

AN ASSESSMENT OF THE INFLUENCE OF STRATEGIC STAKEHOLDER  
COMMUNICATION ON CUSTOMER SATISFACTION: A STUDY OF FLY 540  
AIRLINE IN KENYA.

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APPROVAL

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DECLARATION

AN ASSESSMENT OF THE INFLUENCE OF STRATEGIC STAKEHOLDER  
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AIRLINE IN KENYA.

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

Signed: \_\_\_\_\_  
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## LIST OF ABBREVIATIONS AND ACRONYMS

ATR	Aerei da Trasporto Regionale
DR Congo	Democratic Republic of Congo
ECT	Expectation-Confirmation Theory
ERB	Ethical Research Board
KLM	Koninklijke Luchtvaart Maatschappij
KQ	Kenya Airways
NACOSTI	National Council for Science and Technology
OBS	Organization Breakdown Structure
SPSS	Statistical Package for the Social Sciences
USA	United States of America
WBS	Work Breakdown Structure

## ABSTRACT

Strategic communication and stakeholder communication strategies aligns the general communications of the organization with the business strategy of the company for purposes of enhancing customer satisfaction. The airlines in Kenya have not effectively identified the stakeholder communication strategies hence affecting their customer satisfaction. Using the case of FLY540, this study sought to establish how customer satisfaction is influenced by strategic stakeholder communication, assess the influence of management communication strategy framework, and determine the influence of strategic communication culture on customer satisfaction at FLY 540. The study targeted customers and 164 management staff who included senior management, middle-level management and supervisory level staff in Nairobi while an in-depth interview was administered to four managers. The study employed stratified random sampling method and collected data through a questionnaire and an interview guide. The data gathered was analysed using SPSS v.21.0 and presented in the form of charts, tables and frequency distributions. The qualitative data was analyzed through content analysis and presented in prose form. The findings showed that current communication strategy framework determined the quality of information communicated to the customers and in turn customer satisfaction. The study recommended that every organization should have a communication strategy framework that is audience specific and at the same time ensure that the stakeholders are involved in the issues affecting them. In addition every organization should have a management communication strategy framework that provides relevant information to the stakeholders in a timely manner and must embrace embraces cultural diversity among the employees. Further studies could focus on the role of strategic stakeholder communication service delivery in the public sector.

## DEDICATION

I dedicate this thesis to my husband, David, and my children; Tilton, Nicole and Brandon.

## CHAPTER ONE

### INTRODUCTION AND BACKGROUND TO THE STUDY

#### Introduction

Communication is the foundation of every organization's success because it guarantees that all key stakeholders have access to information, lowering the risk of misunderstanding, discontent, and lack of confidence (Singh, Gu, & Wang, 2011). Workflow and overall productivity improve when all stakeholders inside the business communicate effectively. Any endeavor to increase efficient communication gives a stronger organization a competitive advantage over its competitors in the market. In a company, clear, open, and effective communication may foster a feeling of openness, which fosters employee trust at all levels. Effective communication is therefore essential in building good relationships between all the stakeholders in the organization (Kumar, 2019).

Communication with stakeholders, can make tangible benefits of an organization realized because positive relationships are likely to be created. People who are more aware of and comprehend an organization's aims and ideals have a more favorable attitude toward it than those who are just vaguely familiar with or merely know the name (Crane & Livesey, 2017). Strategic communication, which is the intentional, normative use of communication functions and discourse processes by entities to fulfill their missions, may be used to communicate with stakeholders (Heath, Johansen, Hallahan, Steyn, Falkheimer, & Raupp 2018). Effective strategic stakeholder communication ensures that customers who are key stakeholders in the organizations are provided with an avenue where their concerns are heard and addressed which in turn may enhance customer satisfaction (Mishra, Boynton & Mishra,

2014). Strategic stakeholder communication also looks into how an organization portrays itself in society as a social actor in terms of shaping public culture and engaging in debates about public problems (Isohookana, 2016).

Customers are among the most important publics of an organization. They help build the organization's reputation and identity. If an organization wants to succeed, it must endeavor to understand what its customers want and do its best to provide high-quality service or product to the satisfaction of these customers (Kavaliauskiene, Vasiliauskas & Zinkeviciute, 2014). Firms that build quality relationships with their customers while providing value through their products often succeed and their performance improves (Porter & Kramer, 2019). The association between the organization and its customers stems from the creation of trust, fair dealings and good faith between the two. Once the two start a relation, there is an implied fair dealing and good faith covenant and thus an organization cannot achieve quality performance unless it adheres to this covenant (Dahan & Shoham, 2014). This is both an ethical and legally enforceable requirement for most businesses. This implied covenant of fair transactions and good faith ensure the completion of the transaction in a way that meets the expectations of the two parties (Bhuiyan, 2017).

Customer satisfaction is a core aspect of every enterprise. It focuses on the creation of worthy experiences for customers, ensuring customers' expectations are met, forestalling and performing one's responsibilities plus providing expected quantity products and services in a manner that satisfies the needs of the customers (Hrnjic, 2016). Providing quality products to customers and satisfying their expectations are important aspects for businesses that want to grow and develop (Angelova & Zekiri, 2011). Thus, a firm that wants to be sustainable in the long run must provide quality products that satisfy its customer expectations (Amegavie,

Mensah & Kwame, 2019). Also noted is that customer satisfaction is characterized by a feeling of pleasure or displeasure due to a match or mismatch between one's expectations and the perceived performance of the product. Satisfaction levels differ and they depend on the customer experience plus the immediate results in such circumstances (Hill & Brierley, 2017).

Strategic stakeholder communication in the airline industry must focus on all stakeholders and should also use multiple channels for communicating depending on the stakeholder. Many airline industries including Five Forty Aviation commonly known as FLY 540, which is a budget- airline in Kenya and the focus of this study, are rapidly growing and changing. The expectation is that the existing demand for the budget-flights will soon reduce and the market will have too many budget flights (Loustau-Williams, 2016). To ensure that FLY 540 airline can compete effectively with the other airlines, it needs to align itself in the industry and ensure that there is effective strategic stakeholder communication to enhance customer satisfaction.

This first chapter discusses the concept of strategic stakeholder communication by way of introduction and background as well as the customer satisfaction. Additionally, this chapter presents the research problem statement, purpose of the study, the objectives of the study, the research questions, the justification, significance, the scope of the study, the assumptions, limitations, and delimitations. Consequently, key concepts of strategic stakeholder communication and customer satisfaction are defined and operationalized.

### Background to the Study

Tindall and Holtzhausen (2011) developed the concept of strategic stakeholder communication and indicated that it is the deliberate and purposeful communication to various interest groups in the organizations by a professional communicator to advance the mission of

an organisation. Strategic stakeholder communication is key to success or failure of customer satisfaction. When information flows effectively in time and accurately, the workers' efficiency is improved, which in turn affects customer satisfaction (Lancaster, 2019). Thus, strategic stakeholder communication should be effectively done as it is essential for the achievement of customer satisfaction.

### The Airline Industry

The airline industry has grown so tremendously globally, regionally and locally with services worldwide. It is such a vital industry in the growth of the global economy, considering that its growth affects other global industries such as tourism and manufacturing. The airline industry gets a lot of attention compared to other industries. This attention comes from other industries related to it as well as its customers, policymakers, governments and media houses (Thompson & Craven, 2017). Strategic stakeholder communication is therefore crucial in the industry. The key stakeholders that the airlines need to communicate with are the customers, employees, government and regulators, investors, suppliers, tourism industry and the unions to ensure customer satisfaction (Isohookana, 2016).

The aviation sector may develop successful long-term partnerships with important groups by communicating with stakeholders on a regular basis and establishing a favorable understanding (Juholin, 2015). Communicating with stakeholders can put the airline industry in a strong position when it is making important decisions. The airline needs to communicate with customers in case of any changes affecting its operations and also get their feedback on the satisfaction of the services offered. It is thus important to communicate and engage all stakeholders and not only the employees since they are key to customer satisfaction (Thompson & Craven, 2017).



Globally, budget airlines in the USA such as Allegiant Air, Alaska Airlines, JetBlue and Southwest Airlines, American Airlines, Frontier Airlines, Delta Air Lines, and Hawaiian Airlines among others often used a single aircraft with maybe two hundred seats to provide air services that did not have many of the services offered on board by other airlines, to ensure that the prices were affordable for most customers (Button & Swann, 2017). To have a competitive edge while achieving stakeholder communication with their customers, the budget airlines in the US have focused on rendering high-quality services to their customers.

Despite all this, customer satisfaction, according to indexes and surveys done in recent years has been low. According to the American Customer Satisfaction Index, the airline industry ranks in the bottom half in terms of satisfaction levels; for instance, in 2012, the airline industry had the lowest scores compared to 47 other surveyed sectors. Previous research on the performance of budget airlines in the USA has attempted to measure strategic stakeholder communication and its effects on customer satisfaction levels. Based on the research findings, various strategies have been suggested for airlines to adopt in a bid to achieve sustainable customer satisfaction levels (Thompson & Craven, 2017).

In Asia, studies have established that airlines in Singapore such as Scoot, Silk Air, Singapore Airlines and Jetstar Asia Airways focus majorly on comfort, while the Indian ones are more concerned with digital planning, costs, comfort, efficiency and reliable booking and reservation tools to achieve the satisfaction of customers. Chinese airlines on the other hand, place a strong emphasis on the general quality of the services they provide to achieve enhanced customer satisfaction (Tsafarakis, Kokotas & Pantouvakis, 2018).

Regionally, a study in South Africa by Lee, Yoo and Song (2016) examined the satisfaction levels of customers in airline industry and it was revealed that the airlines had

emphasized on nine factors to achieve customer satisfaction. These include favorable airfares, entertainment during flights, frequency of flights, the possibility of seat reservations, food and drink services on-board, ticket refund penalties among other methods for buying air tickets. Customers considered safety and fares vital factors that influenced their level of satisfaction while entertainment offered during the flight was seen as the least vital factor.

While locally the airlines that currently operate in Kenya include Ethiopian Airline, Rwanda Air, Kenya Airways (KQ), Turkish Airlines, KLM, Air France, Qatar Airways, Brussels Airlines, Jambo Jet, Silverstone Air, and FLY 540 among many others, from the number of airlines operating in Kenya, it is evident that the competition is stiff (Omwoyo, 2016). Thus, airlines must come up with stakeholder communication strategies that will enhance customer satisfaction (Nzioka, 2016). Kenya Airways, the leading airline in Kenya, has been focused on strategic stakeholder communication with the aim of achieving customer satisfaction. Kenya Airways has noted that there is a need for the company to improve the satisfaction levels among customers to stay ahead of their competition in the global airline industry (Onomo, 2016).

Kenya Airways came up with strategic moves to enhance customer satisfaction as well as maintain its market share by introducing the budget carrier – Jambo Jet. This was aimed at extending the rewards to its clients in an effort to enhance customer satisfaction (Nzioka, 2016). There is competition between large-budget airlines and smaller ones if the sector is to grow. The full-service carriers are constantly seeking ways to profit from the created budget-flight market. There is a need for budget and full service-carriers to reconsider their strategies if they are to stay afloat in the industry. In Kenya currently, low-cost carriers include, FLY

540, Jetlink Express, East African Safari Air, Lac Vic Aviation, and Air Kenya (Aggarwal & Schenone, 2019).

### Overview of FLY 540

FLY 540 (Five Forty Aviation) is a budget- airline whose headquarters is in Nairobi, Kenya. It provides both domestic and freight services. The airline started offering these services on 24<sup>th</sup> November 2006. At the time the flights offered were between Mombasa and Nairobi. The flights were two per day and the airplane used was a 48-seater ATR 42 plane. The name of the airline is coined from its budget return fare of Kshs. 5, 540 for every adult for a flight between Nairobi and Mombasa and vice versa (Mwangi, 2018). One of the notable investors in this airline is Lonrho Africa with 49% shareholding in the company which it bought for USD 1.5 million. In May in 2007, the airline bought two Bombardier Dash 8 Q100 airplanes to enable the airline carry more passengers. This also helped the company to start offering flights to new routes including Mandera, Wajir and Lokichogio. The airline has further expanded its flights to other cities in East Africa and the world (Njeru, 2016).

The scheduled flights in the first years included traffic between Nairobi and Mombasa and in January 2007, Kisumu was added as a freight destination. Later in February 2007, daily flights on the Nairobi-Malindi-Lamu route were also included in the airline's schedule. The airline scheduled flights today include international flights to Goma in DR Congo and Juba in Sudan (Onomo, 2016).

### Statement of the Problem

Low levels of customer satisfaction has directly affected the profitability of airlines in Kenya. Many domestic airlines have not effectively adopted strategic stakeholder communication which aims at improving customer satisfaction to meet their objectives

(Onomo, 2016). Relationships are anchored in communication and the survival of the firm is dependent on the effective working relationship between the firm and its customers and other stakeholders (Raina & Roebuck, 2016). Strategic stakeholder communication enhances its strategic positioning by aligning itself to the organization's strategic objectives which enhance customer satisfaction (Dahan & Shoham, 2014). Without strategic stakeholder communication aiming at enhancing customer satisfaction, airlines cannot achieve strategic organizational objectives such as customer retention which ensures that satisfied customers will continue using the airline. Additionally, the airlines have not effectively identified the stakeholder communication strategies and consequence of customer satisfaction (Ulmer, Sellnow & Seeger, 2017).

Studies have been carried out regarding strategic stakeholder communication and customer satisfaction; Naqvi, Aziz and Rehman (2018) studied the impact of stakeholder communication on the outcomes of projects and concluded that stakeholder communication is a vital component and determinant of the success of a project. Njeru (2016) studied the factors impacting effective communication on Kenyan state corporations and concluded that staff training enhances effective communication. A gap exists since none of the above studies has shown the link between strategic stakeholder communication and customer satisfaction and specifically in the airline industry. This study aimed at focusing on the influence of strategic stakeholder communication on a key public: the customers at FLY 540 airline so as to fill the above gap.

#### Purpose of the Study

This study sought to establish how customer satisfaction is influenced by strategic stakeholder communication at FLY 540 airline.

### Objectives of the Study

1. To establish the strategic stakeholder communication strategy framework in place at FLY 540.
2. To evaluate the influence of management communication strategy framework on customer satisfaction at FLY 540.
3. To determine the influence of strategic communication culture on customer satisfaction at FLY 540.

### Research Questions

1. What is the strategic stakeholder communication strategy frameworks in place at FLY 540?
2. How does management communication strategy framework influence customer satisfaction at FLY 540?
3. What is the influence of strategic communication culture on customer satisfaction at FLY 540?

### Justification for the Study

The airline industry in Kenya has experienced dwindling fortune coupled up with underperformance and closure. For instance, several domestic airlines have ceased operations, for example, Aero Kenya, Jet link Express and Flamingo airlines. Several attempts to salvage the domestic airline industry and turn it back to profitability have been futile (Mwikya, 2013).

Strategic stakeholder communication is the key to success or failure of customer satisfaction (Kheirandish, Avilagh & Nazemi, 2017). When information is passed in a timely and well-structured way there is improved efficiency among employees which in turn affects

customer satisfaction (Kheirandish, Avilagh & Nazemi, 2017). This study is timely in evaluating whether the various strategic stakeholder communication can enhance customer satisfaction and in turn be used to revamp the domestic airline industry.

### Significance of the Study

The Ministry of Information, Communication and Technology and the aviation industry policymakers will benefit as they will be able to develop a good communication policy that incorporates strategic stakeholder communication to ensure proper and timely communication with all stakeholders. Through proper and timely communication, organizations will be able to streamline the operations in the aviation industry for the benefit of all the stakeholders so as to enhance customer satisfaction.

The management of FLY 540 Kenya will benefit from the study as it will understand the role of strategic stakeholder communication on customer satisfaction. The findings of the study may be valuable to the management of FLY 540 as well as other low budget airlines as the management of such airlines will find the findings insightful and a good guide on how to communicate with each stakeholder. The study will also inform them of the stakeholder's interests and needs that can facilitate smooth interaction with the firm.

Further, the findings of the study will add to the body of knowledge on strategic stakeholder communication and customer satisfaction, and provide insight into the way customer satisfaction may be enhanced through strategic stakeholder communication.

### Assumptions of the Study

The research was set out with the following assumptions:

1. The target respondents for the study were familiar with FLY 540's strategic stakeholder communication initiatives and could relate them to customer satisfaction.

2. Management at FLY 540 would provide accurate and relevant information for the study.

### Scope of the Study

The study was done at FLY 540 head office in Karen, Nairobi, targeting the members of management. The study targeted a population of 164 management employees of FLY 540, in Nairobi. The population target was made up of top-level, middle and lower-level management.

### Limitations and Delimitations

FLY 540 has policies and regulations regarding confidentiality and therefore some of the respondents feared giving information that they regarded confidential or any other information that they deemed might be used by the firm's competitors. The researcher, however, ensured that the questions asked were not touching on their personal information and were specific to the study objectives. The researcher also assured them of confidentiality of the information they gave and that the information would not be disclosed to anyone and it was specifically meant for academic purposes. This encouraged them to open up without hiding any information.

The researcher carried out the study during the COVID-19 pandemic and thus there were challenges that limited the process of data collection. To counter these challenges, the researcher used google forms as the channel of data collection instead of the use of drop and pick method data collection procedure where appropriate. Some of the respondents were reluctant to fill the questionnaire as they were afraid that the information given would be used against them, however the researcher assured them of confidentiality of the information given

and the research was meant for academic purpose only. Those not willing to be part of the research were not coerced to do so. This was because some managers who were the main respondents had busy schedules and were always out of the office attending meetings. This issue was overcome by assuring that the respondents were provided the research tool early enough to allow them sufficient time to reply to the questions.

### Definition of Terms

**Communication strategies:** These are the strategies used by organizations to ensure that there is effective communication in an organization to reduce communication crises (Quirke, 2017). In this study communication strategies were the strategies used by FLY 540 to ensure effective and timely communication with the stakeholders.

**Customer satisfaction:** This is a feeling of either pleasure or dissatisfaction with the results of an act or a product compared to the earlier perception formed on the product performance (Hill & Alexander, 2017). In this study, customer satisfaction was the level of satisfaction of the customers at FLY 540.

**Strategic stakeholder Communication:** Entities employ communication functions and discourse processes to execute their purposes in an intentional, normative way (Health et al., 2018). Stakeholders' communication plays a big role inside the organization since it's the key for the organization to be able to make sense of it (Crane & Livesey, 2017). In this study, stakeholder communication was the means and the way FLY 540 communicates with its publics.

**Stakeholder:** Any recognizable group or individual on whom the organization's survival is predicated (Freeman, 2004). They include employees, customers, suppliers and investors (Crane & Livesey, 2017). In this study, the targeted stakeholders included the publics of FLY



540 who are recipients and consumers of its products and this was the customers and employees.

Communication strategy framework: It is indeed a tool for coordinating communication with your workers, clients, distributors, owners, and perhaps other participants so that they can follow your strategy's directions (Singh et al., 2011). The communication strategy framework was used to plan communication with stakeholders at FLY 540 in this research.

### Summary

This chapter presented an overview of strategic stakeholder communication on customer satisfaction, and also gave an overview of the airline industry and FLY 540. The problem statement, the study's goal, objectives, research questions, rationale, significance, assumption, scope, limitation, and delimitation of the study, as well as the definition of words, were all discussed in this chapter. The next chapter examines the literature on the subject.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

To allow for an extensive comprehension of the concepts under the study, it was necessary to conduct a literature` review. This chapter covers theoretical and empirical literature review on the relationship of strategic stakeholder communication on customer satisfaction. The chapter starts with a look at relevant theories and then continues with the discussion of the concepts by reviewing empirical evidence on the key concepts of the study.

#### Theoretical Framework

This section considers theories that were used to explain the objectives of the study. The study was anchored in the Stakeholder theory and the Social Exchange theory.

#### Stakeholder Theory

A few theories have been provided that focus on satisfaction levels and services offered to customers. Some of the models seek to understand how customers come up with judgments that result in satisfaction levels. The concept of strategic stakeholder communication was anchored in Stakeholder theory as conceptualized by Freeman (2004). A stakeholder, according to Freeman, is any group or individual who is affected by or has the potential to effect the success of an organization's goal. Stakeholders, according to Freeman (2004), are any identified group or people on whom the organization's future survival is contingent.

The concept of entry and exit, the principle of governance, the principle of externalities, the principle of contract costs, the notion of agency, and the idea of limited immortality are all

pillars of the theory (Freeman, 2004). The concept of governance was chosen for this study because it is concerned with the rules that regulate the interaction between stakeholders and the company, and so aids in determining how the organization can successfully communicate with its stakeholders. The theory proposes that organizations should endeavor to meet the interests of their stakeholders to maximize revenue and the benefits that come with satisfied stakeholders. This theory indicates that customers make judgments on the satisfaction levels they feel towards a product after the use of the product (Freeman & McVea, 2001).

According to stakeholder theory, talking with stakeholders on a regular basis and establishing a favorable understanding may assist an organization develop effective long-term partnerships with critical groups (Isohookana, 2016). The interaction processes of managing stakeholder relationships through communication are at the heart of a firm's survival, development, competitive advantage, legal compliance, and ethical duties, according to the idea. According to the notion, establishing up forums or encouraging various types of input helps to develop conversation with stakeholders. As a result, you will have a greater grasp of stakeholders' interests and attitudes, allowing you to fine-tune your communications as an organization. (Crane & Livesey, 2017). Strategic stakeholder communication is used to engage stakeholders on various issues and agendas such as collecting and managing information received, which is key for the organization to be able to make sense of it (Crane & Livesey 2017).

The theory is effective as it rallies the stakeholders in supporting the objectives of the organization. It is the best theory used by firms going through difficulties since it encourages firms to share with their stakeholders the real situation on the ground, allowing the firm to incorporate the stakeholders' views in their decisions and this provides the firm with the

flexibility provided by informed and happy stakeholders, which is not the case for their competitors that are unable to make their stakeholders happy (Welch & Jackson, 2007). The stakeholder theory is wide; however, for the purposes of this study the principle of governance was used. That helped in establishing the strategic stakeholder communication strategy framework in place at the firm; the influence of management communication strategy framework on customer satisfaction; the influence of strategic communication culture on customer satisfaction.

### Social Exchange Theory

The Social Exchange Theory (Cropanzano & Mitchell, 2005) is one of the most influential theoretical concepts in organizational effectiveness, which is also one of the oldest and most examined theoretical underpinnings of communication (Homans, 1958). One of the most prominent champions of the Social Exchange Theory is Homans (1958). Homans (1958) pioneered the study of people's social behaviour in the context of economic activity (Bagherian, Samah & Ahmad, 2009). "This same transaction of action, general or specific, more or less pleasant or expensive, between several least two individuals" is defined as "the transaction of activity, general or specific, between several least two persons" (Homans, 1958, p. 13). According to the social exchange hypothesis, social conduct is the product of a two-person trade process. The exchange theory's main notion is that it stresses the expenditure of person's exchanges with their external interaction. Because we balance the benefits and costs of behavior before acting in most situations, the psychological contract governs our attitude and even the punishment for our actions (Lawler & Thye, 2015).

Social exchange theory was appropriate for this study since strategic stakeholder communication enhances customer satisfaction as a result of involving and interacting with the

customers who are major stakeholders thus better address of their needs and concerns. The customer can then feel that engaging with the service provider is beneficial and satisfying. This would then lead to repeating the activity to continue benefiting from the exchange. As social interchange progresses from superficial to deep connections, it improves communication. This idea assumes that humans are aware of each other's worries and wants, which improves effective communication between individuals (Cook, Cheshire & Nakagawa, 2013). People build networks, connect with one another, and voice their thoughts.

Hence, it's important to have proper communication with all stakeholders in case of any changes regarding the organization so that the stakeholders do not feel left out, which may harm customer satisfaction (Zafirovski, 2015). The Social Exchange theory was used to determine the effect of strategic stakeholder communication on customer satisfaction to evaluate how the exchange of timely and relevant information to all stakeholders may enhance customer satisfaction.

### General Literature Review

This section focuses on the general literature concerning the variables of the study and also the relationship between the variables. It specifically outlined the literature regarding the strategic stakeholder communication strategy framework in place, the influence of management communication strategy framework on customer satisfaction and the influence of strategic communication culture on customer satisfaction.

### Strategic Communication

Strategic communication aligns the general communications of the organization with the business strategy of the company for purposes of aiding it to reach the set goals (Argenti,

2017). The work of strategic stakeholder communication entails creating a robust reputation amongst the overall stakeholders. Value creation and maintenance for the major stakeholders is what the leaders in effective firms do. There exist various types of everyday engagements with various stakeholders on how to manage their needs. Strategic communication acts as a link between the organization and its stakeholders since communication is employed in presenting the company to the surrounding and also interpreting information collected from the surrounding (Volk & Zerfass, 2018).

It is thus significant that the organization's communications' professional is engaged in formulating the appropriate strategies of communication (Mwangi, 2018). Service companies wanting to elevate profitability and success are supposed to make sure that their service workers in the frontline are accountable for their emotions, while engaging with the clients. For strategic communication, establishing stronger relationships with the clients is amongst the top fundamental goals of the service companies (Mutuku & Mathooko, 2016). By strategic communication, companies can display their interests to clients; therefore, building and attracting long - haul relationships with them, and vice versa. Equally, clients can acknowledge that their needs are attentively listened to.

For strategic communication, feedback from clients is quite significant (Crane & Livesey, 2017). Feedback is helpful to the organization and the customer as well, and by providing feedback, clients can give an expression of their rights and needs for the service provided. Through obtaining feedback, companies can elevate their chances of improving the quality of service towards satisfying clients (Lancaster, 2019). Strategic communication with clients focuses on looking for favorable results for companies such as customer satisfaction, customer relationship, customer loyalty and quality service. Through managing the

perspectives above by the use of strategic communication, service companies can attain not just one but many of these outcomes as well (Cornelissen, 2014).

### Customer Satisfaction

Service companies are supposed to embrace competition amongst themselves and pay attention to meeting the needs of the domestic and international clients, since, clients across the globe today tend to be quite exposed, educated and alert to volumes of information by use of magazines, social media and online sources (Aziz, Jusoh & Amlus, 2017). Therefore client satisfaction is important towards building long-haul relationships with clients and hence it is an essential factor of success in companies that are service-oriented (Aziz, Jusoh & Amlus, 2017). Delivery of brilliant services to clients sustains their confidence which is critical towards gaining a competitive edge of the service sector companies. For there to be customer satisfaction, there must be delivery of top quality services and at the same time paying attention to customers feedback as well as committing to constant improvement. The importance of this is the cultivation of inspired personnel to constantly provide or strive for service excellence in service sector companies (Agwu, Onwuegbuzie & Onasanya, 2018).

The service consumers are increasingly becoming serious about the service quality they get and this implies that companies are supposed to engage the client in processes of decision-making regarding their operations (Buchanan & Huczynski, 2019). Fluctuating competition and customer demands are making companies to shift from the traditional client satisfaction models, to incorporating practical strategies focused on taking control in the market place (Garas & Lapatinas, 2017). Quality service has turned out a big differentiator and quite a controlling competitive weapon among top service companies to improve the satisfaction of clients (Hill & Alexander, 2017). According to Hrnjic (2016), enhancing the quality of service

offered is a significant strategy that providers of services are supposed to employ for distinction, and for purposes of improving the satisfaction of clients. Juholin (2015) recognized that aspects that influence consumer satisfaction in the service sector involved services, quality, reliability, flexibility, determination of priorities, and customers' security.

Mubiri, Hukkanen, Assigned, Kivu and Hotel (2016) contended that where clients are satisfied with the offered services, there is a high likelihood that they will be loyal clients and continue to positively spread the information to more clients. The extent of client satisfaction happens where the services meet or exceed the expectations of the customer. For a company to establish appropriate client satisfaction, it does not only need to come up with products of top quality but also services such as facilities of payment, home delivery as well as after-sale services.

Customer satisfaction offered by the service sector companies is impacted by the expectations of the customer, their experience as well as their evaluations. Therefore, apart from the main product, consumer service performances are key in establishing consumer loyalty and satisfaction (Forozia, Zadeh & Gilani, 2017).

### Strategic Stakeholder Communication Strategy Framework

A communication framework is a policy-driven method for disseminating information about a company's operations. It establishes a framework for how communication and interactions should take place in a company (Singh et al., 2011). This communication framework aids a company in developing an efficient communication plan to improve customer communication. A communications charter is described as a formal document that outlines the best communication tactics for a team to employ. It helps to save time, reduce confusion, do away with unnecessary messages and enhance the efficiency and focus of



individuals and the team's communication and lead to improved interaction with customers (Chase & Tansik, 2017). A communications charter should include information about how the company interacts with clients, how team members participate on social media, when employees are expected or required to respond to emails, and how people communicate face to face (Ewing, Men, & O'Neil, 2019).

The communication charter describes how to plan frequent meetings and who is expected to attend; whether team members are required to "dial-in" remotely; the problems to be included in the minutes and who is responsible for distributing them, all of which benefit the users. It clarifies the most recommended communication ways for teams operating on the same company from separate places and assists in offering frequent customer satisfaction input. The quality of information is influenced by the communication mechanism outlined in the charter. It is critical to maintain stages in the intercultural communication since this is where information is corrupted, compromising the intended message's efficacy (Kumar, 2019).

To depict communication processes in connection to communication systems, an organization breakdown structure (OBS) and a work breakdown structure (WBS) are used (Harrison & Lock, 2017). The sharing of information with the intention of purposefully influencing members and teams in a formal organization is referred to as hierarchical communication (Katz, Lazarsfeld & Roper, 2017). The communication team is supposed to follow the communication strategy, which directs the workers' respective tasks in connection to clients. The organizational structure, which defines the amount of power and responsibility, cannot be divorced from communication (Harrison & Lock, 2017). Contractual relationships among the project's respondents establish a set of responsibilities and communication

exchanges. Clear communication clarifies each actor's position in a project, whether at the individual, group, or corporate level (Bunderson, Van Der Vegt, Cantimur & Rink, 2016).

#### Influence of Management Communication Strategy on Customer Satisfaction

Customer satisfaction depends heavily on effective communication in both traditional and virtual teams (Uhl & Gollenia, 2016). To guarantee that information is neither confusing or distorted at all levels of management, planners and implementers rely on open and transparent communication. Information is suitable, created in a timely way, and gathered and presented to the appropriate audience with effective communication management. To help with this, a system for delivering information and exchanging information is needed to track progress and assure client satisfaction. Through explicit communication mechanisms that try to eliminate ambiguity, communication management aims to establish trust and increase team coordination (Liu & Yao, 2019).

Organizational communication has many forms and has many distinct characteristics. Verbal and nonverbal communication, formal and informal communication, official and non-official communication, internal and external communication, and vertical and horizontal communication are all examples of communication aspects. Because it relies on the use of words, verbal communication may be defined as the most direct kind of communication. Written and spoken communication are the two main types of verbal communication (Jin, Meng & Berger, 2017). Written communication contains material delivered in the form of physical copies such as brochures, formal contracts, and memoranda, whereas oral communication mostly consists of spoken words or discussions to counsel or inform. The efficiency of communication is determined by the clarity of communication, which is determined by the writing style, grammar, and vocabulary. Visual aids can also be used to

supplement written communication or to improve the presentation of information in order to break down communication obstacles (Carberry, 2017).

Nonverbal communication is described as communication that occurs without using words and is based on actions such as tone fluctuations, facial expressions, posture, and spatial distance from the listener. Nonverbal expressive signals are important since spoken words are insufficient for successful communication (Bambaeeroo & Shokrpour, 2017). Nonverbal communication is non-linguistic communication that influences direct communication by reinforcing or contradicting the verbal information being communicated to clients. The message's sender may be aware or unaware of the message, and he or she may do it on purpose in order for customers to grasp the magnitude of the information. Customers who can accurately perceive nonverbal cues can improve interactions even further (Eaves & Leathers, 2017).

Effective communication, which relies on the message's content as contractual content, is critical for customer satisfaction. The means via which information is to be conveyed to clients is referred to as the communication channel. Customers are informed via a variety of communication options. Push and pull communication are the two basic techniques of communication (Carberry, 2017). Push communication guarantees that information is sent to a specific audience that requires it; but, it does not guarantee that the message will be received or understood by the intended audience, which may reduce service quality. Pull communication is ideal for delivering vast amounts of information to a broad audience. In a pull communication loop, information recipients can obtain the information at their leisure. Intranet sites, information databases, and repositories are examples of communication methods. The pull approach, on the other hand, has the advantage of not being readily exploited

by unscrupulous users who could cause unwanted information flow (Jin, Meng & Berger, 2017).

### Influence of Strategic Communication Culture on Customer Satisfaction

At the corporate and global levels, strategic communication culture incorporates some intercultural engagement in the form of information exchange among people, teams, or organizations from various nations or cultures (Argenti, 2017). Large firms are frequently separated into professional teams or departments, and the complicated interaction process formed in the organizational structure makes it difficult to manage information flows. It is not unusual for misperception and misunderstanding to arise at the intersection of these exchanges (Keller-Bacher & Zerfass, 2019). Organizational integration comprises parties cooperating in a collaborative working environment that encourages open communication (Argenti, 2017).

The foundation for improved management of each participant is a strategic communication culture, which is critical in impacting customer satisfaction. When interacting with clients, businesses must take into account a variety of personalities. At the state, regional, and corporate levels, new techniques are needed to inject synergy despite disconcerting viewpoints on cultural diversities (Volk & Zerfass, 2018). This improves customer satisfaction by facilitating successful cross-cultural engagement at the task level. It's also crucial to recognize the impact of semantic and emotional elements, which operate as a bridge to effective message delivery. The ability to communicate effectively in human relationships guarantees that team harmony is achieved (Zhao, Chen, He & Heyman, 2017).

In the case of a disagreement, the team-building process necessitates a more conciliatory response, since a confrontational approach kills team spirit. Because of the various personalities of the consumers, a coordinator should pay attention to human psychology. To

do so, he or she must have strong interpersonal skills and be able to communicate effectively both vocally and in writing (Volk & Zerfass, 2018). A coordinator must be able to interact successfully with a variety of clients. Internal communication is to improve customer satisfaction by providing instructions, explaining assignments, disputing resolutions, encouraging, and rewarding employees. Disrespect, mistrust, and competitiveness among people are all overcome through teamwork as a result of the organizational process (Zhao et al., 2017).

### Empirical Literature Review

Mwangi's (2018) study was on the stakeholder analysis of the reforms in communication policy used in Thailand. The qualitative study used stakeholder analysis to analyze the influence, importance, interest and power of the stakeholders and came up with four categories of stakeholders namely, crowd, context setters, players and subjects. Most of the communication legislations in Thailand were developed in the late 1950s, when Thailand introduced its broadcasting media to its citizens. The laws gave authority to the military, government and state agencies to be in control of broadcasting and communication. The resources available were to be well utilized to provide utilities to and for the benefit of the public. The communication channels were meant for promoting unification and national unity and communication industry was under the control of the government and its institutions.

Naqvi et al. (2018) looked at how stakeholder communication influenced the outcome of a project in Pakistan. The study used a stratified sampling method and analyzed gathered data using linear regression, Pearson correlation and frequency distribution. The study concluded that stakeholder communication is a key determinant of project success which should be a primary undertaking in project management. The research also noted that

knowledge areas and prerequisites for project success should be simultaneously maintained and good stakeholder communication can be of great help. For instance, if quality staff is not hired as part of the project team, then the adherence to good stakeholder communication may not help. The conclusion reached is that the importance of stakeholder communication is not secondary and should not be regarded as a support function that allows for proper project management.

Okuneye, Lasisi, Omoniyi, and Shodiya (2016) study on the internal communication strategy and performance in Nigerian service and manufacturing industry collected data using a questionnaire and according to the findings, there was a significant and direct association between performance and internal communication. The study found out that the resources inherent in the internal communication system were not adequate for the introduction of an organizational communicational system. The communication system is aimed at providing data in an integrated and equitable manner in a firm. Implementation of an effective communication system may cost the firm, but the firm should also consider information as an asset to the firm and require the use of communication and informational resources just like other firm assets and commodities.

While determining the impact of formal internal communication in firms on Kenyan organizational cohesion: a case of Taylor Movers, Njiru (2015) used a descriptive research strategy and chose a sample using simple random sampling. Data was collected via an e-questionnaire, and descriptive statistics were used to evaluate the results. According to the findings, top-down communication had a minor impact on organizational cohesiveness. Employees believe that their bosses do not connect with them sufficiently or provide them with accurate information about the company. It was noted that peer-to-peer communication had a

strong effect on organization cohesion at Taylor Movers. Staff cooperated to get the job done, everyone was encouraged to participate in teamwork and the majority of employees felt respected in the team by their teammates. Lastly, upward communication was found to have a small effect on organization cohesion at the company.

Njeru (2016) looked at the factors impacting effective communication among Kenyan state corporations: a case of Kenya Forest Service (KFS), a descriptive study that used a stratified sampling method and also simple random sampling for choosing the sample. The data was gathered with a close and open-ended questionnaire. The results of the study were that teamwork impacted effective communication at the organization. Teamwork saw employees develop each other, enhance the working conditions, improve relations. It also led to growth and cohesion, helped individuals learn from others, brought togetherness, improved morale at the workplace and brought out different skills that could help solve issues in the organization.

Mutuku and Mathooko (2016) did a study "A case study of Nokia Siemens Networks Kenya on the influence of corporate communication on employee engagement". The study was descriptive and used a survey methodology to gather quantitative and qualitative data. The data was analyzed with the help of descriptive statistics. The conclusion made was that the extent of employee involvement in decision making impacted the workers' motivation, since it improved self-esteem, morale, and made the employee have a sense of belonging. The study also noted that the 7 Cs of communication, in particular, completeness, correctness, courtesy and clarity impacted the motivation of workers. The study also noted that communication channels such as visual, verbal and written communication impacted employee motivation.

The employees were more likely to be motivated and have higher morale if the firm opened all the communication channels.

In another study, Syallow, Mberia and Bosire (2017) looked at the role of organizational communication on employee job satisfaction in the Kenyan telecommunication industry. This study reviewed literature related to firm communication and job satisfaction levels. The results indicated that organizational communication impacted the job satisfaction levels of employees. Further, the communication climate, characteristics of the flow of information in the firm, information nature and the information loads are factors that influence employee satisfaction and productivity. The conclusion reached by the study was that these aspects need to be in harmony to ensure effective organizational communication that results in satisfied employees. Therefore, effective communication strategies should be used in firms.

Mugo and Moronge (2018) discovered that clear roles in the project organization aim to build effective organizational communication, and that a well-documented communication plan is essential to enhance project implementation in Nairobi City County, Kenya, while evaluating the influence of organizational communication on the implementation of building projects. The availability of information transparency to all respondents during the project resulted in a higher level of synergy, according to the research. Proper communication channels, according to the study, guarantee that information is transmitted to the appropriate audience, improve team collaboration, and build synergy and trust. According to the findings, staff expertise ensured correct interpretation of information communicated, as did the deployment of contemporary and suitable IT tools, which provided a clear and timely interpretation of information.

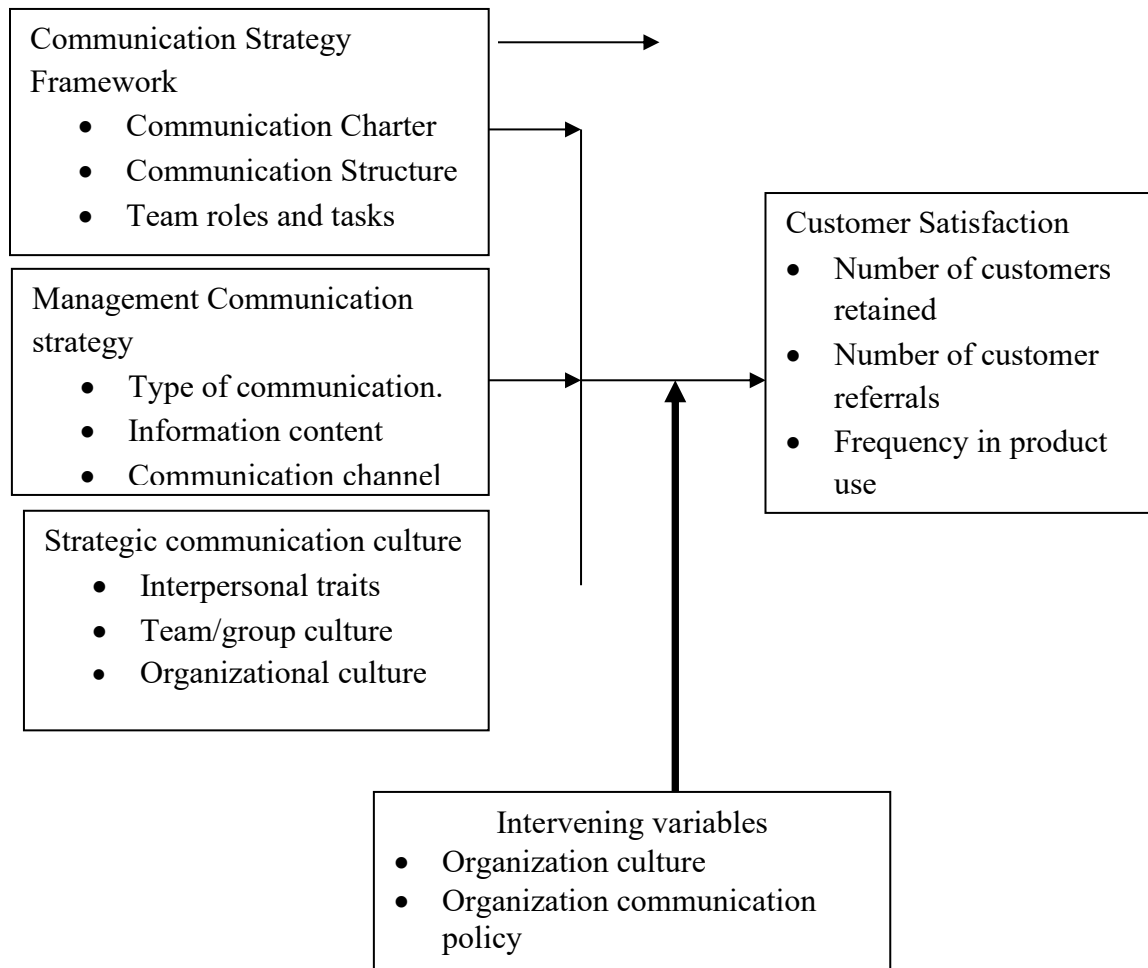


## Conceptual Framework

A conceptual framework is a crucial tool that depicts the relationships between variables under investigation in a diagrammatic manner (Mugenda & Mugenda, 2012). The factors that aren't dependant are communication strategy framework, communication management strategy and strategic communication culture whereas the dependent variable is customer satisfaction. The intervening variables are organization culture and organization communication policy in place at the organization.

### Independent Variables

### Dependent Variable



*Figure 2.1: Conceptual Framework*  
Source: Author (2021)

Strategic communication aligns the general communications of the organization with the business strategy of the company for purposes of aiding it to reach the set goals. The stakeholder communication strategies may enhance customer satisfaction if there is proper communication strategy framework, communication management strategy and the right strategic communication culture for enhancing communication to the major stakeholders of the organization who are the customers. If stakeholder communication strategies are effective customer satisfaction may be exhibited in the organization in the form of number of customers retained, number of customer referrals and frequency in product use. The intervening variables were communications charter which outlines the preferred communication methods in the organization. Organizational culture were the values, expectations and practices that guided and informed the actions of all employees.

### Summary

The chapter has covered two theories which are Stakeholder theory, and Social Exchange theory. The chapter also covered the general literature that outlined the literature regarding customer satisfaction, strategic communication, communication strategy framework on customer satisfaction, the influence of communication management strategy on customer satisfaction and influence of strategic communication culture on customer satisfaction. The other areas covered include the empirical literature and conceptual framework. The next chapter considered the research methodology for the study.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### Introduction

A research technique is a method for solving a research problem in a methodical manner. It may be thought of as a science that studies how scientific research is carried out (Kothari, 2014). Research methodology is made up of an analysis of the principles and methods related to a branch of knowledge (Kombo & Tromp, 2016). This chapter considers the research design that was used during research, the study population, the sampling methods, the data gathering instrument, the data gathering methods and also the methods used in the analysis and presentation of the outcomes.

#### Research Design

Research design is said to be a strategy or plan used to help in the determination of research questions' answers (Cooper & Shindler, 2011). It includes techniques and methods that help gather data, sample of the population under study and time and resources challenges during the research (Bryman & Bell, 2015). Descriptive research design is defined as a research design that describes the characteristics of the population or phenomenon that is being studied (Kombo & Tromp, 2016). A descriptive research design was used for this study because the study aimed at establishing how customer satisfaction is influenced by strategic stakeholder communication at FLY 540 airline. The study had both qualitative and quantitative data. This type of research design enables the collection of large data sets in the form of quantitative survey data or qualitative case study or observation data. This makes it easy to use a multifaceted approach in the data gathering and analysis process.

## Population

A population, in this case, is a group of people, objects or cases that have similar traits that are easily seen (Mugenda & Mugenda, 2012). Further, Kothari (2014) explains that it is a set of individuals, elements, services, households, events or groups of things that have one thing in common. For this research, the population included all members of management at FLY 540 who consist of 11 top-level management, 38 middle-level management, 115 lower level management. The study also included the customers at FLY 540 as part of the study where information on their satisfaction was collecting through a desktop review on review of customers' feedback.

## Target Population

The target population is the group of elements from which data is obtained or sought (Mugenda & Mugenda, 2012). Since it is not possible to target all employees, the target population of this study comprised all 164 management staff of FLY 540 since they are well conversant with operations at FLY 540. The study limited itself to the management staffs at FLY 540 since they are the one's conversant with the strategic stakeholder communication framework that has been put in place so as to enhance customers' satisfaction. The study also included review of customers' feedback based on their satisfaction on services offered by FLY 540 where a desktop review was undertaken.

*Table 3.1: Target Population*

Population Category	Population Frequency	Percent)
Top-level management	11	6.7
Middle-level management	38	23.2
Lower level management	115	70.1
Total	164	100.0

Source: FLY 540 Human Resource Department (2020)

## Sampling Technique

According to Kothari (2014), if the community from which a sample is to be taken does not consist of a homogeneous group, the stratified sampling approach is usually used to generate a representative sample. The population is separated into strata, which are more homogeneous groupings. The items from each stratum are then chosen to form a sample. Stratified sampling produces more trustworthy and thorough information since each stratum is more homogeneous. Stratified random sampling was utilized as the sample method. This sampling approach divides the population into mutually exclusive homogenous groups or strata and selects samples at random from each. As Kombo and Tromp (2016) noted, random sampling is the best way to get a representative sample. Further, the method allows for the separation of proportionate, meaningful sub-groups that are easy to compare during research.

The researcher employed Kothari's (2014) proportional allocation approach, in which the size of the sample from each stratum is kept proportionate to the size of the strata. When the cost of picking an item is the same for each stratum, it is considered the most efficient and optimal design. The number of chosen items from stratum I is  $n_i$  if  $P_i$  denotes the proportion of the population contained in stratum I and  $n$  represents the entire sample size.  $P_i$ . To select the specific individuals to administer the questionnaire to, the study used random sampling. All the names in the target population were put in a bowl and the number of the sample in that strata randomly picked (Handayani, Sarwi & Marwoto, 2016). This was therefore stratified random sampling.

*Table 3.2: Sampling Frame and Sample Size*

Population Category (ni)	Target Population (n)	Formula P1(n1/N)	Sample Size
Top level Management (n1)	11	66(11/164)	4
Middle level Management(n2)	38	66(38/164)	15
Lower level Management (n3)	115	66(115/164)	46
Total Population (N)	164	66(164/164)	66

### Data Collection Instruments

Data was collected through a questionnaire and an interview guide. The questionnaire was administered to all the respondents and was in the form of both open and close-ended questions. The study used close-ended questions, which were in the form of Likert scales and numerical range questions. The scale helped the respondents choose the level of agreement with different statements related to the topic. The five-point scale was made up of Strongly Agree, Agree, and Neither Agree or disagree, Disagree and Strongly Disagree calibration. The open-ended questions were used to collect detailed information concerning the effect of strategic stakeholder communication on customer satisfaction.

In addition, the researcher used an interview guide where an in-depth interview was administered to four managers who were sampled for the study. An interview guide is characterized by questions that are asked by the interviewer to help in the gathering of primary data. The 4 managers were interviewed since they are key in the implementation of stakeholder communication strategies and at the same time ensure that there is customer satisfaction in the organization. The answers from these questions help gather qualitative data in a detailed form that aims to meet the research objectives. Interview guides also standardize the interviews since similar questions are asked to the interviewees. The interviewer used probing questions to get more responses from the respondents (Erik & Marko, 2011).

Further, the interview guide ensures that detailed information is collected which enables proper analysis of a problem and yields an almost perfect sample of the general population since the number of interviewees is not big compared to the questionnaire (Kombo & Tromp, 2016). The interviewees were undertaken at the same time when the data from questionnaire was being collected. The interviewees were undertaken as to get detailed information from the managers in regard to stakeholder communication strategies employed at FLY 540 and how it impacted on customer satisfaction. The interviews lasted between 30 to 45 minutes.

The data from customers was in the form of secondary data which was collected through a desktop review. The data in regard to customers was obtained so as to determine their level of satisfaction at FLY 540. The information in regard to the customers' satisfaction was readily available in the FLY 540 website in the form of the reviews. The instruments of data collection were the customer satisfaction survey (CSS) reports that were made up of a compilation of previous customer feedback in the website in regards to customer's satisfaction. The reviews from the customers' feedback at FLY 540 in regard to their satisfaction were above 4 out of 5 which was considered excellent. The ratings were measured in regard to: punctuality, staff, travel comfort, luggage, flight networks, meals and Ticket price.

The reviews helped the researcher understand whether the customers had been satisfied with the services offered in the organization and the reason for their satisfaction. The CSS reports were used to provide additional information in regard to whether there had been customer satisfaction in the organization and also to get detailed information in the areas that customers had been satisfied. This helped in establishing whether strategic stakeholder

communication strategies were effective in the organization. The CSS reports were accessed from the company website.

### Type of Data

The research gathered both quantitative and qualitative information. Quantitative data is information in the form of numbers that expresses a certain quantity, amount, or range, whereas qualitative data is information that is not numerical, such as interview transcripts, notes, video and audio recordings, photographs, and written documents (Bryman & Bell, 2015). Quantitative data was gathered through the use of questionnaires that required respondents to select statements from a list of options (Erik & Marko, 2011). The qualitative data was generated using interviews and the open-ended questions in the questionnaire and thus the researcher was able to get detailed/additional information from the interviews through probing (Cooper & Schindler, 2011).

### Data Collection Procedures

After the supervisors accepted the research plan, the researcher obtained authorization from Daystar University's Ethics and Research Board to apply for a research permit from the National Council for Science and Technology (NACOSTI). The researcher had an opportunity to meet with the human resources Manager at FLY 540 for an introduction and explain verbally on the need to research the organization. The researcher further delivered an official introductory letter requesting consent to administer the questionnaires for purposes of facilitating the collection of data. The researcher used a research assistant to administer the questionnaire to the employees who were selected. The research assistant was trained on the objective of the research, importance of proper communication with the respondents and the ethical considerations they should uphold during the data collection process.



The questionnaires were distributed to the respondents through the use of goggle forms due to Coronavirus (COVID-19) pandemic. The researcher further requested the human resource department at FLY 540 to provide the database of the employees including the emails and contacts so make follow up calls to reach the respondents if they had not filled the google forms in time. For the interviews, the researcher carried out the interviewes to three managers (3) through Zoom meetings as well as one (1) face to face interview and this was administered by the researcher. The researcher conducted a face to face interview to one manager since the manager was easily reached at the place of work while the other three were out of the office and thus they were reached through Zoom. For the data in regard to customers a desktop review was undertaken which involved a review of the customers' feedback review on FLY 540 website in regard to their customer satisfaction.

### Pretesting

Pretesting is an essential process in this study as the feedback given by the respondents related to the research tool helped improve its quality (Mugenda & Mugenda, 2012). According to Mugenda and Mugenda (2012), 10% of the sample size is adequate to form the pre-test group. The study did a pretest of 7 employees at Jambojet which was 10% of the sample size of the study and they were not included in the actual study. The pretest was done at Jambojet since it is in the same industry and has the same features as FLY 540 since its one of the Kenyan low-cost airline hence it has a large customer base in the country. The pre-testing was useful in correctecting any inconsistencies that may have ocured in the data collection tool such as wrong numbering, little spaces to write responses, vague queries and unclear instructions. All these were determined and corrected before the main study. The expected correlation coefficient at 0.7 is only the reliability of half the data gathering tool. To get a

reliable value of the whole data gathering tool, the study used the Spearman-Brown Prophecy formula as explained below:

$$Re = \frac{2r}{1 + r}$$

$$1 + r$$

Where r – reliability

Re– reliability coefficient

The data reliability was determined to be high if it is closer to 1.0. As noted by Bryman, and Bell (2015), a correlation coefficient that is between 0.7 and 1.0 is deemed acceptable. All the three variables; that is, stakeholder communication strategy frameworks, management communication strategy framework and strategic communication culture had a reliability level of above 0.7 and thus implying that the questionnaire was reliable as the tool of data collection.

To rectify any discrepancies that may have developed in the actual study, content validity was employed to assess the validity of the questionnaire and the interview guide. There were a few anomalies noted in the questionnaire and interview guide in terms of wording and framing of the questions, but they were fixed after the pilot research by reviewing the substance of the findings, which enhanced the questionnaire and interview guide validity.

#### Data Analysis Plan

The data gathered was edited, coded and keyed in a computer with the help of SPSS v.21.0. To ensure that all the data in the research tools were coded uniformly, the researcher used a pre-prepared master codebook. The editing of data ensured it was complete and consistent making it easier to analyze (Kothari, 2014). With the use of descriptive statistics, the data was analyzed. Descriptive statistics assist the researcher to display the data in a more

understandable fashion, allowing for easier data interpretation. The variables were categorized in the form of charts, tables and frequency distributions.

The data from the interviewees was analysed through content analysis where the data from the interviewees was transcribed and then coded in excel sheets for better analysis. The researcher then accumulated the emerging issues, repeating and reoccurring elements and unique responses in the formatted manuscripts into narratives according to the research objectives, which was in support of the quantitative results. This ensured that the major themes arising from the interviews was recorded, analysed and interpreted in chapter four.

### Reliability and Validity

Validity is the ability to accurately interpret and generalize research results in similar populations. It is the ability of the data gathering tool to quantify what it is expected to quantify (Kombo & Tromp, 2016). Reliability has to do with findings consistency. To test for the data gathering reliability and validity, a pilot test was done. The instrument's validity was improved by seeking the opinions of experts and university supervisors as recommended by Erik and Marko (2011). Further, Cooper and Shindler (2011) noted that a pre-test also helps to determine if the questions are appropriate and if there are changes to be made to ensure that the tool asks queries related to the study objectives.

### Ethical Considerations

The research was done after permission was granted by the Daystar University Ethical Research Board (ERB) (Appendix IV). The researcher also sought approval from FLY 540 management to do the study. Permission and approval to collect the data was also sought through an application at National Commission For Science, Technology & Innovation

(NACOSTI) (Appendix V). The respondents' informed consent was also obtained before they were given the data gathering tool and they were required to sign their agreement of consent to participate in the study. The researcher assured the respondents of confidentiality as they were not required to indicate their names in the questionnaire.

The respondents were assured that the study findings would not be shared with anyone except with the people who were part of the research since the findings of the study would be important in enhancing better communication with stakeholders and in turn improve customer satisfaction at FLY 540. The respondents' participation in the study was voluntary, but the researcher encouraged as many respondents to participate in the study as there was assurance of confidentiality, anonymity and that the research was just for academic purposes only.

### Summary

The third chapter is made up of the study design, the targeted population and the methods used to sample the population. The data-gathering instruments are also discussed plus the techniques used to present and analyze the gathered data, reliability and validity of the data and lastly the ethical consideration to be undertaken during the data collection.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

#### Introduction

In this chapter, the research data collected is presented, analyzed and interpreted in view of research objectives. The sample was drawn from 66 management staffs who were drawn from all the management levels that included top level management, the middle level management and the lower level management at FLY 540. Data was collected through a survey where questionnaires were distributed to the management staff of FLY 540. Additionally, Interview data is also presented, analyzed and interpreted.

#### Analysis and Presentation

##### Response Rate

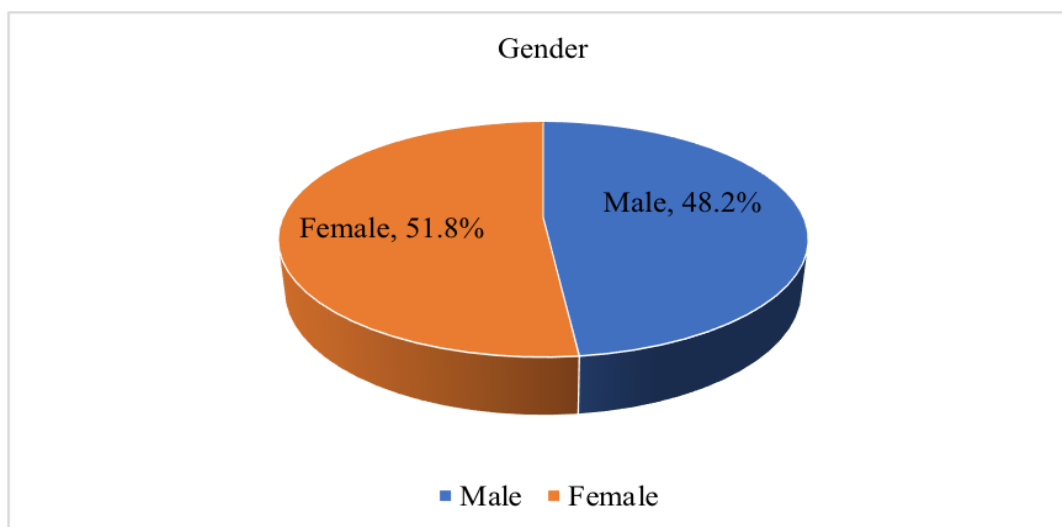
A total of 56 respondents filled and returned the questionnaires making a response rate of 84.8 % which was deemed satisfactory to make inferences from the findings as a response of above 70% is considered excellent (Mugenda & Mugenda, 2012). The study response rate is presented in Table 4.1.

*Table 4.1: Response Rate*

Category	Frequency	Percent
Responded	56	84.8
Did not respond	10	15.2
Total	66	100

### Gender of the Respondents

The study sought to determine the gender of the respondents and the gender parity among management staff of FLY 540. Figure 4.1 presents the results of the findings.



*Figure 4.1: Gender*

As clearly outlined in the figure 4.1, 29 (51.8%) of the respondents were female while 27 (48.2%) were male. Female were relatively more than the male but the two gender were adequately represented. When making strategic communication decision in the airline industry it is important to ensure that both gender are included since they demand different level of satisfaction.

### Age Range

The researcher sought to establish the age of the respondents among management staff of FLY 540. Figure 4.2 presents the results of the findings.

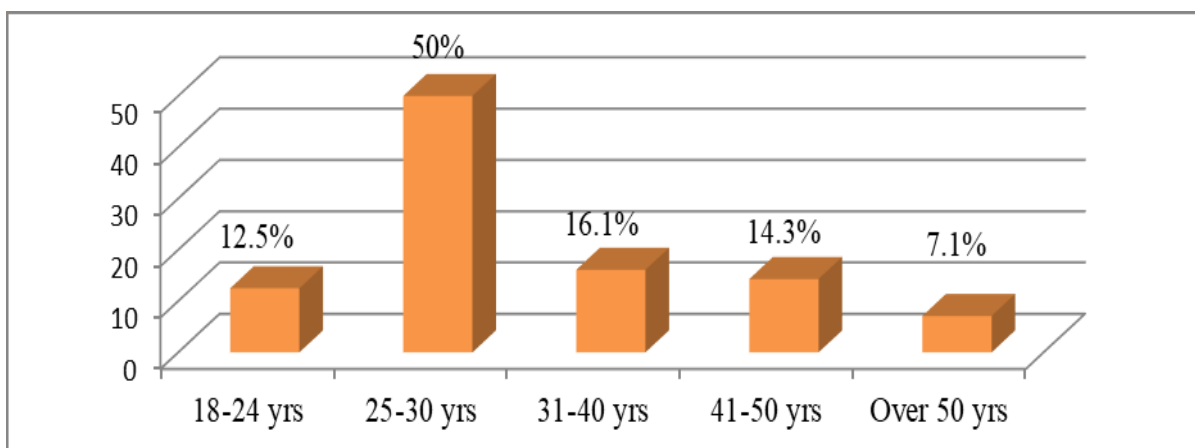


Figure 4.2: Age Categories

As indicated in figure 4.2, 28 (50.0%) of the respondents were aged between 25 and 30, 9 (16.1%) were aged between 31 and 40, 8 (14.3%) were aged between 41 and 50, 7 (12.5%) were aged between 18 and 24 while 4 (7.1%) of the respondents were over 50 years. This shows that the age of the respondents was well distributed in view of achieving the objective of the study.

#### Highest Level of Education

The study sought to determine the highest level of education of the respondents who participated in the study. Figure 4.3 presents the results of the findings.

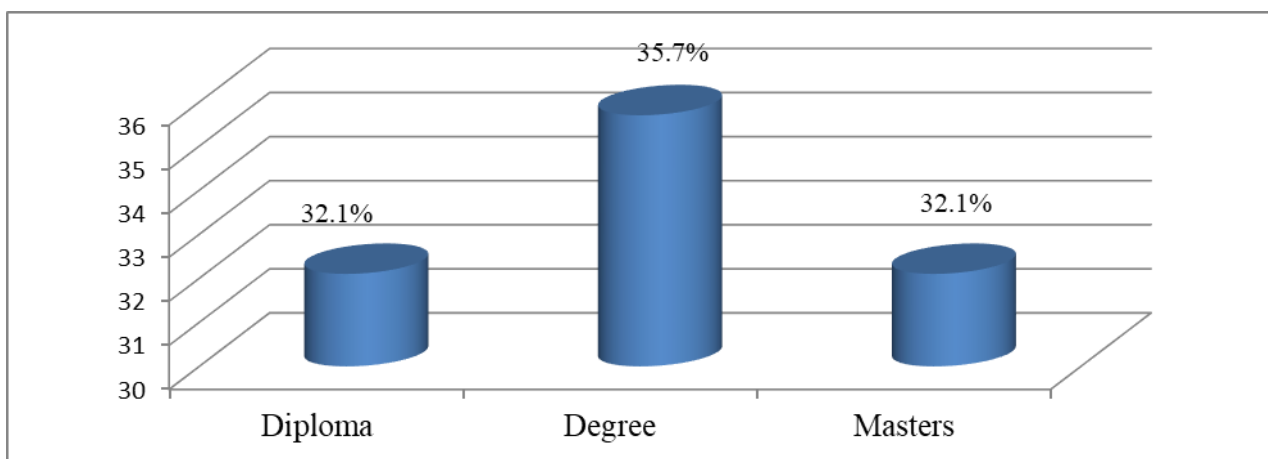
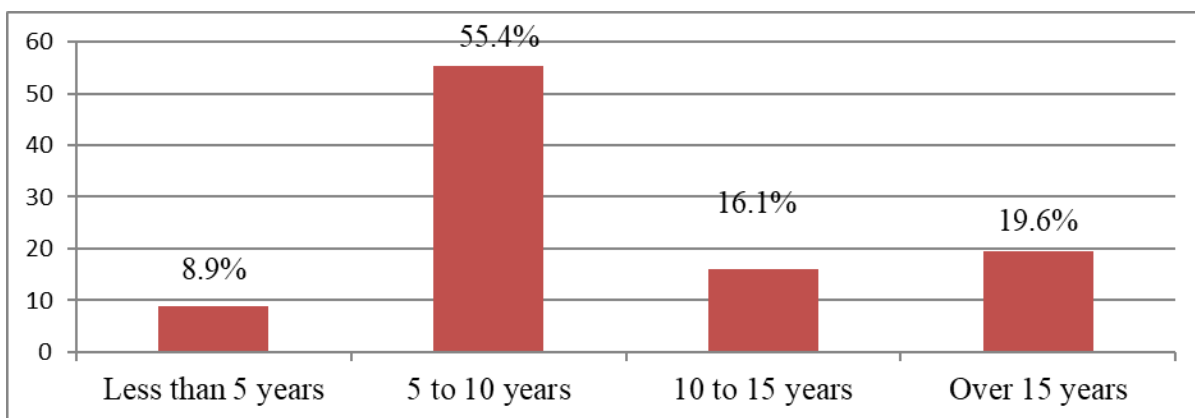


Figure 4.3: Highest Level of Education

The results as per the figure 4.3, showed that 20 (35.7%) of the respondents had a degree, while 18 (32.1%) either had diploma certs, or master's degree. It was evident that all the respondents were well educated and therefore in a position to understand and respond to the research questions with ease.

#### Period of Service

The study sought to establish the period of service of employees at FLY 540. Figure 4.4 presents the results of the findings.



*Figure 4.4: Period of Service*

As per the findings in figure 4.4, majority 31 (55.4%) of the respondents indicated that they had served in the organization for a period of 5 to 10 years; 11 (19.6%) had served for more than 15 years; 9 (16.1%) had served for a period of 10 to 15 years while 5 (8.9%) of the respondents had served for not more than 5 years. It is clear that majority of the respondents were in the organization for a considerable time and thus understood strategic stakeholder communication strategies in place and how they impacted on customer satisfaction.



### The Strategic Stakeholder Communication Strategy Frameworks in Place

The study aimed at determining the strategic stakeholder communication strategy framework in place at FLY 540 which was the first objective of the study. Table 4.2 presents the results of the findings.

*Table 4.2: The Strategic Stakeholder Communication Strategy Frameworks in Place*

Strategic Stakeholder Communication Strategy	Frequency	Percent
Communication Strategy Framework	56	100
Management Communication strategy	56	100
Strategic communication culture	56	100

The results in Table 4.2, showed that all the respondents 56 (100%) agreed that the three strategic stakeholder communication strategy frameworks including communication strategy framework, management communication strategy and strategic communication culture had been in place. The respondents however indicated that the effectiveness of each strategy was different in the organization and required a multistakeholder communication and consultants for them to be effective.

### Effectiveness of Stakeholder Communication Strategy Frameworks

The study sought to establish the effectiveness of stakeholder communication strategy frameworks on customer satisfaction. Table 4.3 presents the results of the findings in regard to effectiveness of the stakeholder communication strategy frameworks in enhancing customer satisfaction.

*Table 4.3: Effectiveness of Stakeholder Communication Strategy Framework*

	Frequency	Percent
Yes	47	83.9
No	9	16.1
Total	56	100.0

The results in Table 4.3, showed that 47 (83.9%) of the respondents agreed that strategic stakeholder communication strategy framework in place had enhanced customer satisfaction while 9 (16.1%) indicated otherwise. This therefore implies that strategic stakeholder communication strategy framework in place has enhanced customer satisfaction. Respondents elaborated that the organization always adopted communication platforms that were efficient and reliable in transmitting the content as per the targeted audience.

#### Effect of Strategic Stakeholder Communication Framework on Customer Satisfaction

The study aimed at establishing the effect of strategic stakeholder communication framework on customer satisfaction. Table 4.4 presents the results of the findings.

*Table 4.4: Stakeholder Communication Strategy Framework on Customer Satisfaction*

	Frequency	Percent
Very effective	17	30.4
Effective	34	60.7
Less Effective	5	8.9
Total	56	100.0

In Table 4.4, the results indicated that majority 34 (60.7%) of the respondents were in agreement that the current strategic stakeholder communication strategy framework was effective towards enhancing customer satisfaction at FLY 540. Further, 17 (30.4 %) of the survey respondents indicated very effective while 5 (8.9%) of the survey respondents indicated less effective. This therefore implied that the current strategic stakeholder communication strategy framework used by FLY 540 organization was effective towards enhancing customer satisfaction.

### Rating of Strategic Stakeholder Communication Strategy Framework

The researcher sought to establish the rating of strategic stakeholder communication strategy framework. Table 4.5 presents the results of the findings.

*Table 4.5: Rating of Strategic Stakeholder Communication Strategy Framework*

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
The communication strategy framework aids a firm in developing an effective communication plan to improve client relationships.	0	3 (5.4%)	14 (25%)	27 (48.2%)	12 (21.4%)	3.86	0.82
The duties and the responsibilities of the communication team in my organization are clear and this has enhanced customer satisfaction	0	3 (5.4%)	8 (14.3%)	22 (39.3%)	23 (41.1%)	4.16	0.87
To improve client satisfaction, you'll need a well-documented communication plan.	0	3 (5.4%)	14 (25.0%)	29 (51.8%)	13 (23.2%)	3.98	0.70
The goal of developing standard communication protocols is to reduce disagreements caused by ambiguity in documentation, which can lead to customer discontent.	0	4 (7.1%)	7 (12.5%)	23 (41.1%)	22 (39.3%)	4.13	0.90
An organization communications charter helps to save time and reduce confusion which enhance interaction with customers	0	4 (7.1%)	14 (25.0%)	26 (46.4%)	12 (21.4%)	3.82	0.86
Communication strategy framework determines the quality of information communicated to the customers	0	0	8 (14.3%)	28 (50.0%)	20 (35.7%)	4.21	0.68
Communication strategy framework is efficient in determining the preferred communication methods to customers	0	5 (8.9%)	8 (14.3%)	27 (48.2%)	16 (28.6%)	3.96	0.89

Results as shown in Table 4.5 were clear that 27 (48.2%) of the respondents agreed that the communication strategy framework aids a firm in developing an effective communication plan to improve client relationships. On the same note 14 (25%) were of the

neutral opinion, 12 (21.4%) strongly agreed with the statement, while 3 (5.4%) disagreed with the statement. The mean was 3.86 while the standard deviation was 0.82 hence it was agreed that communication strategy framework aids a firm in developing an effective communication plan to improve client relationships

This implies strategic communication framework is instrumental in FLY 540's interactions with its clientele, and it has helped enhance the firm's reputation with customers whose attitudes and actions influence the success of the organization. These findings concur with the argument by Mubiri et. al. (2016) that the communication strategy framework provides organizations with a clear and practical interface with the targeted people whom the organization has to convince the scale of the work involved in meeting its strategic goals.

The results also showed that 23 (41.1%) of the survey respondents strongly agreed that the duties and responsibilities of the communication team in the organization are defined and this has enhanced customer satisfaction. It was also noted that 22 (39.3%) agreed with the statement, 8 (14.3%) were of moderate opinion while 3 (5.4%) disagreed with the statement. The mean was 4.16 while the standard deviation was 0.87, implying that it was agreed that the duties and responsibilities of the communication team in the organization are clear and this has enhanced customer satisfaction. The findings were similar to those made by Harrison and Lock (2017) who observed that the success of any organization, regardless of how structured or unstructured and the reporting relationships are, it further requires managers and their staff to operate from the same set of expectation.

Further results showed that 29 (51.8%) of the survey respondents agreed that improving customer satisfaction necessitates a well-documented communication strategy. It was further revealed 14 (25.0%) were of moderate opinion, 13 (23.2%) strongly agreed while 3 (5.4%)

disagreed with the statement. The statement had a mean of 3.98 and a standard deviation of 0.70, as a result, a really well planning process is critical for improving customer satisfaction. The findings were in support of Uhl and Gollenia (2016) who indicated that having a detailed communication plan helps deal with customers in an effective and efficient manner.

On the development of standard communication methods aimed at resolving disagreements caused by ambiguous documents that may lead to customer dissatisfaction, results show that a total 23 (41.1%) survey respondents agreed that this is necessary. On the same note, 22 (39.3%) strongly agreed with the statement 7 (12.5%) were of moderate opinion with the statement while 4 (7.1%) disagreed with the statement. The mean was 4.13 and the standard deviation was 0.90, thus it was agreed that the goal of adopting standard communication protocols is to reduce disagreements caused by ambiguity in documentation that may lead to customer dissatisfaction. The findings supported Mubiri et al. (2016) results that an organization communications charter helps to save time and reduce confusion which enhances interaction with customers.

It was noted that the survey respondents agreed 26 (46.4%) that an organization communications charter helped to save time and reduced confusion that consequently, enhanced interaction with customers. On the same note, 14 (25.0%) were of moderate opinion with the statement, 12 (21.4%) strongly agreed with the statement while 4 (7.1%) disagreed with the statement. This also implies that, in order to maintain control of the dialogue and reach a good end, a robust communication structure is essential. The mean was 3.82 while the standard deviation was 0.86, thus implying that an organization communications charter helps to save time and reduce confusion which enhance interaction with customers. Similar observations were made by Liu and Yao, (2019) some claim that strengthening

communication methods helps to market your business and develop a solid relationship with current consumers, allowing you to handle their problems.

In regard to whether communication strategy framework determines the quality of information communicated to the customers, 28 (50.0%) of the respondents agreed that it determined, 20 (35.7%) strongly agreed while 8 (14.3%) were of moderate opinion. The mean was 4.21 while the standard deviation was 0.68, thus communication strategy framework determines the quality of information communicated to the customers. The findings concur with study findings by Bambaeroo and Shokrpour (2017) that great customer communication allows you to precisely learn the client's situation and provide faster service.

It was agreed by 27 (48.2%) of the respondents that communication strategy framework is efficient in determining the preferred communication methods to customers, 16 (28.6%) strongly agreed, 8 (14.3%) were of moderate opinion while 5 (8.9%) disagreed. This means that customers need to know that the organization truly understands them. The mean was 3.96 while the standard deviation was 0.89 thus implying that communication strategy framework is efficient in determining the preferred communication methods to customers. Similar observations were made by Eaves and Leathers (2017) who argue that communication strategy framework helps to open up a conversation with customers and develops a long-lasting relationship with them.

### Strategic Stakeholder Communication Strategy Framework in Place

The interviewees indicated that any changes that were to occur within the organization, required stakeholder communication and consultations for the changes to be effective. One of the interviewee as quoted indicated

*“ our organization has in place an integrated communication platform that includes both the internal and external stakeholders which facilitates engagement between the company and the stakeholders in regard to the company operations. The platform is specifically designed to ensure that there is an interactive approach where the stakeholders and especially the customers can air their views, opinions, complaints and recommendation and the response is timely”.*

Another interviewee also responded,

*“ Our organization has to put in place structures that best address the demands of each stakeholder. The FLY 540 management has considered the best platforms of communicating and interacting with each customer segment since some customers prefer notification through social media platforms, text messages, organizational websites or television”.*

The interviewees also indicated that there was a proper communication plan at FLY 540 that outlined how the organization was to communicate key information to various stakeholders in the organization. The plan included ; the identification of key message to be communicated, identifying the key audience, creation of message outreach plan, and specification of timeline in the communication of the message.

In regard to the challenges that were faced during implementation of the communication strategy framework in the organization, the interviewees stated “ our organization faces numerous constrains including resource insufficiency in terms of finance, personnel and tight deadlines. Other challenges included; resistance from the personnel, lack of proper planning, changing market dynamic,s and system failure where technology was involved.

#### Management Communication Strategy Influence on Customer Satisfaction

The study also determined the management communication strategy influence on customer satisfaction which was the second objective of the study. The respondents were asked whether there was proper communication and involvement by the management when developing strategies relating to the customers. The results are presented in Table 4.6.

*Table 4.6: Communication and Involvement by the Management*

	Frequency	Percent
Yes	42	75.0
No	14	25.0
Total	56	100.0

The findings as per Table 4.5 revealed that 42 (75.0%) of the respondents were in agreement that there was proper communication and involvement by the management when developing strategies relating to the customers while 14 (25.0%) indicated the contrary.. This therefore implied that at FLY 540 there was considerable proper communication and involvement by the management when developing strategies relating to the customers.



### Effectiveness of Management Communication Strategy

In the aim of establishing management communication strategy influence on customer satisfaction the researcher enquired the effectiveness of management communication strategy in the organization. The results are presented in Table 4.7.

*Table 4.7: Effectiveness of Management Communication Strategy*

	Frequency	Percent
Very effective	21	37.5
Effective	22	39.3
Less Effective	13	23.2
Total	56	100.0

The results from Table 4.7 indicated that 22 (39.3%) of the respondents agreed that the influence of management communication strategy on customer satisfaction at FLY 540 was effective. It was also revealed by 21 (37.5%) of the respondents that the management communication strategy on customer satisfaction was very effective while 13 (23.2%) of the respondents indicated less effective. This therefore implied that the management communication strategy used by FLY 540 organization was effective towards enhancing customer satisfaction.

#### Forms of Communication Channels Used to Communicate with Customers

The study aimed at establishing management communication strategy influence on customer satisfaction and thus requested the respondents to indicate the forms of communication channels used to communicate with customers. The results are presented in Table 4.8.

*Table 4.8: Forms of Communication Channels Used to Communicate with Customers*

	Frequency	Percent
Written form	4	7.1
Email	8	14.3
Verbal Instruction (Telephone)	27	48.2
Messaging (Text)	9	16.1
Messaging (WhatsApp)	8	14.3
Total	56	100.0

The results in Table 4.8 showed that 27 (48.2%) of the respondents indicated the communication was through verbal instruction (telephone), 9 (16.1%) indicated through messaging (text), 8 (14.3%) indicated through email or messaging (WhatsApp), while four (7.1%) communicated to their customers through a written form.

#### Influence Management Communication Strategy on Customer Satisfaction

The study sought to find out the influence management strategy on customer satisfaction. The findings are as summarized in Table 4.9.

Table 4.9: Influence Management Communication Strategy On Customer Satisfaction

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
There is an appropriate management communication strategy that ensures information is relayed to the right audience in my organization	0	4 (7.1%)	9 (16.1%)	26 (46.4%)	17 (30.4%)	4.00	0.87
There is an appropriate management communication strategy that improves team coordination so as to enhance customer satisfaction in my organization	0	5 (8.9%)	3 (5.4%)	31 (55.4%)	17 (30.4%)	4.07	0.85
There is an appropriate management communication strategy that increases synergy and trust so as to enhance customer satisfaction in my organization	0	3 (5.4%)	10 (17.9%)	19 (33.9%)	24 (42.9%)	4.14	0.90
In my firm, there is an organization and management plan in place to guarantee that information is delivered to customers on time and in the correct manner.	0	5 (8.9%)	13 (23.2%)	8 (14.3%)	30 (53.6%)	4.13	1.06
There is a management communication strategy that ensures there is appropriate information content so as to enhance customer satisfaction in my organization	0	0	10 (17.9%)	21 (37.5%)	25 (44.6%)	4.27	0.75
My organization has adopted a communication plan that ensures there is appropriate information content so as to enhance customer satisfaction in my organization	0	3 (5.4%)		26 (46.4%)	27 (48.2%)	4.38	0.75
There is user friendly communication tools and techniques to enhance effective communication with customer	0	9 (16.1%)	8 (14.3%)	22 (39.3%)	17 (30.4%)	3.84	1.04

The results in Table 4.9 showed that 26 (46.4%) of the respondents at FLY 540 agreed that organisation had an appropriate management communication strategy that ensures information is relayed to the right audience in the organization. Further, 17 (30.4%) strongly

agreed with the statement 9 (16.1%) were of moderate opinion with the statement while 4 (7.1%) disagreed with the statement. The mean was 4.00 while the standard deviation was 0.87 thus implying that the organisation had an appropriate management communication strategy that ensures information is relayed to the right audience in the organization. The management communication plan, according to the respondents, also aids in anticipating concerns or inquiries that consumers may have in the future, and that creating answers or support papers would undoubtedly assist them. Lancaster, (2019) made similar remarks, stating that a management communication plan is an important component in improving customer communication and reducing uncertainty about a company's product or service.

The research established that 31 (55.4%) of the respondents agreed that at FLY 540, there is an appropriate management communication strategy that improves team coordination so as to enhance customer satisfaction in the organization, 17 (30.4%) strongly agreed, 3 (5.4%) were of moderate opinion, while 5 (8.9%) disagreed. The mean was 4.07 while the deviation was 0.85, thus it was agreed that there is an appropriate management communication strategy that improves team coordination so as to enhance customer satisfaction in the organization. Furthermore, a management communication plan aids businesses in developing closer relationships with their consumers, which is the most effective technique to attract important brand supporters and spread favorable product information.

These findings support Mutuku and Mathooko's (2016) conclusion that companies that recognize the value of excellent communication, prioritize it, and work to improve it on a continuous basis are more successful. From the findings, it was noted that 24 (42.9%) of the respondents strongly agreed that there is an appropriate management communication strategy that increases synergy and trust in the organization, 19 (33.9%) agreed, 10 (17.9%) were of

moderate opinion while 3 (5.4%) of the respondents disagreed. The mean was 4.14 while the standard deviation was 0.90, thus there was an agreement that an appropriate management communication strategy increases synergy and trust in the organization. These findings reflect Cornelissen's (2014) findings that if there is a lack of communication, employees may be left wondering what is going on with the company and may begin to suspect that the management team is concealing information on purpose.

While evaluating if there was a management communication strategy that ensured information was transmitted on time and in the right format to customers in the organization, 30 (53.6%) of the respondents strongly agreed with the statement, 13 (23.2%) were of moderate opinion, 8 (14.3%) agreed while 5 (8.9%) disagreed. The mean was 4.13 while the standard deviation was 1.06 thus there was agreement that a management communication strategy that ensured information was transmitted on time and in the right format to the customer in the organization was in place at FLY 540. The results support the study observations made by According to Crane and Livesey (2017), a communication strategy guaranteed that all relevant information was distributed to the appropriate individuals both inside and outside.

It was noted that 25 (44.6%) of the respondents strongly agreed that there is a management communication strategy that ensures there is appropriate information available to customers so as to enhance customer satisfaction in the organization, 21 (37.5%) agreed while 10 (17.9%) were of moderate opinion. The mean was 4.27, while the standard deviation was 0.75; hence, it was strongly agreed that the organization had a management communication strategy that ensured there is appropriate information available to customers so as to enhance customer satisfaction. This shows that excellent communication management will continue to

be important as long as firms want to get a competitive advantage over their competitors. The findings support Crane and Livesey's (2017) conclusions that a management communication strategy helps a company understand its consumers' requirements and behaviors, allowing them to choose the best time to promote their goods to them.

The result findings revealed that 27(48.2%) of the respondents strongly agreed that FLY 540 has adopted a communication plan that ensures there is appropriate information content so as to enhance customer satisfaction, 26 (46.4%) (%) agreed while 3 (5.4%) disagreed. The mean was 4.38 while standard deviation was 0.75, thus implying that there was a strong agreement that the organization has adopted a communication plan that ensures there is appropriate information content so as to enhance customer satisfaction. This means that adoption of a communication plan ensures appropriate delivery of communication and quick response to inquiries and feedback from customers. These results support the study observations made by Aziz, Jusoh and Amlus (2017) that effective communication with customer maintained the reputation of a business with their customers.

It was established that 22 (39.3%) of the respondents agreed that FLY 540 had user friendly communication tool and techniques to enhance effective communication with customer. It was strongly agreed by 17 (30.4%) of the respondents that there was a user friendly communication tool and technique to enhance effective communication with customer, 9 (16.1%) disagreed while 8 (14.3%) were of moderate opinion. The mean was 3.84, while the standard deviation was 1.04, thus it was agreed that there are user friendly communication tools and techniques to enhance effective communication with customer. This indicated that communication tools and strategies are important in spreading information, which aids in the construction and development of connections, the promotion of a favorable image, and the

establishment or maintenance of a positive reputation. This conclusion was in line with Buchanan and Huczynski (2019), who stated that implementing a customer communication strategy assisted the department in overcoming some communication hurdles, resulting in an improvement in customer satisfaction and loyalty.

The interviewees indicated that all employees were first trained on any changes that were to occur within the organization in regard to customers and the employees were also provided with the necessary support during the organization's change process. The study established that the organization received more positive feedback from customers but also received positive criticism in regard to quality of service offered, and that most customers expressed satisfaction in the manner in which their complaints were handled.

#### Strategic Communication Culture Influence on Customer Satisfaction

To achieve the third objective of the study, the researcher sought to determine the strategic communication culture influence on customer satisfaction.

#### Effectiveness of Strategic Communication Culture

The researcher first evaluated the effectiveness of strategic communication culture in the organization. The results are presented in Table 4.10.

*Table 4.10: Effectiveness of Strategic Communication Culture*

	Frequency	Percent
Very Effective	9	16.1
Effective	35	62.5
Less Effective	12	21.4
Total	56	100.0

The findings as per Table 4.10 revealed that 35 (62.5%) of the respondents indicated that the overall strategic communication culture was effective towards enhancing customer

satisfaction, 12 (21.4%) of the respondents indicated less effective while 9 (16.1%) of the respondents indicated very effective. This therefore implied that the overall strategic communication culture used by FLY 540 organization was effective towards enhancing customer satisfaction.

Influence of Strategic Communication Culture on Customer Satisfaction. The research aimed at determining the agreement in regard to statements on the influence of strategic communication culture on customer satisfaction. The results are presented in Table 4.11.



Table 4.11: Influence of Strategic Communication Culture on Customer Satisfaction

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
Our organization employs people from different cultures which enhances intercultural interaction	0	0	5(8.9%)	38(67.9%)	13(67.9%)	4.14	0.55
There is availability of information transparency to all employees in my organization so as to enhance synergy	0	5(8.9%)	9(16.1%)	17(30.4%)	25(44.6%)	4.11	0.98
The top management provides clear communication lines that aim to support all subordinates	0	8(14.3%)	0(0%)	24(42.9%)	24(42.9%)	4.29	0.71
There is responsible information sharing in my organization which ensures discretion in sharing of sensitive information	0	3(5.4%)	4(7.1%)	29(51.8%)	20(35.7%)	4.18	0.79
There is multiple communication modes which alleviate problems associated with geographical distance in my organization	0	5(8.9%)	13(23.2%)	22(39.3%)	16(28.6%)	3.88	0.94
There is staff rotation for team building, trust and team cohesion in my organization so as to enhance customer satisfaction	0	3(5.4%)	10(17.9%)	17(30.4%)	26(46.4%)	4.18	0.92

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There is collaborative working environment in my organization that promotes free communication flow	0	0	4 (7.1%)	30(53.6%)	22(39.3%)	4.32	0.61
All employees in my organization are able to communicate both verbally and in written form	0	5 (8.9%)	3(5.4%)	24(42.9%)	24(42.9%)	4.20	0.90

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As revealed in Table 4.11, 38 (67.9%) of the respondents agreed that the organization employs people from different cultures which enhances intercultural interaction, 13 (67.9%) strongly agreed while 5 (8.9%) were of moderate opinion with the statement. The mean was 4.14 while the standard deviation was 0.55 hence it was agreed that the organization employs people from different cultures which enhances intercultural interaction. This implies that the management of FLY 540 was sensitive in embracing cultural diversity. The results confirmed the findings by Rehman (2018) that embracing cultural diversity within organization, results in higher employee satisfaction which is positively correlated with employees productivity and customer appreciation.

It was established that 25 (44.6%) of the respondents strongly agreed that at FLY 540 there was transparency of information to all employees so as to enhance synergy, 17 (30.4%) agreed, 9 (16.1%) were of moderate opinion while 5 (8.9%) disagreed with the statement. The mean was 4.11 while the standard deviation was 0.98, thus there was an agreement that there is availability of information transparency to all employees so as to enhance synergy. It is thus an indication that provision of clear and transparent information is critical towards enhancing synergy and in turn customer satisfaction. According to Agwu, Onwuegbuzie and Onasanya (2018) unambiguity in work processes enhances efficiency in service delivery thus leaving customers more satisfied. It was revealed that 24 (42.9%) of the respondents strongly agreed that top management provides clear communication lines that aim to support all subordinates at FLY 540 while 8 (14.3%) disagreed with the statement. The mean was 4.29 while the standard deviation was 0.71 hence there was an agreement that the top management provides clear communication lines that aim to support all subordinates. This confirms the findings by Argenti (2017) that strong commitment by top management is positively related with internal

efficiencies all of which enhance organisational performance measures such as customer satisfaction.

It was noted that 29 (51.8%) of the respondents agreed that at FLY 540, there is responsible information sharing which ensures discretion in sharing of sensitive information, 20 (35.7%) strongly agreed, 4 (57.1%) were of moderate opinion while 3 (5.4%) disagreed with the statement. The mean was 4.18 while the standard deviation was 0.79 an indication that there is responsible information sharing which ensures discretion in sharing of sensitive information in the organization. This implies that the organization provided critical information to all employees as a way of ensuring that employees are able to execute their roles with competence. Studies by Ewing, Men and O'Neil (2019) indicated that varnishing employees with relevant information promotes their competency at work thus enhancing their efficiency and quality in output which is a key metric in customer satisfaction.

Results showed that 22 (39.3%) of the respondents agreed that FLY 540 has multiple communication modes which alleviate problems associated with geographical distance, 16 (28.6%) strongly agreed, 13 (23.2%) were of moderate opinion while 5 (8.9%) disagreed with the statement. The mean was 3.88 while the standard deviation was 0.94, thus there was an agreement that the organization has multiple communication modes which alleviate problems associated with geographical distance. This implies that the management of FLY 540 had invested in communication platforms in view of eliminating redundancies that may occur due to inefficiencies as a result of lack of flawlessness occasioned by physical distance. According to Singh et al. (2011), investment in strong communication platforms provides a market lead to the organisation due to the reliable transmission that the platform offers.

The study established that 26 (46.4%) of the respondents agreed that FLY 540 exercised staff rotation for team building, trust and team cohesion in view of enhancing customer satisfaction, 17 (30.4%) strongly agreed, 10 (17.9%) were of moderate opinion while 3 (5.4%) disagreed. The mean was 4.18 while the standard deviation was 0.92, hence the organization exercised staff rotation for team building, trust and team cohesion in view of enhancing customer satisfaction. This concurs with the findings by Forozia et al. (2017) that, staff rotation encourages skill development while at the same time giving employees a break from vigorous work.

The study established that majority 30 (53.6%) of the respondents were in agreement that at FLY 540, there was collaborative working environment that promoted free communication flow. 22 (39.3%) strongly agreed while 4 (7.1%) were of moderate opinion. The mean was 4.32 while the standard deviation was 0.61 an indication that there is collaborative working environment in the organization that promotes free communication. Promoting a collaborative working environment supports employees in their individual and team work activities thus enhancing efficiency and effective communication flow (Argenti, 2017). Results showed that 24 (42.9%) of the respondents strongly agreed that employees at FLY 540 are able to communicate both verbally and in written form, 5 (8.9%) agreed with the statement while 3 (5.4%) were of moderate opinion. The mean was 4.20 while the standard deviation was 0.90 implying that employees at FLY 540 are able to communicate both verbally and in written form. For the purposes of documentation and archiving, FLY 540 management also encouraged employees to put into writing all critical information for future references. According to Hill and Alexander (2017), quality information management ensures efficient resolution of disputes between organisation and its customers.

Interviewees were asked to indicate the challenges they experienced in implementing the communication culture in the organization so as to enhance customer satisfaction. The interviewees reported that cultural communication barriers presented a challenge in countries with different national languages. Another interviewee as quoted stated “ most employees in the organization don’t want to embrace the new culture of interaction with the customers which is crucial in the success of the organization at this digital era. The employees from the marketing departments are mostly afraid that the organization embracing new communication culture posed a threat to their positions.”

### Summary of Key Findings

The following are a summary of the key findings obtained from the study:

1. The findings to the first objective was to establish the strategic stakeholder communication strategy framework in place at FLY 540. The finding revealed that strategic stakeholder communication strategy framework in place were effective since they had enhanced customer satisfaction. The results from the interviews indicated that for the changes to be effective, there was need for communication and consultations with both the internal and external stakeholders. This is to facilitate an interactive approach where the stakeholders and especially the customers can air their views, opinions, complaints and recommendation and the response is timely. There was a proper communication plan that outlined how the organization was to communicate key information to various stakeholders in the organization. In conclusion it was revealed that strategic stakeholder communication strategies are effective in enhancing customer satisfaction.
2. The result findings in regard to the second objective on the influence of management communication strategy framework on customer satisfaction at FLY 540 revealed that there

was proper communication and involvement by the management when developing strategies relating to the customers and they were effective as they enhanced customer satisfaction. The major forms of communication channels used to communicate with customers were in the written form, emails, telephone calls, text messages and whatsapp; however, the most widely used form of communication was through telephone calls. The results from the interviewees indicated that employees were trained on any changes that were to occur within the organization in regard to customers and the employees were also provided with the necessary support during the organization change process. In conclusion management communication strategy framework enhanced customer satisfaction.

3. The findings from the third objective on the influence of strategic communication culture on customer satisfaction at Fly 540 revealed that the strategic communication culture was effective towards enhancing customer satisfaction. There was a collaborative working environment in the organization and the top management provided clear communication lines that aimed to support all subordinates. The results from interviewees indicated that most employees in the organization don't want to embrace the new culture of interaction with the customers and in particular the marketing departments who were afraid of threats to their positions. In conclusion, the results indicated that strategic communication culture had an effect on customer satisfaction.

### Summary

This chapter focused on the findings of the three objectives of the study that included; establishing the strategic stakeholder communication strategy framework in place at FLY 540, assessing the influence of management communication strategy framework, and determining the influence of strategic communication culture on customer satisfaction at Fly 540.

Strategic stakeholder communication strategy framework in place had an effect on customer satisfaction. The management communication strategy positively influences customer satisfaction in an organization. Strategic communication culture had a positive influence on customer satisfaction. The following chapter contains the study's conclusions, explanations of major results, and suggestions.



## CHAPTER FIVE

### DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter focused on discussion of the key findings in relation to assessment of strategic stakeholder communication and customer satisfaction at FLY 540 Airline. This chapter also gives conclusions, recommendations, and areas for further research.

#### Discussions of Key Findings

##### Strategic Stakeholder Communication Strategy Framework in Place

Through having strategic stakeholder communication strategy framework in place, customer satisfaction was enhanced. This supported earlier study by Argenti (2017), who observed that strategic stakeholder communication enhanced customer satisfaction. Organizations should strive to put in place a communication strategy framework that is effective and clearly aligned to the goals and objectives of the organization so as to enhance proper communication with the customers and in turn their satisfaction. This supports Mubiri et al. (2016) findings that suggested that communication strategy framework should be efficient to the satisfaction of the customers.

Proper delegation of duties and the responsibilities of the communication team is important so as to reduce gaps that may lead to miscommunication in the organization and in turn have a negative influence on customer satisfaction. Harrison and Lock (2017) indicated that the success of any organization requires managers and their staff to operate from the same set of expectation. Organizations should have a well documented communication plan so as to enhance customer satisfaction in their organization. A well-documented communication plan

in itself acts as a strategy to learn more about customers' needs and behaviours which are critical in development of stronger relationship with them. The findings were in support of Uhl and Gollenia (2016) observed that having a detailed communication plan help deal with customers in an effective and efficient manner.

Organizations should develop standard communication procedures so as to alleviate disputes that arise from ambiguity in documentation that may lead to customer dissatisfaction. The findings supported the results by Mubiri et al. (2016) that an organizations communications charter helps to save time and reduce confusion. Organizations should put in place a communications charter to enable them save time and reduce confusion so as to enhance their interaction with customers consequently enhancing their satisfaction. Liu and Yao (2019) noted that improving how organizations communicate, helps them to promote their brand and also build a strong relationship with existing customers.

Organizations should ensure that those responsible for managing the communication strategy framework, communicate quality and relevant information to the customers, which should be timely so as to enhance their satisfaction. Bambaeroo and Shokrpour (2017) noted that effective communication with customers helps to learn the customer problem accurately and enable to deliver efficiently. The organizations should learn the tastes and preferences of their customers so as to ensure that they communicate to customers through their preferred communication channels. Eaves and Leathers (2017) was of the opinion that a proper communication strategy framework helps to open up a conversation with customers and develops a long-lasting relationship with them.

## Management Communication Strategy Influence on Customer Satisfaction

Organizations should ensure that there is proper communication and involvement by the management when developing strategies relating to the customers if they are to enhance their customer satisfaction. Effective feedback manager to ensure that the proper information is created, collated, and communicated to the right people at the right time. To help with this, a system for delivering information and exchanging information is needed to track progress and assure client satisfaction (Liu & Yao, 2019).

Organizations should have a management communication strategy that improves team coordination if they are to enhance customer satisfaction. This is because a management communication strategy aids businesses in building closer relationships with their consumers, which is the most effective approach to obtain important brand supporters and convey good product information that may boost customer satisfaction. Mutuku and Mathooko (2016) found that organizations who recognized the value of excellent communication prioritized it and worked to improve it on a regular basis. Were often successful.

A good management communication strategy increases synergy and trust in the organization which enhances customer satisfaction. This is because the management communication strategy strongly enhances sharing of information between employees and this enables the company to create a sense of transparency hence enhancing customer satisfaction. Employees may be left wondering what is going on with the firm if there is a lack of communication, according to Cornelissen (2014), and may begin to suspect that the management team is purposely hiding information. A management communication plan ensures that information is delivered to customers in the company on time and in the correct format, increasing customer satisfaction. Crane and Livesey (2017) noted that Internally and

publicly, a communication plan ensures that all relevant information is disseminated to the appropriate persons.

A management communication strategy ensures there is appropriate information available to customers in regard to their products and this enhance customer satisfaction. According to Crane and Livesey (2017), a management communication strategy allows a company to understand its consumers' requirements and behaviors, allowing them to choose the best time to promote their goods to them. A management communication plan ensures there is appropriate information content so as to enhance customer satisfaction. Adopting a communication plan enables proper communication delivery as well as a timely response to client enquiries and comments. Aziz, Jusoh, and Amlus (2017) disclosed effective communication with customer maintains the reputation of a business's with their customers.

#### Strategic Communication Culture Influence on Customer Satisfaction

Strategic communication culture is effective towards enhancing customer satisfaction. Strategic communication culture is the base for better management of each participant, which is vital in influencing customer satisfaction (Volk & Zerfass, 2018). Organization should employ people from different cultures so as to enhance intercultural interactions and productivity so as as to enhance customer satisfaction. Rehman (2018) noted that embracing cultural diversity within organization, results in higher employee satisfaction which is positively correlated with employees productivity and customer appreciation. Provision of clear and transparent information is critical towards enhancing synergy and in turn customer satisfaction. According to Agwu, Onwuegbuzie and Onasanya (2018) unambiguity in work processes enhances efficiency in service delivery thus leaving customers more satisfied. Through employees being able to communicate both verbally and in written form there will be

customer satisfaction. According to Hill and Alexander (2017) quality information management ensures efficient resolution of disputes between organisation and its customers.

To improve customer satisfaction, senior management should establish clear communication lines that seek to help all subordinates. Argenti (2017) findings indicated that strong commitment by top management is positively related with internal efficiencies all of which enhance organisational performance measures such as customer satisfaction. Customer satisfaction is improved as a result of communication channels that eliminate challenges connected with geographical distance. Organizations should thus invest in communication platforms in view of eliminating redundancies that may occur due to inefficiencies as a result of lack of flawlessness occasioned by physical distance. According to Singh et al. (2011) investment in strong communication platforms provides a market lead to the organisation due to the reliable transmission that the platform offers.

Organizations should implement employee rotation to enhance team building, trust and team cohesion in view of enhancing customer satisfaction. Forozia et al. (2017) that, staff rotation encourages skill development while at the same time giving employees a break from vigorous work. Having in place a collaborative working environment in the organization promotes free communication flow. Parties working together in a collaborative working environment that fosters open communication flow are required for the integration of a collaborative working environment in companies (Argenti, 2017).

### Conclusion

The study sought to establish the strategic stakeholder communication strategy framework in place at FLY 540. The study concludes that strategic stakeholder communication framework enhances customer satisfaction in organizations. FLY 540 always adopted

communication platforms that were efficient and reliable in transmitting the content as per the targeted audience. A communication strategy framework provides business cooperation's with a clear and practical interface with the targeted people whom the organization has to convince and the scale of the work involved in meeting its strategic goals.

The study sought to establish the influence of management communication strategy framework on customer satisfaction at FLY 540. The study concluded that having a management communication strategy positively influences customer satisfaction. The study presumed that at FLY 540 there was availability of information transparency to all employees and the organization provided critical information to all employees. Providing employees with relevant information promotes their competency at work thus enhancing their efficiency and quality in output which is a key metric in customer satisfaction.

The study sought to establish the influence of strategic communication culture on customer satisfaction at Fly 540. The study concluded that strategic communication culture positively influenced customer satisfaction. Embracing cultural diversity within organization results in higher employee satisfaction which is positively correlated with employees productivity and customer appreciation. Further, provision of clear and transparent information is critical towards enhancing role executional workplace and that unambiguity in work processes enhances quickness in service delivery thus leaving customers more satisfied.

### Recommendations

The study recommends that every organization should have a communication strategy framework that is audience specific and at the same time ensure that the stakeholders are involved in the issues affecting them. FLY 540 should put in place structures that addressed

the demands and the needs of the customers through having in place a variety of platforms where the customers can be able to air their concerns.

The study recommends that every organization should have a management communication strategy framework that provides relevant information to the audience and the stakeholders in a timely manner so as to enhance customer satisfaction. FLY 540 management should ensure that management communication strategy framework in place provides relevant information to the customers and at the same time address the needs of the customers so as to enhance customer satisfaction.

The study recommends that every organization should adopt a strategic communication culture that embraces cultural diversity among the employees so as to enhance their productivity and service efficiency towards the stakeholders. FLY 540 should diversify the employee composition so as to enhance intercultural interactions among employees which enhance synergy and in turn customer satisfaction. FLY 540 can consider training of all its employees on different cultures to enhance intercultural acceptance.

#### Recommmendations for Further Research

The study focused on assesement of strategic stakeholder communication and customer satisfaction: a study of FLY 540 Airline in Kenya. The study in regard to strategic stakeholder communication and customer satisfaction was limited to FLY 540 Airline in Kenya. Further studies should be conducted in other airlines in Kenya and assess the communication strategies and communication plans that they have adopted and also establish their effectiveness.

Further studies could focus on the role of strategic stakeholder communication service delivery in the public sector. This will enable the public sector understand the gaps that exist in an effort to build better communication with the stakeholders. The study should also focus on the same area but a different industry from the airline industry and help compare the results.



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## APPENDICES

## Appendix A: Consent Form

You are kindly requested to be part of the study on AN ASSESSMENT OF THE INFLUENCE OF STRATEGIC STAKEHOLDER COMMUNICATION ON CUSTOMER SATISFACTION: A STUDY OF FLY 540 AIRLINE IN KENYA. Before being part of the research kindly read the form given and ask any questions you might have relating to you being a participant in the study.

In case you have given consent to be a participant in this research, we will provide you with a questionnaire for you to fill. This will take you at most 20 minutes. In the case of the interviews it will take 45 minutes

**Risks and Benefits:**

There is no bodily harm or any other significant risk that you will suffer if you choose to be part of this study.

We will keep your data anonymous. All the data you give us will be confidential and we will not provide personal information that can identify you as the source.

Even if you agree to be a participant you still have the right to withdraw from the study.

Statement of Consent: I have understood the information given in this form and all the questions I had on being a participant of this study have been well-answered. I give my consent and agree to be a participant in this research

Participant's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix B: Letter of Introduction

Dear respondent:

My name is Patricia Terer Ondeng', a Daystar University student undertaking a degree of Master of Arts in Communication. You have been chosen to participate in this study whose insights can help in the understanding of the phenomenon under study on the STRATEGIC STAKEHOLDER COMMUNICATION AND CUSTOMER SATISFACTION: A STUDY OF FLY 540. This will be used for academic purpose only. In order to protect your identity, you need not indicate your name. You are free to withdraw from the study at any point; however, the process will take about 20 minutes of your time.

Thank you for your participation.

Patricia Terer Ondeng'



## Appendix C: Questionnaire

## Section A: Demographic Information

Tick the appropriate box that applies to you

1. Kindly indicate your gender?

Male

Female

2. Age Range

18-24

25-30

31-40

41-50

Over 50

3. What is your highest level of education?

Diploma

Degree

Masters

Other .....

4. For how long have you worked at FLY 540?

Less than 5 years

5 to 10 years

10 to 15 years

Over 15 years

Section B: Strategic Stakeholder Communication Strategy Framework In Place

5. What is the strategic stakeholder communication strategy framework in place in your organization?

.....  
.....  
.....

6. What challenges do you face in implementing the communication strategy framework in your organization?

.....  
.....  
.....

7. Do you think that the strategic stakeholder communication strategy framework in place has enhanced customer satisfaction?

Yes [ ]

No [ ]

Please indicate the reason for each

.....  
.....  
.....

8. Please rate your overall organization strategic stakeholder communication strategy framework influence on customer satisfaction

Very effective [ ]

Effective [ ]

Less Effective [ ]

Not effective [ ]

9. Please indicate with a tick in the relevant column your agreement on the following statement(s) relating to strategic stakeholder communication strategy framework influence on customer satisfaction. Rate on a 5- point scale where: 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

Statements	1	2	3	4	5
Communication strategy framework assists an organization in building an effective communication strategy to enhance communication with the customers					
The duties and the responsibilities of the communication team in my organization are clear and this has enhanced customer satisfaction					
A well-documented communication plan is essential to enhance customer satisfaction					
Developing standard communication procedures aims at alleviating disputes that arise from ambiguity in documentation that may lead to customer dissatisfaction					
An organization communications charter helps to save time and reduce confusion which enhance interaction with customers					
Communication strategy framework determines the quality of information communicated to the customers					
Communication strategy framework is efficient in determining the preferred communication methods to customers					

Section C: Management Communication Strategy Influence on Customer Satisfaction

10. Is there proper communication and involvement by the management in regard to the strategies they want to have in place relating to customer satisfaction?

Yes [ ]

No [ ]

Please explain in what ways

.....  
.....  
.....

11. From the above, is this effective and how does it enhance customer satisfaction?

.....  
.....  
.....

12. Please rate your overall management communication strategy influence on customer satisfaction?

Very effective [ ]

Effective [ ]

Less Effective [ ]

Not effective [ ]

13. Please indicate the form of communication that you use to communicate with your customers?

Written form [ ]

Email [ ]

Verbal Instruction (Telephone) [ ]

Messaging (Text) [ ]

Messaging (WhatsApp) [ ]

14. Please indicate with a tick in the relevant column your agreement on the following statement(s) relating to management communication strategy influence on customer satisfaction. Rate on a 5- point scale where: 1- Strongly disagree, 2-Disagree, 3- Neutral, 4- Agree, 5- Strongly agree

Statements	1	2	3	4	5
There is an appropriate management communication strategy that ensures information is relayed to the right audience in my organization					
There is an appropriate management communication strategy that improves team coordination so as to enhance customer satisfaction in my organization					
There is an appropriate management communication strategy that increases synergy and trust so as to enhance customer satisfaction in my organization					
There is a management communication strategy that ensures information is transmitted on time and in the right format to customer in my organization					
There is a management communication strategy that ensures there is appropriate information content so as to enhance customer satisfaction in my organization					
My organization has adopted a communication plan that ensures there is appropriate information content so as to enhance customer satisfaction in my organization					
There is user friendly communication tools and techniques to enhance effective communication with customer					

Section D: Strategic Communication Culture Influence on Customer Satisfaction

15. What challenges do you experience in implementing the communication culture in your organization so as to enhance customer satisfaction?

.....

.....

.....

16. Please rate your overall strategic communication culture influence on customer satisfaction

- Very effective [ ]
- Effective [ ]
- Less Effective [ ]
- Not effective [ ]

17. Please indicate with a tick in the relevant column your agreement on the following statement(s) relating to strategic communication culture influence on customer satisfaction. Rate on a 5- point scale where: 1- Strongly disagree, 2-Disagree, 3- Neutral, 4- Agree, 5- Strongly agree

Statements	1	2	3	4	5
Our organization employs people from different cultures which enhance intercultural interaction					
There is availability of information transparency to all employees in my organization so as to enhance synergy					

The top management provides clear communication lines that aim to support all subordinates					
There is responsible information sharing in my organization which ensures discretion in sharing sensitive information					
There is multiple communication modes which alleviate problems associated with geographical distance in my organization					
There is staff rotation for team building, trust and team cohesion in my organization so as to enhance customer satisfaction					
There is collaborative working environment in my organization that promotes free communication flow					
All employees in my organization are able to communicate both verbally and in written form					

Appendix D: Interview Guide

- 1. What communication strategy framework have you put in place in your organization so as to enhance customer satisfaction and is it effective and in what ways?

.....  
.....  
.....

- 2. Do you think that the employees in your organization adhere to the communication strategy framework in place and what measures have you put if so?

.....  
.....  
.....

- 3. What challenges do you experience in ensuring that the communication strategy framework in place is effective in enhancing customer satisfaction?

.....  
.....  
.....

- 4. What communication management strategy have you put in place in your organization so as to enhance customer satisfaction and is it effective and in what ways?

.....  
.....  
.....

- 5. Do you think that the employees in your organization adhere to the communication management strategy in place and what measures have you put if so?



.....

6. What challenges do you experience in ensuring that the communication management strategy in place is effective in enhancing customer satisfaction?

.....  
.....

7. What communication culture have you put in place in your organization so as to enhance customer satisfaction and is it effective and in what ways?

.....  
.....

8. Do you think that the employees in your organization adhere to the communication culture in place in regard to customer satisfaction and what measures have you put if so?

.....  
.....

9. What challenges do you experience in ensuring that the communication culture in place is effective in enhancing customer satisfaction?

.....  
.....  
.....

## Appendix E: Ethical Clearance

September 4, 2020

**To Whom It May Concern:**

Dear Sir/Madam,

**PATRICIA TERER ONDENG (STUDENT NO: 11-0565)**

I am writing to confirm that the above mentioned is a Daystar University student pursuing her Master's degree in Communication. Presently she is working on her thesis entitled '*An Assessment of Strategic Stakeholder Communication and Customer Satisfaction: A Study of FLY 540 Airline in Kenya*'.

Any assistance given to her will be highly appreciated. Should you require further information, please do not hesitate to contact the undersigned.

Yours Sincerely,





(For)

**Dr. Kinya Mwithia**  
**HOD, Strategic & Organizational Communication**  
**jkinya@daystar.ac.ke**




Appendix F: Research Permit

**REPUBLIC OF KENYA**  
**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **213600** Date of Issue: **15/October/2020**


**RESEARCH LICENSE**



**This is to Certify that Ms. Patricia Terer Ondeng of Daystar University, has been licensed to conduct research in Nairobi on the topic: AN ASSESMENT OF STRATEGIC STAKEHOLDER COMMUNICATION AND CUSTOMER SATISFACTION: A STUDY OF FLY 540 AIRLINE IN KENYA for the period ending : 15/October/2021.**

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## Appendix G: Plagiarism Report

## Patricia Terer Ondeng' Thesis

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