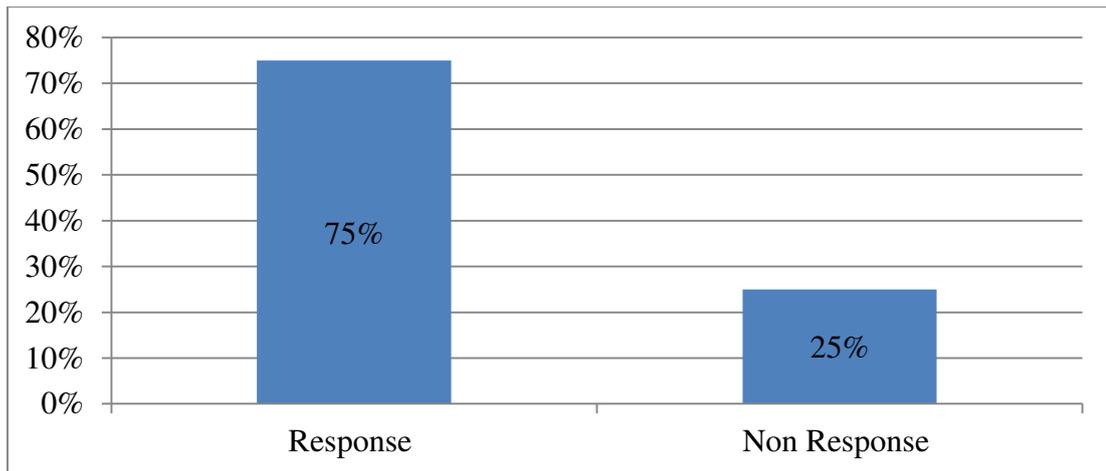


Figure 4.1: Response Rate

The results in Figure 4.1 were in line with Mugenda and Mugenda (2003) who shared that a response of above 70% is good for analysis and presentation of the findings.

General Information

The researcher sought to collect the general information on the respondents by covering their levels of employment, years of experience, gender categories, internal communication channels and the use of internal communication channels.

Level of employment

The findings on the level of employment of the respondents were established and summarized as indicated in Figure 4.2.

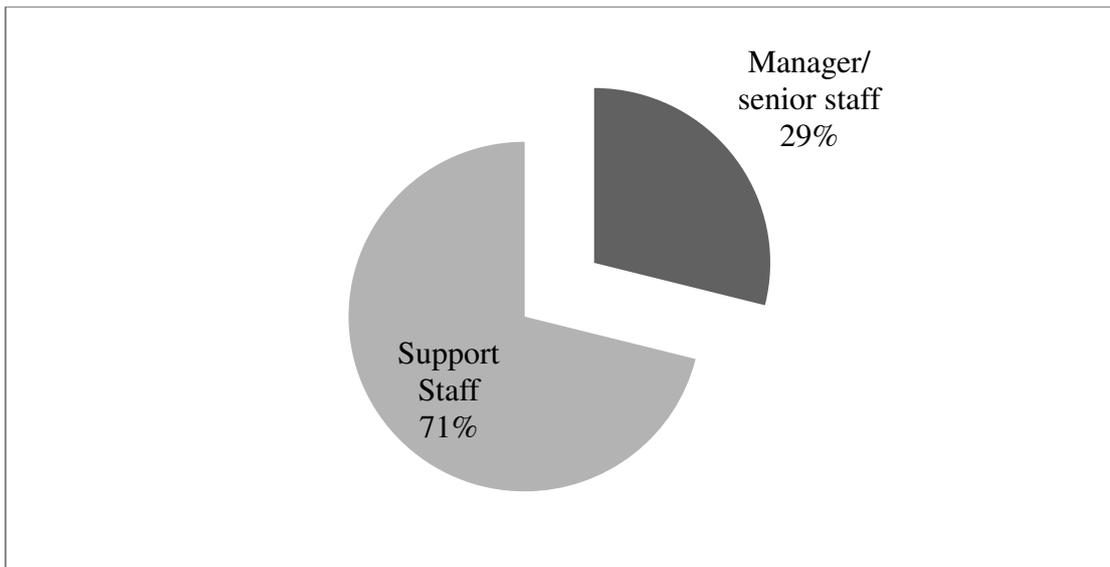


Figure 4.2: Level of Employment

The findings of the study indicated that while 71.1% of the respondents were support staff, 28.9% were in managerial positions. This means that the findings sought by the study were representative of both the management and the support staff.

Length of service

The study sought to establish the years of experience of the respondents. The findings were as indicated in Figure 4.3.

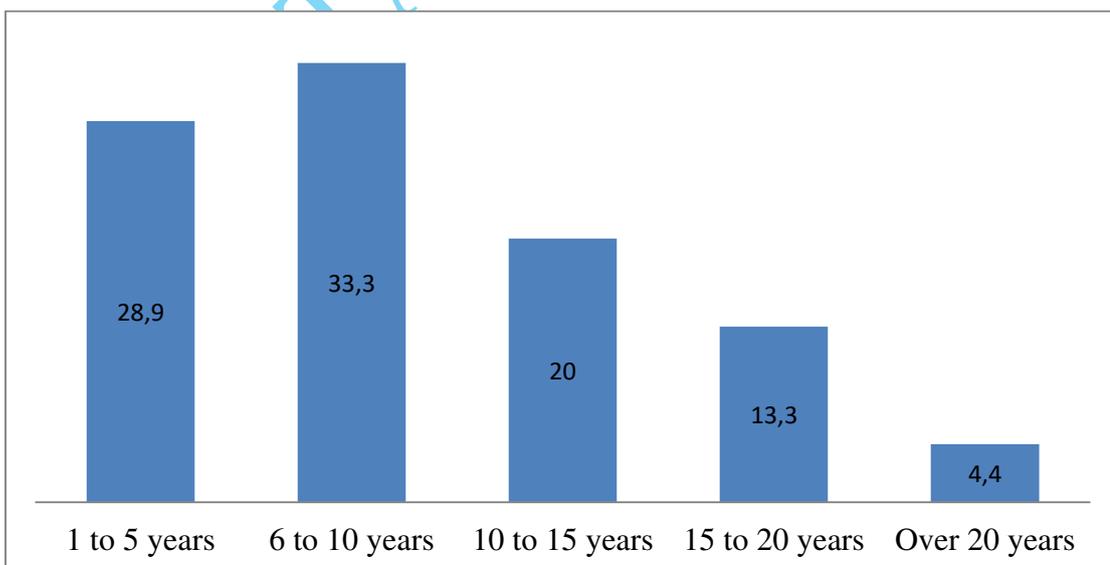


Figure 4.3: Length of Service

Figure 4.3 illustrates that 28.9% of the respondents had worked at Postbank for 1-5 years, 33.3% for 6-10 years, 20% for 10-15 years, 13.3% for 15-20 years and 4.4% for over 20 years. The study concludes that majority of the respondents had worked at Postbank for more than 10 years. The study, therefore, leveraged on the experience that the respondents had in the organization to establish the effects of internal communication on employees' job efficiency.

Gender distribution of respondents

The findings on the gender of the respondents were established and presented as indicated in Figure 4.4.

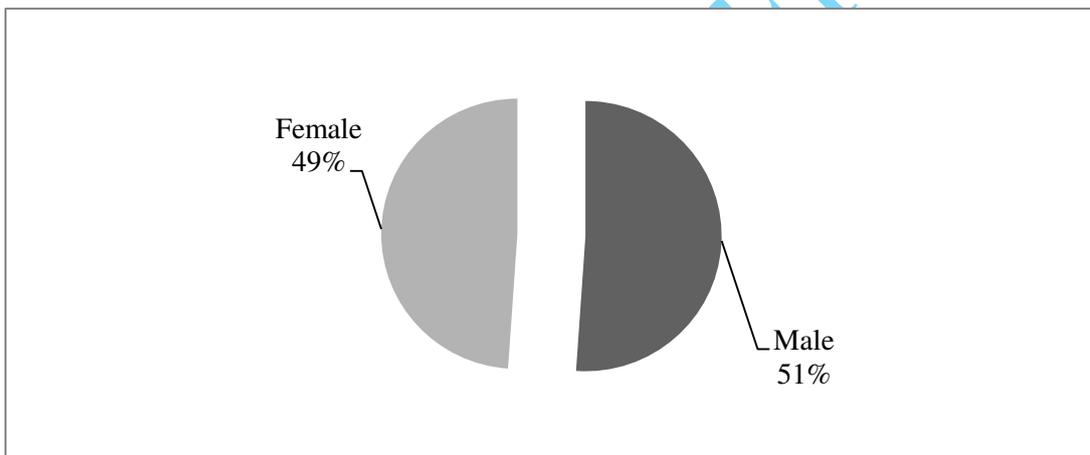


Figure 4.4: Gender Distribution of Respondents

The results in Figure 4.4 shows the gender composition of the respondents where 51% of the respondents were male and 49% were female. This indicates that there was a good representation of both genders in the study.

Internal communication channels in place

Respondents were asked to indicate the internal communication channels that existed at Postbank. From the findings, majority of the respondents indicated emails, meetings, telephone calls, memos, notices and newsletters as the well documented channels of internal communication that were utilized at Postbank.

Utilization of internal communication channels in place

Respondents were asked to indicate whether the established channels of internal communication were being utilized at Postbank with the results as indicated in Table 4.1.

Table 4.1: Utilization of Internal Communication Channels in Place

	Frequency	Percent
Yes	45	100.0

From Table 4.1, all the respondents (100%) shared that the available channels of internal communication were being utilized. However, the present study went further to establish how utilization of these channels of internal communication contributed towards employee's job efficiency at Postbank.

Forms of Internal Communications and Employee Job Efficiency

The study sought to establish the effects of forms of internal communications on employee job efficiency. The results were determined as presented in subsequent sections.

Formal Internal Communication

Respondents were asked to indicate the extent to which their organization utilized formal communication channels to convey information. The findings are as indicated in Table 4.2.

Table 4.2: Extent of Application of Formal Communication Channels to Convey Information

	Frequency	Percentage
Low extent	4	8.9
Moderate extent	7	15.6
High extent	13	28.9
Very high extent	21	46.7
Total	45	100.0

From the findings in Table 4.2 above, 46.7% of the respondents indicated that the formal channels of communication were being utilized to a very high extent, 28.9% said high extent, 15.6% said moderate extent and 8.9% said low extent. The study therefore indicates that formal channels of communication at Postbank are well utilized. The respondents indicated that formal communication is to a very high extent done using the formal channels of communication but also a few respondents indicated their discontent with the level of utilization of the formal channels of communication. The study findings indicate that formal channels of communication are highly utilized at Postbank as supported by Meng et al. (2016) who indicated that majority of communication that goes on in an organization is formal and it flows in officially established channels and is often to communicate official matters.

Respondents were requested to indicate some of the challenges of formal communication channels that are in place in the studied organization. From the results, some of the respondents noted that the emails sent from management were bulky. Other respondents noted that staff meetings were often rescheduled due to unavailability of senior staff/managers who are expected to chair the meetings. Another respondent indicated that meetings take a lot of time often due to many agendas and other times due to disorganization thus caused disorientation and fatigue among staff attending the meeting thus making them less productive.

The respondents indicated that sometimes, the memos and emails were too wordy making them ambiguous. Some respondents also said that memos are sometimes not released on time. Other respondents indicated that sometimes emails take too long to be responded to thus feedback is not as prompt as expected. All these sentiments from the respondents indicate dissatisfaction which can easily lead to poor job performance thus affecting the overall goal of the organization. In his study, Men (2014) argued

that employees need to be well informed about the operations of the organization because they are the representatives of the organization.

Respondents were asked to rate the extent to which they agree with the statements on formal communication that affect internal communication job efficiency at Postbank. A Likert scale of 5 was used as follows: 1- Strongly Agree, 2- Agree, 3-Neutral, 4-Disagree, 5- Strongly Disagree. Table 4.3 shows the results.

Table 4.3: Rating of Respondents on Formal Internal Communication

Description	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	f	%	f	%	f	%	f	%	f	%
Channels that communicate vital information about the organization to the staff are clear and effectively used?	0	0.0	4	8.9	7	15.6	19	42.2	15	33.3
Communication with management is timely and accurate?	0	0.0	10	22.2	8	17.8	16	35.6	11	24.4
Content communicated by management is clear, concise and to the point.	0	0.0	17	37.8	11	24.4	8	17.8	9	20.0
I feel comfortable sharing my ideas directly with upper management.	0	0.0	13	28.9	11	24.4	10	22.2	11	24.4
Formal channels of communication are greatly used to communicate within the organization	0	0.0	6	13.3	8	17.8	20	44.4	11	24.4

The results in Table 4.4 indicate that 75.5% of the respondents agreed while only 8.9% disagreed that channels that communicated vital information about the organization to the staff were clearly and effectively used within the organization. Of the respondents, 15.6% could not agree or disagree with the statement. Going by the high percentage of respondents that agreed that channels that communicate vital information about the organization to the staff are clear and effectively used, the study can therefore conclude that Postbank has implemented clear formal channels of internal communicating with its staff. According to Welch and Jackson (2007), formal

channels of communication within an organization should be clearly outlined to the staff so that can be effectively applied when communicating with each other.

From the results, 60% of the respondents agreed and 22.2% disagreed that communication with management was timely and accurate while 17.8% of the respondents were neutral about the fact that communication with management was timely and accurate. In as much as 40 % of the respondents either disagreed or were neutral about communication with management being timely and accurate, 60% felt that communicating with management was timely and accurate. The results from the study shows that a majority of the staff are able to communicate with management in a timely manner which therefore affects their job efficiency positively. Vertical communication is also commonly referred to as two-way communication, according to Men (2014), because a sequential flow of information is followed where management gives directives by sending information downward to supervisors and or staff and visa vie receive feedback from staff and or supervisors.

Thirty-seven-point eight percent of the respondents felt that content communicated by management was not clear, concise and to the point while 17.8% and 20.0% of the respondents disagreed and strongly disagreed respectively. From the study 24.4% of the respondents did not agree or disagree with the statement that the information shared by management was clear, concise, and to the point. The study therefore concludes that information communicated by management to staff is not clear nor concise seeing that majority of the responded did not agree with the statement. From these results, communication to staff by management at Postbank is not clear, concise and to the point which could greatly affect how employee job efficiency. According to Berger (2008), staff should spend less time trying to figure out what you're telling them and more time in doing their jobs.

From the table above 22.2% of the respondents agreed while 24.4% strongly agreed that they felt comfortable sharing their ideas directly with upper management. While 24.4% of the respondent were neutral about the statement 28.9% indicated that they were not comfortable sharing their ideas directly with management. The study therefore shows a good number of staff as represented by the respondent were not comfortable sharing ideas with management. This lack of confidence to share ideas with management by staff can cause a great sense of demotivation, disconnection and disillusionment thus affecting employees job performance. A significant number of 24.4% were not sure whether to agree or disagree with the statement which could mean that they were not sure whether they were okay sharing ideas with management or not.

From the study, a majority of the respondent agreed with the fact that formal channels of communication were greatly used to communicate within the organization with a representation of 44.4%. The study also established that 24.4% of the respondents strongly agreed that formal channels of communication were greatly used to communicate within the organization. This means that formal channels of communication were evident in the studied organization because a total of 13.3% disagreed with the statement while 17.8% could not decide whether formal channels of communication were greatly used to communicate within the organization or not thus were neutral to the statement. In his studies, Crescenzo (2011) argued that for organizations to fully realize their objectives, they need to greatly utilize their formal channels of internal communication to communicate with their staff.

Informal Internal Communication

The study sought to establish whether informal communication was more popular than formal communication at Postbank with the findings as indicated in Figure 4.5.

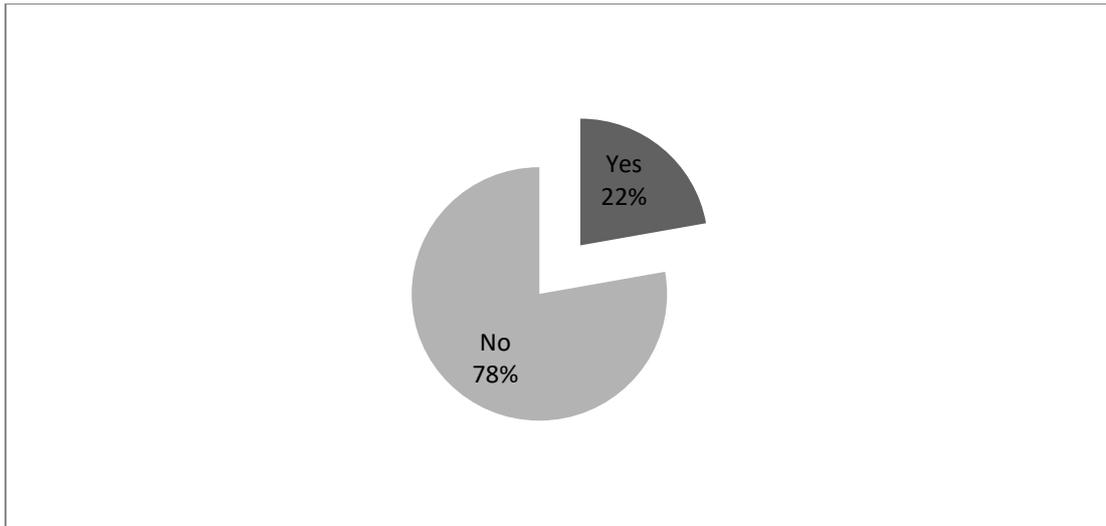


Figure 4.5: Comparison of Informal and Formal Internal Communication

The results in Figure 4.5 indicate that 78% of the respondents felt that formal communication is used more for official communication at Postbank as compared to informal communication which is at 22% according to the figure above. This means that in as much as there is informal internal communication, it is not widely used as the method of formal internal communication at Postbank.

Some of the reasons that were advanced by the respondents who felt that informal communication was more popular included the fact that staff are encouraged to engage and discuss some official matters unofficially with each other. One respondent shared that at times they use face to face communication to share official information and this information is often not documented. The 77.8% respondents who felt that formal communication was more popular indicated that all official communication could only be done through official channels as per the banks policy. Other respondents said that they could only share information with other staff through formal channels because it's safe and easy to retrieve on a future date. These results indicate that Postbank acknowledge formal communication as the main method of sharing information with their employees which helps curb hearsay.

The study sought to establish the extent to which grapevine was active in the organization with the results as indicated in Figure 4.6.

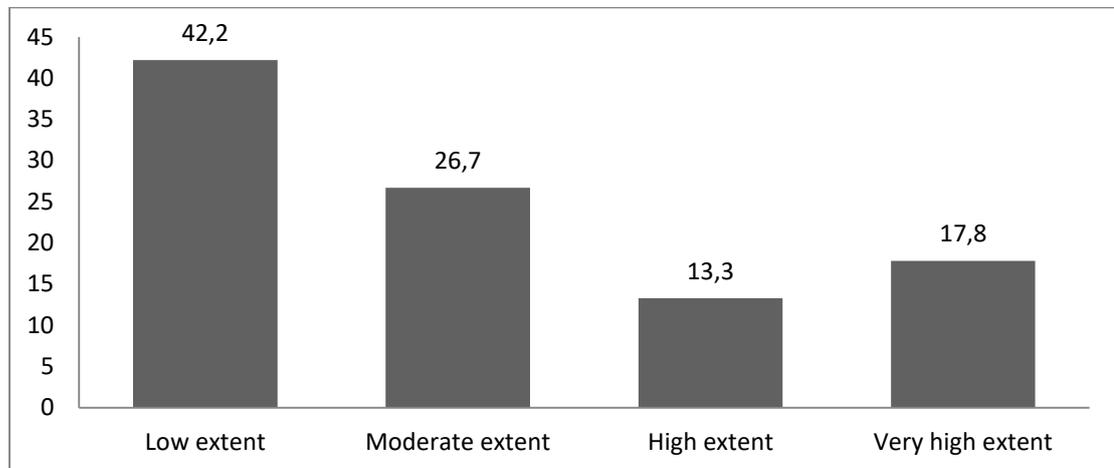


Figure 4.6: Extent of Application of Grapevine

The results on Figure 4.6 indicate that 42.2 of the respondents were of the view that grapevine had been adapted to a low extent in their organization, 26.7% said moderate extent, 17.8% indicated very high extent and 13.3% indicated high extent. This implies that to some extent grapevine is used as a method of information sharing within Postbank.

The respondents shared a number of reasons as to why grapevine had not been largely adopted and used in their organization as a method of sharing official information. Some of the reasons that were shared by the respondent include: it is not an official form of communication; it is not safe nor reliable; it encourages rumor mongering. Hegar (2011) cited that grapevine is an unofficial source of information that is created to fill an information gap or deficiency. Therefore, from the study, we can deduce that Postbank has enforced formal channels of communication as the only official method of information sharing within the bank.

A number of statements on informal communication were established and the respondents were requested to indicate the extent to which they agree that informal

communication as a form of internal communication affects job efficiency. The results were as reported in Table 4.4.

Table 4.4: Rating of Respondents on Informal Internal Communication

Description	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	f	%	f	%	f	%	f	%	f	%
Horizontal communication with other employees is accurate and free flowing at Postbank?	0	0.0	3	6.7	3	6.7	28	62.2	11	24.4
Informal communication with my colleagues is active and accurate?	2	4.4	5	11.1	15	33.3	12	26.7	11	24.4
Informal communications culture has encouraged an open communication climate amongst employees.	0	0.0	7	15.6	11	24.4	19	42.2	8	17.8
Informal communication encourages sharing of ideas across and within departments.	0	0.0	6	13.3	11	24.4	19	42.2	9	20.0
Most of the information I receive on a daily basis is passed down through the "grapevine."	16	35.6	6	13.3	4	8.9	7	15.6	12	26.7

Table 4.4 shows that 62.2% of the respondents agreed and 24.4% strongly agree that horizontal communication with other employees was accurate and free flowing at Postbank. On the other hand, 6.7% of the respondents were neutral while another 6.7% disagreed with the notion that horizontal communication with other employees was accurate and free flowing. This shows that a majority of the respondents felt that communication with their peers was free flowing thus could freely and accurately exchange information about the organization with each other. According to these results, we can deduce that Postbank allows employees to engage each other and share information that could enable that perform their duties better thus enhancing job efficiency.

While 24.4% and 26.7% of the respondents strongly agreed and agreed respectively, 33.3% were neutral, 11.1% disagreed and 4.4% strongly disagreed with the statement

that informal communication with their colleagues was active and accurate. These findings indicate that 33.3% of the respondents were not sure if informal communication with their colleagues was active and accurate. This shows that these respondents might not understand what informal communication is or that informal communication is active as a mode of internal communication among the employees.

A cumulative percentage of 51.1 agreed that employees communicate informally within Postbank which would mean that to some extent employees engage each other through the informal channels of communication. A research by Jiang and Men (2017) inferred that correspondence parameters like data sharing and communication between employees' results in good interpersonal relationships and that an interactive working environment enhances the workers' job efficiency and improves the general execution and final outcomes.

The findings from the study showed that 17.8% of the respondents strongly agreed and 42.2% agreed that informal communication culture had encouraged an open communication climate amongst employees while 15.6% of the respondents disagreed and 24.4% were neutral. The majority of respondents from this study indicated that the culture of informal communication had encouraged an open communication climate amongst employees which enhanced job efficiency. According to Buchholz (2001), an open communication climate in the organization enables employees to make complaints, express opinions and give advice to management and to share freely and openly with their colleagues.

The results from the study showed that 20% of the respondents strongly agreed and 42.2% agreed with the statement that informal communication encouraged sharing of ideas across and within departments. 13.3% disagreed while 24.4% of the respondents were neutral to the statement that informal communication encouraged sharing of

ideas across and within departments. Not all communication needs to go through the formal channels of communication and often than not informal communication in an organization help create and sustain relationships, build solidarity and because feedback is immediate and its often face to face, employees can use it as a way of emotional relieve from the monotony and stress from work (Kraut, Fish, Root, & Chalfonte, 2002).

The study indicates that 35.6% of the respondents strongly disagreed with the statement that that most of the information they received on a daily basis was passed down through the "grapevine and 13.3% disagreed. According to the findings of the study 8.9% were neutral, 15.6% agreed with the statement and 26.7% strongly agreed that most of the information they received on a daily basis was passed down through the "grapevine." The study therefore shows that grapevine at Postbank is not widely used to disseminate information mostly because it is not a reliable method of communicating official matters of the organization to staff.

Employees' Perception on the Relationship of Internal Communication to Job Efficiency

The study sought to establish employees' perception on the relationship of internal communication to job efficiency. Table 4.5 gives a summary of the analyzed findings.

Table 4.5: Internal Communication to Job Efficiency

Category	Classification	Frequency	Percentage
What is your perception about internal communication at Postbank?	positive	39	86.7
	negative	6	13.3
	Total	45	100.0
Do you agree with the statement 'effective internal communication improves job efficiency'?	Yes	45	100.0
	No	0	0
	Total	45	100.0
Do you think internal communication at Postbank has any effect on job efficiency?	Yes	41	91.1
	No	4	8.9
	Total	45	100.0

The study sought to establish the perceptions of the respondents about internal communication and its effect on job efficiency at Postbank. The results in Table 4.6 indicate that majority of the respondents (86.7%) had a positive perception about internal communication at Postbank. To support this assertion, respondents said that communication within the bank was good in that there was a smooth and open information sharing culture which enabled them share information easily with each other and engage with their supervisors thus enhancing job efficiency.

Respondents were asked to indicate whether they agreed with the statement 'effective internal communication improved job efficiency'. From the results, all the respondents (100%) said that effective internal communication improved job efficiency. An organization needs to have a policy in place that encouraged sharing of information in a timely manner. Respondents shared that performance in their job is greatly influenced by how well they are equipped with information that facilitates their day-to-day performance of their jobs. The respondents indicated that information at Postbank is shared in a timely manner, but the information is often not clear to them which forces them to spend more time seeking clarity while they would have used that time in performing the task.

The study sought to establish whether the respondents thought internal communication at Postbank had any effect on job efficiency. From the findings, 91.1% of the respondents agreed that internal communication at Postbank had an effect on job efficiency. This means that internal communication plays an important role in driving and enhancing job efficiency of the staff in the organization. Respondents shared that information sufficiency helped them perform their duties well leading to the entire organization achieving its overall goal. In the same breath, respondents indicated that information communicated from management needs to

make sense to them so that they don't spend a lot of time trying to understand the intention of the information. The bank therefore needs to ensure that the information shared with its staff is clear and concise to mitigate errors and increase productivity. The study established that majority of the staff relied on information in order to perform their daily duties.

Supervisor-Employee Communications and Job Efficiency

The study sought to establish the effects of supervisor-employee communications on job efficiency. The results are as indicated in Table 4.6.

Table 4.6: Supervisor-Employee Communications and Job Efficiency

Category	Classification	Frequency	Percentage
Vertical and horizontal communication is effectively used in my department?	Yes	44	97.8
	No	1	2.2
	Total	45	100.0
Do you share essential organization information with the other departments through horizontal communication?	Yes	43	95.6
	No	2	4.4
	Total	45	100.0
To what extent does your supervisor engage you when making major changes in the department?	Low extent	16	35.6
	Moderate extent	13	28.9
	High extent	6	13.3
	Very high extent	10	22.2
	Total	45	100.0

The results in Table 4.6 indicates that 97.8% of the respondents were of the view that vertical and horizontal communication was effectively used in their department. This means that vertical and horizontal communication is greatly utilized in communicating within the studied organization. Some respondents indicated that there was little communication between the staff and their immediate supervisors which made them feel insufficiently utilized especially when it came to making major decisions about their departments. Other respondents shared that vertical and horizontal communication encouraged interaction between supervisors and their fellow staff and that they felt confident engaging with their supervisors and sharing information with their peers. The study noted that vertical communication was mostly

used when staff are communicating with supervisors and horizontal when communicating with fellow managers and staff in the same cadre.

The study sought to establish whether essential organization information was shared with the other departments through horizontal communication. From the results, 95.6% of the respondents agreed that they shared essential organization information with the other departments while a small percentage of 4.4 did not agree with the statement. This infers that there was interdepartmental sharing of information within Postbank which encouraged free flow of information thus contributing to job efficiency among staff. Respondents said that horizontal communication was particularly important for the staff within the same grade in the studied organization as it also contributed in relationship building.

Respondents were asked to indicate the extent which their supervisors engaged them when making major changes in the department. From the results, 35.6% of the respondents said that their supervisor engaged them when making major changes in the department to a low extent, 28.9% said moderate extent, and 22.2% said very high extent and 13.3% indicated high extent. This shows that management at Postbank does not engage the staff when making major decisions which causes demotivation among staff and could cause them to detach from the organization. For staff to feel as part of the organization, they need to be engaged and be allowed to share their views and opinions when it comes to decisions, whether major or minor, being made about the organization.

The study sought to establish the extent which respondents agreed with the statements on supervisor-employee communication and how it affected job efficiency in their organization. The results are presented by Table 4.7.

Table 4.7: Rating of Respondents on Supervisor-Employee Communications

Description	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	f	%	f	%	f	%	f	%	f	%
The success of smooth interdepartmental operations is highly determined by how effective horizontal communication is.	0	0.0	1	2.2	0	0.0	23	51.1	21	46.7
Employees are highly motivated when included in major decision making about the department by their supervisors	0	0.0	0	0.0	0	0.0	7	15.6	38	84.4
Vertical communication can only be effective if employee feel safe to give genuine feedback to their supervisors	0	0.0	0	0.0	1	2.2	15	33.3	29	64.4
Vertical communication enhances communication between employee and supervisor	0	0.0	0	0.0	3	6.7	14	31.1	28	62.2
Vertical and horizontal communication speeds information deployment to different departments thus improving job efficiency	0	0.0	0	0.0	5	11.1	10	22.2	30	66.7

According to the analysis, 46.7% of the respondents strongly agreed and 51.1% agreed while 2.2% of the respondents disagreed that success of smooth interdepartmental operations is highly determined by how effective horizontal communication is. Departments in an organization exchange a lot information very often and as is the case at Postbank, 51.1% of the respondent indicated that for the different departments in the bank to operate smoothly horizontal communication needs to be effective. This kind of interdepartmental engagement to perform better at their jobs because there is information sufficiency.

The results from the study indicate that 15.6% of the respondent agreed that employees are highly motivated when included in major decision making about the department by their supervisors and 84.4% strongly agreed with the statement. This

shows that all employees as represented by the respondents in this study share the same views that they are greatly motivated when they are involved by management and supervisors in the process of decision making. This kind of engagement, according to Men (2014), improves the relationship between manager and employee and also encourages a strong sense of teamwork among employees.

The results from the study indicated that 33.3% of the respondents agreed that vertical communication could only be effective if employee felt safe to give genuine feedback to their supervisors and 64.4% of the respondent strongly agreed with the statement. The respondents that gave a neutral response was 2.2%. This results therefore indicate that employees are more comfortable to give feedback to managements through vertical communication (upward communication). Employees should feel safe to engage with their superiors because it's through this that they are able to share their opinion and views. This kind of communication where management communicate instructions to staff and the staff feel safe to respond with their opinions and contributions creates a good rapport and motivates employees to perform their duties well. In their study, Marcovitz, Davis, and Van Dick (2007) said that in the management often want to hear the voice of employees in the course of internal communication to learn organizational problems and therefore employees should be given the opportunity to express their opinions, needs, and influence in decision-making.

The study noted that 62.2% of the respondents strongly agreed and 31.1% agreed that vertical communication enhances communication between employee and supervisors. Of the total respondent, 6.7% were neutral because they were not sure that vertical communication enhances communication between employees and supervisors. A total of 93.3% of the respondents agreed with this view that vertical communication, which

is downward and upward communication in an organization, enhances communication between employees and staff. Vertical communication creates a platform where management and staff can engage freely to exchange ideas, to give instruction, to report back and to voice opinions especially when major decisions are being made. This resounding support for these statements shows that employees at Postbank value and appreciate vertical communication. This could be because they are able to enjoy relationships with their supervisors and at the same time get valuable information that helps them perform in their duties. According to the systems theory, all system in the organisation ought to work together in order for the organisation to achieve its core objective.

From the study, 66.7% of the respondents strongly agreed and 22.2% agree that vertical and horizontal communication speed information deployment to different departments thus improving job efficiency. The findings indicate that 11.1% of the respondents were neutral. This indicates that most of the respondents agree that information sharing between different departments is hastened when horizontal and vertical communication is utilized effectively which then enhances job efficiency. When information is shared in a timely manner through the upward, downward and lateral method, employees are then able to perform their duties excellently.

Summary of Key Findings

The study sought to establish the effects of internal communications on employees' job efficiency at Postbank.

From the analysis, the findings suggest that the formal channels of communication that are used to communicate vital information at Postbank are clear and effectively used. The findings also indicate that communication with management is timely and

accurate, however, the respondent cited that the content they receive from management was not clear nor concise. A majority of them also indicated that they were not comfortable sharing their ideas and engaging directly with upper management which is not in agreement with the systems theory which suggests that for internal communication in an organization to be seamless, all systems need to work in tandem.

The use of formal channels of internal communication at Postbank as cited by the respondents was to a very high extent. They identified these channels as, emails, phone calls, memos, newsletters, and meetings. These channels, however, posed some challenges as pointed by the respondents. They indicated that emails and memos were bulky and wordy and sometimes the content in the emails was not clear for their use thus causing them to use more time in seeking clarification while they would have used that time to do their jobs. They also indicated that the turnaround period for emails was long and would sometimes affect their job efficiency.

The study established that informal communication was active to a low extent as indicated by the 42.2% respondents. According to the respondents all official communication is done through the established official channels because informal channels of internal communication are neither reliable nor safe. The majority of the respondents agreed that horizontal communication at the bank was accurate and free flowing. A significant number of the respondents were neutral about the fact that informal communication was active and accurate with their colleagues but cumulatively the bigger percentage agreed with the statement. According to the respondent's, informal communication at the bank has encouraged an open communication climate and encourages sharing of ideas across and within departments. As cited by the respondents, open communication climate fosters good

working relations, good interpersonal relations and would lead to performing their duties effectively.

Most of the respondent indicated that they do not receive official information through grapevine from management. This means that information sharing within Postbank is not done through the informal channels of internal communication but rather through the formal channels which is also what the respondents indicated when they were asked to identify the method of internal communication that is actively used in the bank. The perception of the respondents on the relationship of internal communication to job efficiency was positive and that effective internal communication improves job efficiency. According to the respondents, internal communication at the bank affects job efficiency.

The study sought to establish the effects of supervisor-employee communications on job efficiency and the respondents agreed that vertical and horizontal communication was effectively used in their departments and that sharing of essential information about the organization with other departments through horizontal communication was active. The respondents however indicated that they are not engaged by the supervisors when making major decision about their department. The respondents said they felt left out and demotivated when they are not involved in the process of decision making by their supervisors. This means that they were not satisfied with the level of supervisor employee engagement at Postbank and specifically within their department.

Most of the respondents agreed that employees are highly motivated when the supervisors include them in major decision making about their departments and that vertical communication can only be effective if employees feel safe to give genuine feedback to their supervisors. This means that if employees do not feel safe and

comfortable to give feedback to their superiors, the department will be operating on a one-way kind of internal communication where only supervisors will be communicating to staff. This can greatly affect employees' job performance because they will not feel comfortable seeking guidance or clarification on instructions given by supervisors. The organization should ensure that vertical and horizontal communication is effectively used within the organization. This is because according to the respondents, these modes of communication speed information deployment to different departments within the organisation, thus improving job efficiency.

Summary

This chapter has presented the findings of this study based on the data collected using the quantitative method of data collection. Data represented in the chapter includes the demographic descriptions of the respondents and findings on how forms of internal communication affected employees' job efficiency, the perception of employees on the relationship of internal communication to job efficiency and the effects of supervisor- employee communication on job efficiency. Data was organized and presented in charts, tables and figures in accordance with the study's objectives. The analysed data forms the basis on which chapter five will be presented, providing discussions, drawing conclusions and recommendations including areas for further research.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

The chapter is set out to present a discussion on the key findings according to each research objective and draw conclusions from the findings. Recommendation have also been made by suggesting ways that internal communication can be improved to enhance employee's job efficiency. Areas of further research have also been presented. The main objective of the study was to establish the effects of internal communication on job efficiency at Kenya Post Office Savings Bank and the discussion below is guided by the research objectives.

Discussions

Forms of Internal Communications and Employee Job Efficiency

Formal Communication

The first research objective of the study sought to establish the effects of forms of internal communication on job efficiency at Postbank. The study established that formal channels that are adopted for internal communication at the bank were well utilized to a very high extent to convey relevant information about the organization to staff. The study also established that the formal channels that communicated vital information about the organization to the staff were clearly and effectively used in their organization.

These conforms to the emphasis by many scholars that employees of an organization should be well aware of the channels that they should use to communicate with their peers and supervisors. Berlo's model of communication indicates the need for a clear

system of communication in any organization where there is sender-message-channels-recipient (SMCR Berlo's model). Any of these parts missing means that the process of communication is marred.

The systems theory indicates that an organization has to work with all its systems because they are all interrelated and depend on each other to perform their functions in order to achieve the set goals and objectives. A majority of the respondents agreed that formal channels of communication were greatly used to communicate within the organization and that communication with management was timely accurate which therefore enhanced job efficiency among staff.

According to Meng et al. (2016), managers and supervisors ought to communicate with staff as often as possible to make them feel as part of the organization. This communication flows in four distinct directions: upward, downward, and horizontal and between the organization and its external stakeholders (Welch & Jackson, 2007). Formal communication is always in writing and may be in form of memoranda papers, newsletters, official meetings, emails (Foreman & Argenti, 2005). The findings of the study established that communication with management at Postbank was timely and accurate. This means that vertical communication was active among the employees of Postbank. According to Moellers et al. (2017), vertical communication involves upward and downward communication within an organization.

According to the findings, the respondents alluded to the fact that they do not feel comfortable sharing their ideas directly with upper management. This means that management have not created a friendly platform where employees are free to engage them on matters that they need to which could cause disgruntlement among staff. Vertical communication is also commonly referred to as two-way communication,

because a sequential flow of information is followed where management gives directives by sending information downward to supervisors and in exchange, they receive timely feedback from staff (Gordon et al., 2015; Men, 2014).

According to the study (37.8%) of the respondent felt that content communicated by management was not clear, concise and to the point. This goes to show that despite the fact that communication with management was timely and channels that communicated vital information about the organization were clear and effectively used, the information share did not make sense to staff. These cements the challenges that were pointed out by the responds which include emails are lengthy and ambiguous, meetings were overstretched thus causing the attending staff to be tired and unproductive, over cancellation of meetings due to unavailability of the manager/supervisor expected to chair the meeting.

Informal Communication

In the study, 77.8% of the respondents noted that formal communication was more popular as compared to informal communication at Postbank. This finding is supported by Meng et al. (2016) who noted that formal communication in the organization should be enforced because is safe, accurate and reliable and fosters accountability. When formal communication is enforced in the organization, it curbs grapevine and from the results 42.2% of the respondents, grapevine was used to a low extent at Postbank. The reasons that accompanied the respondents rating include policy dictates that all official communication is done via the official channels of internal communication, it's is not a reliable method of communicating official information and to avoid rumor mongering and creation of assumptions.

The findings indicate that horizontal communication according to the respondents is accurate and free flowing at the bank. Horizontal communication, according to Mishra et al. (2014), is the most effective mode of communication among peers in the same departmental level. Horizontal communication allows employees at the same level to communicate with each other without having to go through several levels of organization at Postbank which reduces dependence on grapevine for information (Berger, 2008). This mode of communication makes it easier for employees within an organisation solve all emerging issues, sharing of information across different work groups and task coordination between departments or project teams (McLean & Ewart, 2015).

The results of the study showed that (62.2%) of the respondents felt that informal communication encouraged sharing of ideas across and within departments. Welch and Jackson (2007) noted that peers often felt comfortable sharing information in less official ways like face to face because it helps them to be more creative through the discussion they have as compared to the back and forth in official channels like emails. Informal communication amplifies the fact that not all communication in an organization should be done through the official channels. According to Cornelissen (2014), informal communication in the organization picks from where formal communication ends. The findings of the study indicated that informal communications culture had encouraged an open communication climate amongst employees. An open communication climate in an organization encourages staff to share information freely thus enhancing job efficiency (Berger, 2008).

The study also noted that 51.1% of the respondents agreed that informal communication with their colleagues was active and accurate. Informal communication is a mode of communication or interaction amongst

individuals based on shared information or career interests and proximity (Newman, 2014). This shows that employees easily communicate with each other within the bank which increases information sharing and the interaction rate with each other thus promoting employees' job efficiency.

Most of the respondents indicated that they do not receive most of the information through the "grapevine" and therefore this shows that formal communication is widely used for internal communication at Postbank. According to Hegar (2011), grapevine is an unofficial source of information that is created to fill an information gap in an organization and therefore cannot play the role official internal communication plays in the organization.

Employees' Perception on the Relationship of Internal Communication to Job Efficiency

The second objective of the study sought to establish employee's perception on the relationship of internal communication and job efficiency at Postbank. According to Cornelissen (2008), employee's perceptions of the organization are important to the organization's reputation and success. The findings of the study showed that all the respondents from the study indicated that effective internal communication improved job efficiency and their perception towards internal communication at the bank was positive with a representation of 86.7%.

As pointed out earlier, internal communication is a very vital aspect of any organization in today's world. The systems theory indicates that all systems in the organization have to work together in order to achieve the overall goal of the organization. Most organizations have discovered that in order to raise employees' job efficiency and performance, they need to have an excellence internal communication

system in place (Femi, 2014). Research conducted by Kang and Sung (2017) showed that effective internal communication improves employees' job performance whereas Turturici et al. (2014) reported that poor and ineffective internal communication results in low employee satisfaction and commitment to the organization.

From the findings, 91.1% of the respondents agreed that internal communication at Postbank had an effect on employee's job efficiency which goes to show that in the event that internal communication is ineffective at the bank, employees job performance is affected. This is because employees are informed, advised, instructed, motivated through internal communication and therefore, the lack of means that employee's job efficiency is affected. According to Constantin and Baias (2015), effective internal communication is important as it helps management develop and sustain a competitive edge for organizational performance and improvement.

Supervisor-Employee Communications and Job Efficiency

The third and final objective sought to establish the effects of supervisor-employee communication on job efficiency at Postbank. According to Madlock (2008), the communication competence of supervisors has greater influence on employee's performance more than their leadership style. From the findings, the respondents indicated that employees were highly motivated when included in major decision making about the department by their supervisors. Upward communication therefore gives them a chance to voice suggestions and opinions that create a conducive working environment and enhances employees job efficiency. Kumar and Mishra (2017) argued that upward communication creates an effective feedback mechanism and also facilitate with information sharing between employees and their supervisors.

The study established that a majority of the respondents agreed that success of smooth interdepartmental operations was highly determined by how effective horizontal communication was. Downs and Hazen (1977) pointed out that horizontal communication dimension is concerned with the extent to which communication with co-workers is accurate and free flowing. The results of the study indicated that (97.8%) of the respondents agreed that vertical communication could only be effective if employee felt safe to give genuine feedback to their supervisors. McCleary et al. (2017) suggested that employees have a lot of opinions to voice and unless they are given a platform then their contribution is not heard by management which can cause demotivation thus affecting their job performance.

The results and findings presented indicate that employees were satisfied with how vertical and horizontal communication was used in their department to exchange vital information. A percentage of 95.6 of the respondents agreed that they shared essential organization information with other departments through horizontal communication. Free flow of information increases information sufficiency thus enhancing employee job efficiency because they can access information that they need to perform their duties with ease (Gordon et al., 2015).

Most respondents from the study agreed that vertical and horizontal communication speeds information deployment to different departments thus improving job efficiency. This shows that information sharing among departments at Postbank was healthy and employees were comfortable sharing information with their colleagues. The highest percentage of (35.6%) of the respondents said that their supervisor engaged them to a low extent when making major changes in the department. Employee engagement when making vital organizational decisions increases their morale, helps them feel valued and as part of the organization thus increasing their

output (Bergman et al., 2016). Employees are the representatives of the organization and therefore they need to be engaged and involved by management when making major decisions which is not the reflection from the findings with Postbank.

Conclusion

Effective internal communication helps employees understand the organization they work in, motivates employees, builds trust, improves employees' engagements and creates an environment where employees can share their ideas (Carroll, 2006; Mayer & Gavin, 2005; Moyer as cited in Berger, 2008). Effective internal communication also helps in building long term relationships between management and the organizations employees which enhances employees' job efficiency and encourages the organization to achieve its strategic goal. This means therefore, that employees job efficiency is affected by effective internal communication.

The study found that the role of internal communication is critical to any organization and without the function of internal communication, there would be a breakdown of communication within Postbank thus affecting employees job efficiency. The research found out that formal internal communication played a major role in exchanging vital organizational information vertically and horizontally with the aim of achieving the overall goal of the bank. The study indicated that formal communication and informal communication are used as forms of internal communication at Kenya Post Office Savings Bank. However, formal communication is widely used as compared to informal communication to communicate among staff. The study established that formal channels of communication at Kenya Post Office Savings Bank include the use of emails, memos, staff meetings, notices, newsletters, and phone calls. The respondents however, indicated that information communicated through these channels is often not clear and is bulky thus affecting their job performance. This is

because when information is not clear, it can be misinterpreted causing misrepresentation of data. Informal communication, however, was also used amongst peers to build relationships, resolve conflicts and maintain cordial relations among staff and also to share information where formal channels were insufficient.

The study sought to establish employees' perception on the relationship of internal communication to job efficiency. Based on the findings, the respondent's perception towards internal communication was positive. Based on the findings, the study concludes that effective internal communication at the bank had an effect on employee's job efficiency and it improves employees job efficiency.

The study sought to establish the effects of supervisor-employee communications on job efficiency. Employees at Postbank indicated that they were highly motivated when included in decisions making process for their departments and the organization as a whole by their supervisors. However, the finding showed that management does not include staff in the process of decision making which demotivated and demoralized them thus affecting their effectiveness in performing their jobs.

The study also found out that the success of smooth interdepartmental operations at Postbank was highly determined by how effective horizontal communication was and that vertical communication at Postbank could only be effective if employee felt safe to give genuine feedback to their supervisors. Vertical and horizontal communication was effectively used in various departments at Postbank to share information.

Recommendations

In achieving its overall vision of being the overall premier bank, Postbank should strengthen their internal communication. The study recommends that the Public Relations Managers at Postbank, being the department that aids in coordinating,

monitoring, internal communication, and feedback, should be positioned at the executive level because of involvement in strategic management. Public relations should therefore act as the central internal communication function at Postbank because it will enable staff to express their views and also encourage a centralized feedback mechanism.

The study points out that content communicated through the formal channels of communication is bulky and not clear. The bank has zero room for error because it deals with a lot of money exchanges and therefore should be noted that a small error in communication or interpretation can cost the bank a lot. Therefore, the bank should ensure information that is being shared is clear and concise. Every staff should be able to read, understand and interpret as expected.

The study has shown that internal communication has an effect on job efficiency therefore this study recommends for improvement to the current channels of internal communication at Post Office Savings Bank so as to enhance job efficiency.

The results of the study show that there is lack of involvement of staff across the bank by management when it comes to decisions making in the different departments at Postbank. Thus, this study recommends that all staff in the supervisory capacity at Postbank should ensure that all their subordinates have been involved in all the decisions undertaken in the department so that they can feel valued and as part of Bank. This will see the bank live up to its vision of being the premier bank.

Recommendations for Further Research

The research topic was examining one of the fundamental aspects of an organization - internal communication. For further research, a similar study could be conducted

where employees in the satellite offices are included since this study only focused on employees at the HQ.

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DAYSTAR UNIVERSITY

APPENDICES

Appendix A: Informed Consent Form

My name is Purity M. Muriungi, a student at Daystar University pursuing a Master of Arts degree in Communication. As part of the university's requirements for my study, I am conducting a study on "The effects of internal communication on job efficiency at Kenya Post Office Savings Bank". Please note that all the information you provide will be treated confidentially and will be used purely for academic purposes.

Kindly sign here as an indication for your willingness to voluntarily participate in this research study.

Name:

Department:

Sign:

Date:

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Appendix B: Questionnaire

My name is Purity M. Muriungi, a student at Daystar University pursuing a Master of Arts degree in Communication. As part of the university's requirements for my study, I am conducting a study on "The effects of internal communication on job efficiency at Postbank". Please note that all the information you provide will be treated confidentially and will be used purely for academic purposes. Being part of this study involves filling a self-administered questionnaire that will take about 30 minutes.

Kindly take some time to fill the questionnaire as comprehensively as you can.

It is hoped that the study will generate timely and comprehensive information that will benefit Postbank in the attainment of excellent internal communication that will improve job efficiency amongst employees.

(Answer all questions as indicated by either filling in the blanks or ticking the option that applies.)

Part A: Background information

- 1) What is your level?
 - a) Manager/ senior staff ()
 - b) Support Staff ()
- 2) How long have you been working at Postbank?
 - 1 to 5 years ()
 - 6 to 10 years ()
 - 10 to 15 years ()
 - 15 to 20 years ()
 - Over 20 years ()
- 3) What is your gender?
 - a) Male ()
 - b) Female ()
- 4) List at least four internal communication channels used at Postbank.
 - a) _____
 - b) _____
 - c) _____
 - d) _____
- 5) Does the bank use the existing internal communication Channels?

Yes [] No []

Part B: Employees' perception on the relationship of internal communication to job efficiency *(employee perception is the determination of whether you feel internal communication affects your job performance or not)*

- 6) What is your perception about internal communication at Postbank?
 - a) Positive []
 - b) Negative []
- 7) What is your opinion about the channels of communication employed at Postbank?

.....

.....
- 8) a) Do you agree with the statement 'effective internal communication improves job efficiency'?
 - a) Yes []
 - b) no []

b) Please explain your answer above.

.....

9) Do you think internal communication at Postbank has any effect on job efficiency?

a) Yes [] b) No []

b) Please explain your answer above.

.....

C: Formal internal communication

10) a) To what extent does your organization utilize formal communication channels to convey information?

High extent [] Moderate [] Very high extent [] Low extent []

b) Explain your response to the question above.

.....

11) What are the main challenges of formal internal communication channels that are used at Postbank?

.....

12) To what extent do you agree with following formal communication statements that affect internal communication on job efficiency?

Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) Channels that communicate vital information about the organization to the staff are clear and effectively used?					
b) Communication with management is timely and accurate?					
c) Content communicated by management is clear, concise and to the point.					
d) I feel comfortable sharing my ideas directly with upper management.					
e) Formal channels of communication are greatly used to communicate within the organization					

Part D: Informal internal communication

13) a) In your opinion, is informal communication more popular than formal communication at Postbank? Please explain.

.....

-
- 14) a) To what extent is grapevine active in our organization?
 a. Low extent [] Moderate extent [] High extent [] Very high extent []
 b) Explain your response to the question above
-
-

15) To what extent do you agree with following informal communication statements that affect internal communication on job efficiency?

Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) Horizontal communication with other employees is accurate and free flowing at Postbank?					
b) Informal communication with my colleagues is active and accurate?					
c) Informal communications culture has encouraged an open communication climate amongst employees.					
d) Informal communication encourages sharing of ideas across and within departments.					
e) Most of the information I receive on a daily basis is passed down through the "grapevine."					

Part E: Supervisor-Employee Communications

- 16) a) Vertical and horizontal communication is effectively used in my department?
 Yes [] No []

b) Explain your response to the question above

.....

.....

- 17) a) Do you share essential organization information with the other departments through horizontal communication?
 Yes [] No []

b) Explain your response to the question above.

.....

.....

18) To what extent does your supervisor engage you when making major changes in the department?

- Low extent [] Moderate extent [] High extent [] Very high extent []

b) Explain your response to the question above

.....

 19) To what extent do you agree with following supervisor-employee communication statements in relation to internal communication at Postbank?

Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) The success of smooth interdepartmental operations is highly determined by how effective horizontal communication is.					
b) Employees are highly motivated when included in major decision making about the department by their supervisors					
c) Vertical communication can only be effective if employee feel safe to give genuine feedback to their supervisors					
d) Vertical communication enhances communication between employee and supervisor					
e) Vertical and horizontal communication speeds information deployment to different departments thus improving job efficiency					

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Appendix C: Ethical Clearance

VERDICT – PASS

Daystar University Ethics Review Board

Our Ref: **DU-ERB/2/09/2020/000451**Date: 2nd September 2020

To: Purity M. Muriungi

Dear Purity,

**RE: EFFECTS OF INTERNAL COMMUNICATION ON JOB EFFICIENCY:
A CASE OF KENYA POST OFFICE SAVINGS BANK IN KENYA**

Reference is made to your ERB application reference no. 210720-01 dated 21st July 2020 in which you requested for ethical approval of your proposal by Daystar University Ethics Review Board.

We are pleased to inform you that Daystar University Ethics Review Board has reviewed and approved your above research proposal. Your application approval number is **DU-ERB-000451**. The approval period for the research is between **2nd September 2020 to 1st September 2021** after which the ethical approval lapses. Should you wish to continue with the research after the lapse you will be required to apply for an extension from DU-ERB at half the review charges.

This approval is subject to compliance with the following requirements.

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by Daystar University Ethics Review Board.
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to Daystar University Ethics Review Board within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to Daystar University Ethics Review Board within 72 hours.
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of a signed one page executive summary report and a closure report within 90 days upon completion of the study to Daystar University Ethics Review Board via email [duerb@daystar.ac.ke].

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

Yours sincerely,



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

Encl. Review Report



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"...until the day dawn and the daystar
arise in your hearts"
2 Peter 1.19 KJV

Appendix D: Research Permit


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **835319**
Date of Issue: **13/September/2020**

RESEARCH LICENSE



This is to Certify that Miss.. Purity Muriungi of Daystar University, has been licensed to conduct research in Nairobi on the topic: Effects of Internal Communication on Job Efficiency: A case of Kenya Post Office Savings Bank for the period ending : 13/September/2021.

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NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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Appendix E: Plagiarism Report

Purity Muriungi thesis - 15.7.2021

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