

THE INFLUENCE OF MILLENNIALS' COMMUNICATION STYLES ON
ORGANIZATIONAL CULTURE: A CASE OF KENYA POWER AND LIGHTING
COMPANY (KPLC)

by

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APPROVAL

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

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DECLARATION

THE INFLUENCE OF MILLENNIALS' COMMUNICATION STYLES ON
ORGANIZATIONAL CULTURE: A CASE OF KENYA POWER AND LIGHTING
COMPANY (KPLC)

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

ANOVA	Analysis of Variance
APA	American Psychological Association
CMC	Computer-mediated Communication
COVID-19	Coronavirus Disease 2019
CREM	Corporate Real Estate Managers
ERB	Ethics and Review Board
GIFs	Graphic Interchange Format
HIV and AIDS Syndrome	Human Immunodeficiency Virus and Acquired Immunodeficiency Syndrome
HR	Human Resource
ICT	Information and Communication Technology
IT	Information Technology
KNBS	Kenya National Bureau of Statistics
KPLC	Kenya Power and Lighting Company
NACOSTI	National Commission for Science, Technology and Innovation
OECD	Organization for Economic Cooperation and Development
PwC	PricewaterhouseCoopers
SHRM	Society for Human Resource Management
SMDs	Social Media Devices
SMS	Short Message Service
SPSS	Statistical Package for Social Sciences
TVETs	Technical and Vocational Education and Training
UN Habitat	United Nations Human Settlements Programme

ABSTRACT

This study sought to explore the influence of millennials communication styles on organizational culture at Kenya Power and Lighting Company (KPLC). Millennials are taking up the workspaces in most organizations and they are agitating for change of organizational culture that will suit their values and beliefs. The objectives of the study were a.) to establish preferred communication styles by the millennials at KPLC and how the preferred styles influence the organizational culture, b.) to establish the preferred communication styles by the non-millennials at KPLC and how the preferred styles influence the organizational culture, c.) to assess the millennial employees' take on KPLC organizational culture and d.) to investigate the opinions of KPLC management on the millennials' communication styles. The target population was 199 millennial employees. The study used a descriptive design. A sample size of 60 millennials, 20 non-millennial employees and 2 managers were selected. 80 questionnaires were distributed and 2 interviews were conducted. The study used the co-orientation model. Descriptive and thematic data analyses were used to analyze quantitative and qualitative data respectively. The findings of the study showed that millennial employees at KPLC are indeed influencing the organizational culture, they appreciate instant feedback, believe that they're not involved in the decision-making processes, organizations that embrace millennial communication styles and deliberately change their policies to suit all generations are likely to benefit greatly and the retention of millennial employees has proven to be so hard. The study concluded that the millennial employees are transforming and influencing the organizational culture at KPLC. The study recommended that millennial employees should be allowed to work freely and independently and be involved in decision making processes at KPLC.

DEDICATION

I have dedicated this thesis to my parents, Eric Kimalit and Rosina Kibichum, my siblings; Engineer Gregory Kipruto, Engineer Edwin Kipchirchir, Olive Jebet, Sue Jerop, Clyde Kiprotich and Kelvin Kiplang'at.

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

Introduction

Fry (2015) indicated that by 2020 millennials would make up the majority of the workforce in today's organizations, which is a dynamic mix of generations. According to a survey published by Pew Research Center in 2015 (Fry, 2015), the US has a 53.5 million strong millennial workforce that is still growing. In India, median individual were 29 years old by 2020, according to estimates (Shivakumar, 2013). Therefore, as a result of millennials dominating the workforce, businesses have the opportunity to capitalize on the zeal and zest of the youthful talent pools (Agarwal & Gupta, 2018).

Organizations are attempting to build interesting and welcoming environments for millennials while also managing an unprecedented intergenerational workforce, with up to four generations working side by side (Fallon, 2014). Three generations of people work together in today's workplace: the baby boomer, generation X and millennial generations. The baby boomers those born between 1946 and 1964 and generation X those born between 1965 and 1982 generations typically fill higher management and supervisory positions in working organizations and the millennial generation those born between 1983 and 2000 largely fills entry level and rank-and-file positions (Johnson, 2006).

The millennials grew up in the late 1980s and 1990s, when their individuality was valued and embraced. They were infused with a strong feeling of self-assurance, a collaborative approach to problem-solving, and a high level of familiarity with technology (Johnson, 2006). When this generation first entered the workforce,

previous generations who supervised and mentored them painted them as entitled, impatient, and inattentive (Cekada, 2012; Schullery, 2013).

On a macro level, each generation has different values, actions and even personalities, so it's not surprising that the generations had varied communication styles (De La Torre, 2016) and techniques. Millennials place a high value on the close relationships they form with others and feel that all signals sent and received have an impact on the relationship (Taniguchi & Aune, 2013), and they expect that to be observed and maintained by colleagues from the other generations. Myers and Sadaghiani (2010) went on to say that millennials have grown up with a lot of attention from authority figures such as their parents, coaches, and instructors and they want the same level of openness and transparency from their supervisors. This has therefore informed the millennials' communication styles as employees at various organizations and how they are perceived by the other generations, locally and globally.

This study is relevant because millennials are slowly taking over the workplaces that were previously held by baby boomers and the other older generations. They are bringing on board different ways of running organizations starting with their communication styles, their belief in work-life balance, motivation as their greatest reason for their retention or otherwise and ensuring they are at the able where decisions are made. This has pushed organizations across the globe to consider tweaking their old ways of doing business in order to find a way of accommodating the millennial employees.

This chapter therefore provides background information on millennials' communication style and how it is influencing the organizational culture of Kenya Power and Lighting Company (KPLC), Electricity House branch along Aga Khan

Walk in Nairobi County. This study sought to evaluate the preferred communication styles by millennials, the preferred communication styles by the non-millennials, perception of the millennials towards non-millennials' communication styles and the management's perception in regard to the millennials' communication at KPLC. In this study, the terms millennials and generation Y were used synonymously.

Background of the Study

Employees from all generations work together in the workplace. Each of whom has been influenced by their experiences in their own eras to become unique individuals with characteristics that set their generation apart (Nnambooze & Parumasur, 2016). These generations exhibit various behavioral patterns that reflect their expectations and wishes in the workplace. The various generational profiles bring unique benefits to the business, but they also lay unique demands on the organization to create an environment where all generational age cohorts may thrive (Organization for Economic Cooperation and Development [OECD], 2019).

The millennial generation has emerged and taken over the workforce. Members of this group are well educated, have ambitious goals for themselves and their work and believe that who they are and what they do counts (Marston, 2009). They are technologically savvy, anticipate rapid relationships, and are hopeful and socially conscious. Millennials contribute a wealth of skills and traits to the workplace, which can be overshadowed by their generation's perceived flaws (Cahill & Sedrak, 2012). Experts have stated that this generation is self-centered, sluggish, disloyal, disrespectful, entitled, self-centered, ambitious, socially responsible, and hardworking, among other things (Putriastuti & Stasi, 2019).

Millennials are individuals born between 1980 and 2000 (Rudolpha et al., 2018). However, Stewart et al. (2017) described millennials as individuals who were born

between the years 1981-1995. Regardless of the difference in definition of the term millennials, in this study, millennials were individuals born between 1982 and 1994. Millennials have different beliefs, expectations and attitudes than prior generations. Therefore, this generational transition in the workforce presents both possibilities and difficulties for organizations. Millennials have developed specific and unique professional skills and preferences as a result of the unique technology period in which they were born.

According to Smola and Sutton (2002), millennials have been christened the “Look at Me” generation in both the mainstream media and in contemporary literature, meaning that they are unduly self-assured and ego-centric (Pew Research Center, 2007). They have also been accused of lacking loyalty and a strong work ethic (Marston, 2009). The more millennials enter the workforce; there is wide-spread anticipation and even concern about how their inclinations and habits, such as communication skills and orientation, may affect their colleagues (Myers & Sadaghiani, 2010).

According to Bannon et al. (2011), each generation has its own distinct qualities. The scholars added that in the workplace, the “millennial” generation is expected to have a significant impact in terms of diversity and creative approach to solving problems in the organizations they work for. Millennials are a large population cohort, ranging in size from 50 million to 80 million people, depending on definition. They now account for 10% to 15% of the labor force in the United States and are moving into lower leadership roles. Millennials are reshaping the existing quo and redefining federal jobs in the United States. Companies’ long-standing recruiting, hiring, education and retention processes are being disrupted by this generational transition, which is

driving re-evaluations of corporate information technology investments and well-known career routes (Weinbaum et al., 2016).

Millennials' job expectations, communication styles, and connections with team and organizational members were explored by Myers and Sadaghiani (2010). Millennials, according to these researchers, work effectively in teams, are motivated by major tasks, value open and frequent communication, and have a good understanding of communication techniques (Chou, 2012). Individualism is more prevalent among millennials than collectivism (Harris-Boundy & Flatt, 2010). This means that millennials prefer working individually as compared to working in groups. Hershatter and Epstein (2010) looked at how millennials approach work and concluded that they incorporate technology into their life and expect organizations to accommodate them depending on their experiences, interests and desires.

Millennials appear to expect bi-directional, free-flowing communication at all levels, regardless of their role at the organization, demonstrating that they are not intimidated by seniority, age or status and are in fact either unwilling to follow or unconcerned with corporate policies, particularly in the area of information technology (Curtis, 2010). Millennials are motivated by independence in the job to optimize their effort and might be more loyal than commonly assumed, despite their skepticism of organizational structures (Hewlett et al., 2009). According to Myers and Sadaghiani (2010), millennials place a high value on meaningful relationships with age-mates and supervisors, implying that open-communication could help millennial workers maintain employment stability. Hence the reason why they want to change the organizational culture of the different organizations they work for in order for them to fit in and feel confident when interacting with their colleagues.

There are several studies on millennials and how they have been taking up places at the workforce and shaping the organizational culture (Bogosian & Rousseau, 2017; Martin, 2005, PricewaterhouseCoopers [PwC], 2012). The studies suggested that rigid business structures make millennials uneasy and information silos turn them off. They anticipate rapid advancement, a diversified and exciting career and regular feed-back. Put differently, millennials prefer a managerial style and organizational culture that are unlike anything else that has ever existed (PwC, 2012). Bogosian and Rousseau (2017) argued that the classic millennial value-system was shaped by experiences that were different from older generations and are influencing organizational cultures and norms. They added that the study provides practitioners with the underlying causes of observable behaviors as well as dependable strategies for attracting and retaining the millennial population.

Martin (2005) looked at what managers need to know about millennials. The findings suggested that millennials with the most potential are autonomous, entrepreneurial thinkers who thrive on responsibility, require quick feedback and anticipate a sense of accomplishment on a daily basis. They enjoy complicated tasks and creative expression, as well as freedom and flexibility and despise micromanagement. The studies by Martin (2005), PwC (2012) and Bogosian and Rousseau (2017) failed to illustrate how millennials' communication styles influence organizational culture.

In a different study, the findings indicated that millennials believe that flexible work arrangements help them be more productive and engaged while also improving their personal well-being, health and happiness (Deloitte, 2016). According to Cafasso (2007), millennials and recruiters communicate in entirely different ways, necessitating a different range of strategies than those employed in recruiting the generation X. Research showed that millennial workers join the workplace with

“different, often broader perspectives about the global marketplace, supervisor-subordinate relationships, cultural diversity, task performance and ways that communication and information technologies can be used to enhance organizational performance and enhance productivity” (Myers & Sadaghiani, 2010). Many millennials disregard organizational hierarchy and converse with top management as though they were peers (Ferri-Reed, 2012). This went to show the impact the millennials are making in the organizations and the society at large.

A study conducted in Turkey suggested that forward-thinking organizations have invested heavily to attract, employ, motivate and retain millennials. Although millennials believe that employers and employment might be unreliable, it is ideal for them not to over-commit to the organizations for which they work (Özçelik, 2015). According to Westerman and Yamamura (2007), the diverse attitude of millennials in terms of what they expect from their jobs and employers is prompting businesses to explore whether they need to develop innovative ways to the design and delivery of these policies from a human resource management perspective. Organizational tactics should be fine-tuned to meet the needs of millennials. Millennials only stay at their jobs for an average of two years, compared to seven years for Baby Boomers and five years for generation X (Prokopeak, 2013). Current study indicates that millennials are more likely to leave an organization if they are not provided fresh learning experiences (Reisenwitz & Iyer, 2009). Millennials job-hop with the aim of satisfying their needs, interests, desires and in search of work-life balance. This has made it hard for organizations to retain them longer.

According to a study conducted in Indonesia on millennials and leadership, millennials are more likely to believe in teamwork and group action. They also have a proclivity to question regulations and challenge workplace standards (Gursoy et al.,

2008). The most inspiring management traits for millennials are diligent, compassionate, motivating, encouraging and understanding (Omilion-Hodges & Sugg, 2019). Omilion-Hodges and Sugg (2019) added that one-on-one, candid, straightforward, mentor-like, cordial, professional and personal communication are favored by millennials in terms of management communication.

According to a Forbes survey (Savitz, 2012), communication is the most difficult issue at work for 80% of the firms surveyed. A successful organization's lifeline and centre is effective communication (Wyatt, 2006). According to research, millennials prefer a workplace culture that encourages communication (Gursoy et al., 2008). Individual communication styles are representative of individuals and understanding them is associated with studying the organizational culture in the workplace (Ibrahim & Ismail, 2007).

A study was conducted in South Africa on the effects social media marketing communication has on the millennials' attitude. Due to modern interactive ICT, millennials today have a range of opportunities to contact, interact and engage (Knoetze, n.d.). The millennial generation is thought to account for a quarter of the population (Statistics SA, 2012). Millennials are an essential end-user segment because their impressions of social media marketing communications are crucial to organizations because they predict future buy habits toward brands (Barenblatt, 2015). South African millennials had the highest levels of awareness and understanding (cognitive reactions), as well as the most favorable If contacted by mobile devices such as cell phones, smartphones, feature phones and tablets, they are more likely to purchase (Knoetze, n.d.).

In a study conducted in Kenya by Karugo (2017), millennials were driven by a desire to find a job which would provide them with comfort, claimed they lacked communication skills compared to prior generations and that they desired faster career advancement. This showed that the millennials are a group of individuals that do not take key interest in how and who they choose to communicate to in the organization they work for. The research also revealed that millennial employees' computer skills, ability to multitask, collaborate in groups, learn quickly and adopt new ideas, and embrace diversity aided organizations tremendously.

Karani's (2019) study showed that the findings on the precise variables studied had a favorable impact on performance, as demonstrated by the case of UN-Habitat. Trainings and career advancements, awards for excellent performance, job stability, salaries and pay, as well as direction and leadership provided by the leadership, are all key motivator aspects that respondents acknowledged as affecting their performance.

Lindsey (2014) argued millennials marked a shift in the workplace from command and control to a more collaborative approach that previous generations have yet to completely grasp. Millennials have a different way of doing things and would like to apply new models and ideas in the workplace, resulting in a paradigm shift. As more millennials enter the workforce, there is significant anticipation and concern about how their predispositions and actions, including their communication orientations and skills, may affect other employees of the business especially those of older boomer and generation X cohorts. Millennials' ability to develop productive work relationships with the older employees and to improve organizational performances are at the forefront of these concerns (McGuire et al., 2007).

According to empirical studies, many boomers are embracing competitive work environments throughout their careers, and have focused on increasing organizational positions (Gursoy et al., 2008). They are the first hardworking work-force, who had no concept of work-life balance even as teenagers (McGuire et al., 2007). On the contrary, millennial workers are more likely to express an interest in flexible career options because work-life balance is a top goal for them (Carless & Wintle, 2007). The opportunity to participate to and invest in the firm's success, great training and education, a great employee-supervisor relationship, a demanding work experience, open and honest communication are all aspects that millennials look for in a job (Lynch, 2008) unlike the other generations.

According to Joanne and Jan (2009), there is an invasion that has silently taken root in businesses all around the world. As members of one generation labor alongside members of two older generations has created new conflicts. Millennials bring high results and even higher standards to the workplace. As more millennials enter the job, older employees and managers are becoming increasingly perplexed and perplexed as they try to comprehend how the younger generation deals with things. As they collide with current business cultures, their actions, appearance, hair styles and attitudes are being scrutinized (Suleman & Nelson, 2011).

The expansion of today's workforce, which includes workers from four generations with different work ethics and communication styles, poses a challenge to organizational leaders (Johnson & Johnson, 2010). To effectively manage millennials, every leader must be able to communicate with them and provide feedback. Managers must be candidly engaged in dialogue and promoting voice because millennials want to have a voice at work and to know that their voice matter (Bogosian & Rousseau, 2017). Therefore, leaders of organizations must maintain a productive workplace.

Given that most people now spend more waking hours at work than any place, it is critical for business leaders to understand how different communication styles affect the culture of their organizations (Richendollar, 2013).

Hershatter and Epstein (2017) opined that the first group of millennials joined the workforce in the summer of 2004. Today's workforce is undergoing a generational shift, with millennials overtaking generation X and baby boomers as the majority (Putriastuti & Stasi, 2019). By 2025, Winograd and Hais (2014) predicted that millennials will make up 75% of the workforce. For Miller et al. (2013), millennials already make up about half of the workforce and this number is anticipated to rise in the coming years. It has become vital in various businesses to examine and implement their unique qualities into organizational plans so that the organizations can achieve their objectives in a seamless manner. A report by Kenya National Bureau of Statistics [KNBS] (2019) stated that 35.7 million Kenyans are under 35 years (millennials) making up 75.1% of the total population.

Additionally, Ravasi and Schultz (2006) defined organizational culture as a set of interconnected ideas that govern what transpires in organizations by specifying proper conduct in various contexts. It is also the trend for new organizational members to be schooled in such system behavior and assumptions as a way of perceiving, even reasoning and emotions.

The study used the mixed-methods approach. Burke et al. (2007) described a mixed-method approach is a type of research in which a researcher or a group of researchers integrates aspects of qualitative and quantitative research techniques, use of qualitative and quantitative viewpoints, data collection, analysis, and inference techniques, for the broad purposes of understanding and corroboration. This

technique, according to Creswell and Plano (2011), allows for a larger degree of insight to be formed than if a single approach were applied to individual studies.

The focus of this study was Kenya Power and Lighting Company (KPLC). KPLC is an electric utility owned 50.1 percent by the Government of Kenya and 49.9 percent by private sector. The company deals in transmitting, distributing and retailing electricity throughout Kenya. The company has been a monopoly with a history that dates back to 1922 as the East African Power and Lighting Company Limited serving Kenya, Tanzania and Uganda. Preceding the major power area rebuilding exercise in 1997, Kenya Power dealt with all producing stations for the benefit of the government. Kenya Power is the national supply of electricity and it is listed at the Nairobi Stock Exchange. Kenya Power supplies electricity to around 4.3 million customers in Kenya (KPLC, 2016).

Kenya Power's head office is based at Stima Plaza on Kolobot Road, Parklands in Nairobi County. Some major its projects include: Kenya Electricity Modernization Project which is aimed at enhancing the network in readiness for generating over 5,000 MW and upgrading the already existing the power stations. The Last Mile Connectivity Project which is concerned with increasing electricity access in the country. The National Public Lighting Project that deals in providing adequate public lighting in residential and industrial areas, roads and railway.

Statement of the Problem

Needle (2004) argued that organizational culture exemplifies organizational members' basic values, principles, and philosophies and it is influenced by factors like history, brand, market, innovation, strategic plan, employee type, style of management and cultural identity. The culture contains the organization's values, vision, norms, systems, symbols, assumptions, language, beliefs and habits. Ideally, organizational

culture plays a vital role in how individual and groups of employees engage with each other, with the customers and with the organization's publics.

According to Kuchi (2006), a person's communication style is a way for them to share and exchange information with others about how a company operates. One of the most essential and prevalent trends in organizations is communication style (Harris & Nelson, 2008). One may connect and converse with others through communication (Greenberg & Baron, 2000). As research has evolved, it has been proven that managers' internal communication with their staff has evolved from being "content" to "behavior" centered (Dasgupta et al., 2013). This is in keeping with Omilion-Hodges et al. (2019) suggestion that managers should adapt their internal communication styles to the situation and the individual they are working with, with the three main communication styles being aggressive, assertive and passive (Dasgupta et al., 2013).

The evolving nature of work has been the subject of considerable debate among researchers, the popular press, and organizations. A popular press analysis shows frequent discussion of the evolving workforce dynamics, generational gaps at work, rising levels of income inequality, and technological advances that some argue would radically alter the workplace landscape (Hoffman et al., 2020). Current workplace is drastically changing due to the ever-rising number of millennials joining the workforce incorporating their principles, beliefs and culture into the organization (Huyler et al., n.d.). The organizational culture is slowly being redefined by this generation (Martin, 2005) that believes in working together, work-life balance (Gilbert, 2011) and adjusting expectations of hours and boundaries (Universum Incorporated, 2008).

With their introduction into the workforce, the millennial generation has gotten a lot of attention from academics (Harris-Boundy & Flatt, 2010). While practitioners and academics have noticed that they have different work values than prior generations, there is still a lack of research on millennials (Putriastuti & Stasi, 2019). In Kenya, though there are studies on millennials, there is little empirical study on the millennials' communication styles and the influence they have on the already existing organizational culture. In view of this, this study sought to explore how millennials are challenging the traditional work communication relative to their communication styles at Kenya Power and Lighting Company (KPLC).

Purpose of the Study

The purpose of the study was to explore millennials' communication style and its influence on organizational culture with a focus on Kenya Power and Lighting Company (KPLC).

Objectives of the Study

The objectives of this research were:

- i. To establish preferred communication styles by the millennials at KPLC and how the preferred styles influence the organizational culture
- ii. To establish the preferred communication styles by the non-millennials at KPLC and how the preferred styles influence the organizational culture
- iii. To assess the millennial employees' take on KPLC organizational culture
- iv. To investigate the opinions of KPLC management on the millennials' communication styles

Research Questions

- i. Which are the preferred communication styles by millennials at KPLC?
- ii. Which are the preferred communication styles by the non-millennials at KPLC?
- iii. What is the take of the millennial employees on the organizational culture of KPLC?
- iv. What are the management's opinions on the millennials' communication styles at KPLC?

Rationale of the Study

Millennials are the most recent generation to enter the workforce (Smith & Nichols, 2015). Millennials are believed to have joined the workforce earliest in 2004 (Hershatter & Epstein, 2017). They have come with a different way of doing things especially in communication millennials expect supervisor-supervisee communication to be more frequent, positive and affirming than previous generations of employees (Deloitte, 2009).

Myers and Sadaghiani (2010) added that many senior and seasoned organizational members find millennials' need for positive valence and affirming content communication from supervisors and coworkers challenging. This has in turn influenced the normal running of most organizations and has forced organizations to adapt to the generation's ways of doing things. Gibson et al. (2010) noted that as younger generations blend with the older ones, managers must understand more about their employees' job satisfaction and organizational commitment levels. It is also critical for a manager or organization to understand what motivates and satisfies millennials in order to attract and retain them (Guha, 2010). This study, therefore, seeks to explore how millennials' communication styles are influencing the organizational culture at KPLC and filling in the research gap on the same.

Significance of the Study

This study is important since it would help corporates realize the impact millennials have on the organizational cultures that have taken them so long to establish. It would also help them learn to appreciate the place of the generation Y in a fast changing business world. They would also get to know that the future of the corporate culture within organizations rests on them as it is assumed that three quarters of the workforce will be made up of them by 2025.

The outcome of this study would help establish the extent to which the millennials have influenced the organizational culture. This would be important to departments such as corporate affairs that deal with identity, branding and credibility of companies and how to protect them from the changes arising from the millennials becoming part of the workforce in the corporate world.

To the policy makers, who also include the management of KPLC and other institutions, they would get to know how different the generation Y is from the other generations, how to handle them and how to change the policies and regulations of their institutions to meet the expectations and the desires of the generation Y so that they can serve them better and avoid conflicts at work.

The generation Y would get to understand what they bring to the workplace and how that is shaping the organizational culture in the various organizations they are working in. They will also get to know that the future of the workplaces depend solely on them and how they redefine them is what would be used to judge them against the other generations.

Being a topic that touches on the corporate communication as a field, it would also benefit from this study. The corporate communicators would get to know the impact

of the generation Y on the organizational culture and this could push more students to study the generation from different perspectives such as internal communication, crisis communication corporate brand, image and reputation amongst other topics.

Colleges, Technical and Vocational Centers (TVETs) as well as universities can use this study to help them come up with programs in their institutions that would ensure that they churn out graduates who are ready for the fast-changing corporate world of millennials.

Assumptions of the Study

The assumptions of the study were:

1. That most KPLC millennial employees will be available to take part in the study and have enough time to respond to the questions
2. That KPLC millennials employees have a different communication style from the other generations
3. That the respondents will give honest and accurate answers

Scope of the Study

The participants of this study were selected-employees of Kenya Power and Lighting Company (KPLC), Electricity House Division, along Aga Khan Walk in Nairobi County, between the ages of 29 years to 41 years; the age group was decided based on the definition of the millennials. This was decision was informed by the many customers who visit the branch, the number of millennials who work there as well as their availability and accessibility. The managers of two departments were interviewed to shade light on the impact millennials' communication styles have on their respective departments and KPLC at large.

Limitations and Delimitations of the Study

The age-bracket the researcher settled on might not give the desired responses. The bracket could be extended by lowering the youngest age to increase the scope of the study. Honest answers are equivalent to more accurate and reliable conclusions and recommendations. It was the sole duty of the researcher to persuade and guarantee the respondents of confidentiality of their data collected.

Definition of Terms

Millennials: In this study, millennials were the permanent and pensionable employees at the KPLC at Electricity House branch who are in the age bracket of 29 years to 41 years. For the purpose of this study, the terms millennials and generation Y were used interchangeably.

Organizational culture: Donovan (2006) stated that organizational culture is characterized in a group of things such as language, decision making, symbols, stories, legends, and daily work practices. In this study, organizational culture was the traditional beliefs, ideas, principles and the history of KPLC. The terms corporate culture and organizational culture will be used interchangeably.

Communication styles: Communication style is described as a collection of speech when one is communicating (Pânișoară et al., 2015). In this study, communication styles were the specific ways millennials at KPLC express themselves and receive feedback.

Millennials' communication: In this study, millennials' communication is how the millennial employees at KPLC communicate, verbally and non-verbally.

Summary of the Chapter

This chapter looked at the background of the study, the objectives of the study in seeking to understand how millennials' communication styles influence organizational culture of KPLC. The findings of this study would be of significance to the KPLC management and employees, policymakers, institutions of higher learning and any future researches on either of the variables. In the next chapter, the researcher reviewed literature based on the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

In this chapter, the researcher will review the relevant literature for this study, based on the research questions in chapter one. This chapter examined the relevant literature on research variables and the theoretical framework based on those variables. The conceptual framework was guided by the theoretical framework. The study factors will also be examined empirically in this chapter. The research objectives informed the literature review. We discussed millennials communication in literature and analyze how it applies at KPLC. We will also discuss the aspects of millennials' communication styles and how they influence organizational culture: values, beliefs, norms and rites of an organization. Reviewed literature was further critiqued to get the research gaps that the research will attempt to address. Thereafter, we looked at the trends of millennials' communication globally. A conceptual framework was used to show the relationship between the various variables in the study. There is a summary of the literature review at the end of the chapter.

Theoretical Framework

Theoretical framework is a concept that's established on an already existing theory in a field of study that's related to and/or depicts a study's hypothesis (Adom et al., 2018). Grant and Osanloo (2014) add that the theoretical framework serves as the "roadmap" for the research investigation. It serves as a foundation upon which to construct and support your research, as well as a framework for defining how you will approach the research as a whole from a philosophical, epistemological, methodological, and analytical standpoint. Luhmann (2010) believe that a good

research should be grounded in a theory. This study is guided by co-orientation model.

The proponents of the co-orientation model are McLeod and Chaffee (1973). The co-orientation model can be traced back to psychology studies on two people's mutual orientation to an object. Newcomb (1953) coined the term, defining it as perceived consensus in a system straining toward symmetry. The consistency theories of Heider (1958) and Newcomb (1961) influenced McLeod and Chaffee's (1973) co-orientation measurement model the most. In the public relations literature, co-orientation was first proposed as a way to assess how two individuals view an issue rather than how they view their relationship (Broom, 1977; Broom & Dozier, 1990; Grunig & Stamm, 1973; McLeod & Chaffee, 1973).

Co-orientation happens when two people or more are orientated to each other and to something of mutual interest at the same time. According to the assumption, individuals respond toward each other depending on their perceptions about the other's ideas and intentions towards a topic of mutual interest (Heath, 2013). The co-orientation model involves at least two individuals, A and B, as well as an "X" (object or person). Each person, A and B, is considered to have a characteristic that is essentially undefined: a set of "orientations" or "cognitions" about the "Xs" in the world that he has encountered and that constitute his social reality. The Xs can be defined along any mental dimension that the researcher chooses, and they can, of course, deal with communication interactions openly (Chaffee & McLeod, 1968; Chaffee et al., 1969).

The emphasis placed on the object (X) in the equation was an important addition of McLeod and Chaffee's (1973) research and the fundamental distinction between their assertions and those of Newcomb (1953). They suggested that X was the relationship

itself, rather than an object. They claimed that it was the discrimination (contrast) between the two individuals' or groups' orientations toward X that was most important, rather than the orientation toward X itself.

Connelly and Knuth (2002) propose that the aspects to analyze include individuals' ideas and representations, as well as their perceptions of those concepts and representations, when it comes to a topic of concern. Congruency, accuracy, and agreement were the three characteristics they chose to investigate. The model has three tenets: agreement, congruency and accuracy. *Congruency* refers to how correct an organization's impressions of public opinion are, and vice versa (Connelly & Knuth, 2002). Congruency or perceived agreement, symbolizes the extent to which individual A's own beliefs are similar to A's perceptions of Individual B's views. This intrapersonal variable plainly does not take into consideration the other person's actual viewpoints, but it does serve as the foundation for A's reactions and method for dealing with them (Heath, 2013).

Accuracy refers to how accurate the organization is in anticipating public opinion (Connelly & Knuth, 2002). Accuracy evaluates the degree to which A's assessment of B's views is similar to B's real views. The interpersonal model can be applied to public connections by replacing the "individuals" in the model with an organization and one of its publics (Heath, 2013).

Agreement refers to how much agreement exists between the organization and the public (Connelly & Knuth, 2002). The similarity of A's and B's views, both salience and pertinence, is measured by interpersonal agreement. The term "salience" refers to a person's overall assessment of the object of orientation. Pertinence refers to an individual's object-by-object comparisons based on shared attributes between objects.

To put it another way, an individual's orientations include both object judgments and definitions.

Despite its origins in communicative activities, the co-orientation model has only been adapted to media consumption research in a limited way (Friemel, 2020). Friemel (2020) uses the model to investigate the social interactions around media content abound, demonstrating that media consumption is inextricably related to social life. Clarke (1971) uses the model to investigate adolescent information seeking. He discovered that the perceived attention of relevant others had an impact on music information-seeking behavior. As a result, the study focused on the impact of BX's perception on A rather than the influence of BX itself. This adaption of the co-orientation model was dubbed the interpersonal perception model (Chaffee, 1973), while Pearce and Stamm (1973) use it to investigate students' reading preferences. The distinction between a person's evaluation and other people's perceptions of their evaluation adds another layer of complexity to the concept, limiting empirical inquiry. As a result, research focused on either the perceived evaluation of media contents (Clarke, 1971) or the effective evaluation of media contents.

The co-orientation model has been applied to other fields such as journalism (Jones, 1993), interpersonal communication (O'Keefe, 1973; Purnine & Carey, 1999), political science (Hesse, 1976), employee communications (Jo & Shim, 2005), and environmental policy (Connelly & Knuth, 2002), but it is usually limited to assessments of one-sided perceptions of the relationship or to evaluate a common issue for both parties. This model has been used in public relations to some extent, but it ideally ignores the organizational perspective, with a focus on issue or attitude assessment (Bowes & Stamm, 1975; Broom, 1977; Broom & Dozier, 1990; Cameron & McCollum, 1993; Grunig, 1972; Stamm & Bowes, 1972; Stegall & Sanders, 1986),

or omits the meta-perspectives (Bowes & Stamm, 1972; Hon & Brunner, 2002; Stamm & Stamm, 1972).

Only two of the forty studies examined the interaction from a co-orientation perspective, according to a content analysis of research on organization-public ties conducted between 2000 and 2011. Wisconsin state senators and their constituents were the subject of one of the first studies to apply the co-orientation theory and model (Hesse, 1976). The two groups were found to have a high level of agreement in this study. Waters (2007) looks at the interaction between non-profits and contributors and discovered that there were discrepancies in congruency and accuracy between them. A research by Avery et al. (2010) looks at how public relations practitioners and journalists used social media and found only minor differences in congruency, accuracy, and agreement. In contrast, Veric et al. (2005) discovered significant disparities in congruency, accuracy, and agreement in their 2005 research of the relationship between Slovenia and Croatia.

This model is important to the study since it discusses the opinions and perception of the different generation employees at KPLC have towards an object, that is, the organizational culture at KPLC. Further, this theory will be useful in helping understand how millennials and non-millennial employees at KPLC work together, what the perception of KPLC management and non-millennials on millennials' communication styles at the organization and how similar and accurate the perceptions of the various generations working at KPLC are.

General Literature Review

Perceptions of Millennials

Perception, according to Perreault and McCarthy (2005), is the process by which humans gather and understand information from the environment around them. Since we are constantly gathering and interpreting information from our surroundings, it is correct to state that perception is a process rather than an action. Hawkins et al. (2004) argue that exposure, attention and interpretation are the three components of perception. This description of perception attempts to condense it into a three-step process, each of which involves purposeful action.

The millennial generation grew up during a period when new technologies were transforming the way people communicated, worked and shared information (Mulyana et al., 2019). Millennials grew up during the Great Recession, and the economic hardships caused by the recession influenced their attitudes and values made it difficult for them to find work and make a living. This has forced them to stay in school, and postponed a number of life milestones such as working life and marriage. Millennials have established itself as a generation that collaborates well with others, particularly their seniors (Pew Research Center, 2010).

They are largely defined by the forces that have shaped them and their forefathers' parents, such as the number of women participating in manpower and the rapid advancements in technology (Lancaster & Stillman, 2009). Generation Y has been reported to be more egoistic about themselves as a result of the widespread use of social networking platforms such as Facebook and Twitter, which has led to optimistic self-views and self-improvement (Barker, 2012). As a result, their ego has been on the rise and they have been reported to be more egoistic about themselves (Campbell, 2012). After observing their overworked parents, generation Y may be

attempting to adjust the needs of hours and boundaries (Universum Incorporated, 2008).

The judgment on millennials who are now entering the workforce is still pending. Despite the fact that their predecessors aspired to higher salary, more flexible working conditions and greater financial security millennials would prefer more (Jennings, 2000). This generation is believed to be the first to be born into a wired environment and they are “connected” 24 hours a day, seven days a week. They have seen their elders dissolve groups and are suspicious of them. They are free to say whatever they want. They will be the first generation since the 1960s to have a strong desire to work and be socially active (Ryan, 2000).

Millennials have risen and stunned the workforce; they are highly skilled and high standards. They value their professions and have a strong sense of who they really are and what they do in the workplace (Marston, 2009). They will take over the workplace as the baby boomers retire (Kaifi et al., 2012), and they want a say in how they do their jobs. They are collaborative (Alch, 2008), and they work well within an ever-growing empowered workforce if there are enough hurdles and benefits to keep them interested (Martin, 2005).

Pink (2009) define generation Y as “the young people who have recently started working and are changing the center of gravity of firms by their presence”, while Hulett (2006) view them as “an ambitious cohort of people with tremendous aspirations for success”. Generation Y, according to Hewlett (2009), are individuals who do not want uncompetitive job positions that follow a predetermined sequence; instead, they want long-life adventures, an evolving journey searching for meaning and overcoming difficult obstacles while still being stimulated by continuous improvement.

Generation Y values flexibility in the workplace and in their personal lives. They believe they can do more with less; thus they believe they are entitled to work less hours while still doing challenging work. The lesser hours of work should not necessarily translate to lesser pay (Lloyd, 2009). Besides that, they claim that their knowledge of technology allows them to work more efficiently. In essence, they should be fired for what they see to be a waste of time, non-essential face-to-face interactions that occur in a more structured office environment (Erickson, 2008).

Generation Y struggles to achieve an adequate work-life balance due to their demand for flexible working conditions just like generation X before them. In comparison to previous generations, generation Y values family relationships over employment, which is why they want to be able to work from home (BSG Concours, 2007). Cell devices, telecommuting and internet access are just a few examples of today's technologies that can help meet this need (Brown et al., n.d.).

Organizational Culture

The importance of organizational culture in unifying multiple firm cultures within the organizational group structure cannot be overstated (Kenny, 2012). Organizational culture is defined as the members' shared core assumptions, attitudes and beliefs (Martinez-Caas & Ruiz-Palomino, 2014). Organizational culture has also been described as the way managers and employees tackle challenges in the workplace (Schneider et al., 2013).

Organizational culture refers to a set of values, beliefs and behavior patterns that distinguish one company from another (Ortega-Parra & Sastre-Castillo, 2013). Organizational cultures, according to King (2012), are a set of values that guides people's choices and decisions in the workplace in an unconscious and silent manner.

Because both phrases refer to the same underlying phenomenon; managers use organizational and corporate culture interchangeably (Childress, 2013).

Organizational cultures are primarily reflective of their leaders, despite the fact that many elements influence culture. Culture is shaped through leaders' strategies, practices, values, leadership style and example (Steers & Shim, 2013). Many facets of an organization's culture are influenced by it, including decision-making processes, employee interaction, organizational functioning and employees' ability to cope with difficult conditions. It also shown to be a creative informational relationship, which can lead to innovation, better business outcomes and competitiveness sustainability (Graham & Nafunko, 2007; Lopez et al., 2006).

The fundamental quality that separates successful firms is organizational culture (Cameron & Quinn, 2006), and when an organization has a strong culture, its performance improves (Denison, 1990; Kirkman et al., 2016; Oberföll et al., 2018; Schein, 1988). An organization's culture, which encompasses creativity, teamwork, market response and customer happiness, is vital to preserving its competitive edge (Nazariana et al., 2017). Because firm culture covers values of the company, rules and conduct with customer base, corporate partners, suppliers and stakeholders, employees are aware of their organization's principles and standards of conduct during their company operations (Nadanyiova & Durana, 2019).

In order to coordinate staff activities and increase employee involvement in corporate decision-making, management teams encourage better communication in an effective organizational culture (Givens, 2012). Organizational culture is formed by the interactions of its members. No effective corporate culture can develop without a collection of individuals, shared assumptions and effective communication (Schein, 2010; Sok et al., 2014).

Employees acquire behaviors based on the firm's symbols, idols and rituals such as increases in worker productivity and pleasure, to create organizational culture (Rossi et al., 2016). As a consequence, organizational culture arises from an organization's members' consistent behavior (De Mooij & Hofstede, 2011). A good company culture is built on a foundation of positive and optimistic values. Members of a strong culture follow the company's values (Flamholtz & Randle, 2011). Employees who work in a supportive organizational culture are committed to the aims and values of the organization (Flamholtz & Randle, 2012).

Flamholtz and Randle (2012) and O'Reilly et al. (2014) argue that literature on organizational culture includes information on how corporate managers use effective organizational culture to improve performance and productivity. A strong organizational culture, according to executives, is a competitive advantage, whereas a poor culture is a problem (Flamholtz & Randle, 2011). According to Eaton and Kilby (2015), business managers use organizational culture to regulate and modify the working environment across the company.

Corporate executives use organizational culture to distinguish their company different from the competition (Weber & Tarba, 2012). Although Apple Inc, IBM, and Hewlett-Packard Corporation (HP) all use the same technology and operate in the same operating context, but their corporate cultures are vastly different (Schein, 2010). IBM places a strong emphasis on long-term thinking and highly motivated employees (Flamholtz & Randle, 2011; Kotter & Heskett, 1992). Apple is known for its simple, sleek and creative products (Toma & Marinescu, 2013). HP places a strong value on flexibility and creativity (Childress, 2013).

An effective organizational culture is formed by individuals who share the organization's values and ideas (Schein, 2010). Eaton and Kilby (2015) go on to say that a strong corporate culture is essential for attracting and keeping top personnel. Members of the organization create an efficient organizational culture to enhance teamwork and information exchange (Wiewiora et al., 2014).

Organizational Culture and Millennials

Workers used to have to work very long hours to earn their money and their concentration was mass manufacturing. Now, times have changed and the workforce requires more flexibility as well as more 'autonomy' and less of a long chain of command. This shift is progressively gaining traction among generation Y workers, and it entails a shift in company culture. They are doing so, according to Alexander and Sysko (2012), because they are entering the workforce in large numbers. According to Geert-Hofstede.com (2015), organizational culture has become as important as any country's culture in organizations.

Organizational culture is the quantifiable personality that emerges within any organization, and it is described by four filters: a. every culture is different, and there is no one-size-fits-all solution; b. culture provides a clear framework for identifying the best candidates; c. culture is dynamic, and it changes every day; and d. some businesses can make their internal culture reflect their exterior image and identity. These four components of organizational culture mirror the workers experience and it is at times used to ascertain the organization's future, on setbacks and wins (Weiner, 2018).

Employees shape the organization's culture. Their age composition, on the other hand, is diverse, with individuals of different generations interacting. Every generation adds something new to the table, both positive and negative (Urbanovičová

et al., 2019). Millennials are upending certain long-held workplace cultures, and leaders must be willing to adapt (Bogosian & Rousseau, 2017). Smith and Turner (2015) study on millennials suggests that this generation wants to work in an environment that values voice, work-life balance and flexibility, develops leadership abilities, provides mentorship assistance and exhibits basic values that are similar to their own.

Hanna (2015) claim in a study that as the so-called “entitled” generation enters the workforce, companies are gradually recognizing that generation Y is not the same as Baby Boomers. They do not want to work for 40 hours a week in office cubicles that do not provide their basic necessities. The society that it supports faces a tremendous transition as the labor force changes substantially. According to Pyoria et al. (2017), generation Y is better prepared than older workers to move into a variety of occupations. They want to shape and transform their current society, traditions, and government, as well as pursue a socially relevant vocation (Twenge et al., 2010).

Generation Y, according to Kaifi et al. (2012), likes an organizational culture with less regulations and laws. They believe that because they have a high level of trust and they need less control to steer their judgments. That, according to Smith and Nichols (2015), this is why generation Y prefers a flexible work environment. Furthermore, generation Y feels obligated to corporate benefits, which leads them to believe there is a disconnect between value/expectations and the advantages provided by the organization (Eric & Michael, 2009). They see themselves as superior to others because of their skills and talents and they rate themselves higher on performance. They also consider themselves as tremendously crucial people with high aspirations and a strong desire to be admired and followed (Jean & Stacy, 2008).

Millennials, by all accounts, are unlike previous generations (Brack, 2012). Millennials, a divisive age that is both lauded and reviled, are committed to transforming workspaces to satisfy their wants (Alsop, 2008). This generation appears to have a completely different set of values than previous generations (Allen, 2008). The generational ideas of generation Y differed from those of their forefathers. This generation has presented leaders with a difficulty in identifying and adjusting workplace norms to corporate policies. Working for a purpose, becoming their own bosses or working for a mentor boss, working in a collaborative context, flexible work routines, work-life synergy, and work-life balance are the five things they want from their workplace (Bresman, 2015). They expect rapid progress, a diverse and interesting career, and regular communication from one another. To put it another way, generation Y wants a management structure and organizational culture that is unlike anything else done before, particularly, one that is personalized to their needs and demands (Eric et al., 2008).

Millennials have also chosen to transform the organizational culture since the organization's leadership promotes and 'cheers' them on because they are considered as the organization's future workforce. According to Huyler et al. (2015), organizations that embrace generation Y as an intrinsic part of their transformation are more equipped for tomorrow's success. They are beneficial to any organization that is contemplating change. Generation Y is adamant about changing the organizational culture to one that benefits them. They want a workplace culture that provides for flexibility, work-life balance, and the freedom to express their actual sentiments and thoughts about a topic or idea.

Organizational Culture and Communication

Robbins and Judge (2009) clearly define communication as a relationship or interaction between superiors and subordinates (downward communication), or between subordinates and superiors (upward communication), or among co-workers (horizontal communication) and/or communication across channels to achieve organizational or individual goals. It is also recognized as a critical managerial function because an organization cannot run without communication between levels, departments, and employees (Okenimpkpe, 2010).

One of the most important soft skills in today's workplace is communication (Robles, 2012). (Muharto, 2014) state that instructions, reports, inquiries and petitions are examples of organizational communication. Several researchers have discovered that communication has an impact on employee attitudes and behavior (Thomas, 2009).

The values and conventions about technology and change influence organizational culture. Empathy, defined as the ability to recognize another person's emotions, is required for knowledge transfer (Liu et al., 2009). Culture provides "cognitive structures" that enable organizational members orient themselves to organizational interactions and technical advancement through myths, sagas, and organizational stories (Daft & Weick, 1984). Quinn and Rohrbaugh (1983) conflicting values typology of organizational culture is based on two dimensions of implicit beliefs and human information processing in terms of randomness vs. consistency, as well as external vs. internal elements.

Communication is widely acknowledged as being critical to organizational success (Choo, 2013; Smith & Mounter, 2008; Tompkins & Wanca-Thibault, 2001). It is difficult to develop effective answers to organizational difficulties if communication inside the organization is weak. No matter how the organization's goals and

objectives are stated, if communication is strong, the chances of efficient organizational performance are increased (Downs et al., 1988).

Cultures, defined as patterns of values, beliefs, rituals and symbols in organizations that impact human behavior as well as the observable climates within cultures have been identified to facilitate communication (Ruppel & Harrington, 2000). Communication, on the other hand, has been highlighted as having an impact on organizational culture. Bordow and More (1991) and McKenna (2006) suggest three approaches to managing corporate culture through communication: agenda setting, network building and dissemination. Communication, therefore, can strengthen organizational culture and vice versa.

Preferred Communication Styles by Millennials

Communication is the means by which people get work done and different styles of communication are used in different situations (Agarwal & Gupta, 2018). Communication styles are reflective of individuals and understanding them is associated with knowing the organizational culture in the workplace (Ibrahim & Ismail, 2007). Knowing one's communication style not only aids in understanding oneself, but also in determining what type of profession and organization one would be best suited for (Sekiguchi, 2004).

Today's workplaces are made up of a dynamic mix of generations, with millennials accounting for the majority of the workforce (Agarwal & Gupta, 2018). Myers and Sadaghiani (2010) add that as more millennials enter the workforce, there is considerable debate and even concern about how their predispositions and behaviors, including their communication orientations and skills, will impact other members of the organization especially those of older boomer and generation X cohorts.

Millennials preference when it comes to communication has a significant role on how the different generations interact and relate. For instance, millennials desire personal relationships with their supervisors as well as frequent communication (Society for Human Resource Management [SHRM], 2009). Second, they demand open communication from their bosses and managers, particularly on topics that have historically been reserved for more senior employees (Gursoy et al., 2008; Martin, 2005; Remo, 2006; SHRM, 2009). Third, millennials also want to work in groups, partially because group work is more pleasurable, and partly because they prefer not to take chances on their own (Alsop, 2008; Gursoy et al., 2008).

Myers and Sadaghiani (2010) believe increased organizational transparency may also provide additional and critical options for millennial employees and supervisors to speak openly and address difficulties. Improved engagement may result in tighter working relationships between supervisors and employees, which could be important for millennials' long-term retention.

Preferred Communication Styles by non-millennials

Human existence is impossible without communication. The way humans communicate with one another has evolved over time. People used to communicate by speaking to one another or writing letters. Computer-mediated communication (CMC), on the other hand, has changed people's communication even further. Although all technologies are ideally constructed with social interactions and connection in mind, different generations communicate using different technologies, and they are not necessarily appreciative of forms of communication that are different from what they are used to. This is especially true when it comes to communication between millennials and baby boomers, because millennials are the first digital generation, whereas baby boomers prefer to converse in person (Venter, 2017).

The baby boomer generation is made up of individuals who were born between 1946 and 1964. This generation encompasses a long period of time, and the experiences of those within it are diverse. When baby boomers were born, the telephones and televisions were the most important technological innovations in most households (Walmsley, 2011). Prensky (2001) describe this generation as “digital immigrants” since “digital” is their second language, which they must learn in order to connect with “digital natives”; albeit some struggle to adjust to this new environment and maintain their “digital immigrant accent”. They will, for example, print out e-mails and papers to be altered; instead of utilizing the internet to learn new software hands-on, they will study the manual; and instead of sending people the URL, they will invite them into their offices to show them an intriguing website.

Face-to-face communication, telephone calls and e-mail are the primary modes of communication for baby boomers. In more formal contexts, such as at work, they will rarely utilize blogs, wikis, social networking sites, texting, or instant messaging (Heng & Yazdanifard, 2013). They rely on face-to-face communication, where non-verbal cues and body language are crucial (Walmsley, 2011). Slowly, they are starting to use other digital and social media (Turnbull, 2010), though a good number of the older generation are still not comfortable using CMC.

Veterans also known as matures or traditionalists are considered as “silent generation” in some contexts. They were born between 1928 and 1945. Many members of this cohort grew up during World War II and were impacted by the demands for sacrifice and service to their country at the time (Scheef & Thielfoldt, 2008). More formal communication tactics such as a typed memo delivered to their desk or a face-to-face office meeting, are well received by this generation. They don’t need constant and

enthusiastic comments and compliments on their job. They get a sense of accomplishment from a task well done (Pitt-Catsouphes & Matz-Costa, 2009).

Generation X members were born between 1965 and 1979. Changes in various social change (civil rights, feminism), the introduction of more televisions (multiple sets) in more homes, computerized games and access to more technology as well as major political changes, such as the fall of the Soviet Union and the virtual dominance of American economic power, characterized this period (Bennis & Thomas, 2002). Generation X members respond strongly to open and honest communication (Raines, 1997; Sheef & Thielfoldt, n.d.). Face-to-face, telephonic or virtual conversations can be used since they have a more informal communication style and a requirement for framework. The communication style will be appropriate as long as the structure and sincerity exist. Generation X members look for direct and immediate feedback (Sheef & Thielfoldt, n.d.).

Non-Millennials perceptions towards Millennials

According to Stuart et al. (2008), some workers from previous generations regard generation Y as egocentric and unwilling to adjust to the workplace culture. Baby boomers value experience, resilience, and willingness to work overtime (Gilbert, 2011), while generation X members value stability (Levenson, 2010), and generation Y members seek meaning in their careers (Schullery, 2013), and they care about authenticity and meaningfulness when forming relationships (Goldgehn, 2004). Employee engagement is critical for a firm that wants to attract and retain generation Y customers (Schullery, 2013). The necessity to connect with boomers and generation X is one of generation Y's challenges once they enter the job (Ballenstedt & Rosenberg, 2008).

As the younger generation rises to top management positions, there appears to be increased miscommunication between coworkers and their superiors, resulting in generational disputes (Suleiman et al., 2011). Intergenerational rivalry threatens to cause organizational upheaval (Eric & Karl, 2008). In today's workplace, conflict is an issue for many managers, especially with the entrance of generation Y (Jacobson, 2007). This is caused by variations in attitudes, beliefs, goals and personalities, and conflicts are likely to occur between individuals or peers resulting in opposing behaviors and desires (Suleiman et al., 2011).

Empirical Literature Review

This section will discuss various studies that have been conducted on millennials in the workforce. In quantitative study conducted by Appel-Meulenbroek et al. (2019), the researchers aimed at creating an evidence-based discussion for Corporate Real Estate Managers (CREM) on how to uphold and support specific needs and desires of millennials at the workplace. Three vital workplace needs were pointed out: interactions with fellow colleagues, growth opportunity and work-life balance. A survey of 302 Dutch workers from 3 different generations was used to collect data which were analyzed using ANOVA analysis and bivariate correlation.

The study finds that CREM deems it very hard to create working environments that support the needs and desire of millennials to attract and retain them as employees. Since millennials are a very sociable generation, accessibility of colleague came out as a very vital physical work place factor for supporting their needs. The study also suggests that millennials prefer organizations that pump tangible resources in their future and create opportunities that allow them to use their skills and talent. This might play a huge role when it comes to job hopping. Third finding suggests that millennials enjoy work environments that flexible. Therefore, organizations are

slowly embracing activity based working in order to accommodate the needs of millennials as well as helping achieve the objectives of the organization. There is need to have a qualitative research on the same research topic in order to bring out why millennials consider the three needs are vital at the workplace.

Another study conducted by Dass et al. (2021) sought to understand some opinions on generation Y's attitudes and behaviors from both their own perspective and that of the older generation who is mostly responsible for their upbringing. In the study, the researchers got responses from 100 participants. The findings points at the stark difference in the way millennials rated themselves compared to the way the older generation rated them. According to this study, the adults who raised and shaped the character of millennials appear to be less impressed by their children's mannerisms than the millennials themselves. Dass et al. (2021) adds that there is need for the millennials to learn some mannerism so that they can easily interact with the older generation they interact with in their day to day lives.

In quantitative study carried out by Bracíníková and Matušínská (2020), whose main aim was to describe Czech millennials in connection to their brand perception, the primary data was collected using a questionnaire. The respondents were asked about their thoughts and beliefs on a variety of topics, including attitudes toward brands, life values, willingness to spend, making decisions, searching for and purchasing things, stability preferences, and having fun. Despite the fact that millennials are believed to be a cohort with similar behaviors and attitudes, the study brings out the different consumer categories amongst the millennials.

Of course, selecting the appropriate mode of communication entails not only gathering detailed customer information, but also continuing to process it (Bracíníková & Matušínská, 2020). The study suggests that despite the fact that

millennials have been discussed widely in literature, they are yet to be understood. In future study, there is need to focus on the psychographic and behavioral factors that determine the differences among the millennials and their brand perceptions.

Murale et al. (2016) in a qualitative study sought to understand the characteristics and expectations of the millennials which is looked as the biggest challenge today's organizations management. In the study, in-depth interviews were conducted on executives of a leading business consulting organization which has its outlets in Mumbai Bangalore and New Delhi to better understand the work expectations of the millennials. Murale et al. (2016) add that study is also important because a multi-generational workforce has an impact on two aspects of human resources policy and career development: retention and motivation.

The study goes further and argues that millennials are a very distinct generations that have influenced the work ethics, relationships and how organizations managements run their respective organizations. The study points out that millennials want to be provided with career growth opportunities, be mentored and taught new skills, accessible management from all levels of the organization, work-life balance, some degree of autonomy, feedback from their supervisors and peers, appreciated and recognized for the effort they put to better the organizations they work for, and they love to job hop in search of organizations that will fit their attitude, needs and desires of an ideal workplace. Therefore, millennials want some degree of autonomy and flexibility at work and a clear picture regarding the everyday running of the organizations. The study confirms that millennials have a great impact in the corporate world and how businesses are being ran. This will ensure that organizations retain the millennial employees and satisfy their needs and desires, lest they lose them.

Queiri et al. (2016) analyzed the generation-Y employees' turnover. The study focused on the reasons behind the increased turn-over stemming as a work related behavior of the millennials working in Malaysia. Queiri et al. (2016) argue that with the greater acceptance of generational differences at work, generation-Y employees are beginning to emerge, bringing with them fundamental shifts in their work attitudes. The study suggests that millennials may choose to quit their job due to lack of preferred extrinsic rewards at work. Secondly, the study acknowledges that millennials are regarded as a group that is interested in more than just making money or getting payback. In certain ways, the workforce of millennials aspires to do meaningful work that is demanding, fascinating, and inwardly stimulating. Millennials are also said to be drawn to a company's beliefs and purposes, preferring to join and stay in companies that provide meaning to their job over companies that only offer money. The high regard that millennials have for themselves and their abilities has contributed to this.

The study confirms that praise and acknowledgment for good work are highly valued by the millennials in the workplace. A mismatch in status-related job values is plaguing the millennials. Their decision to leave has been influenced by this mismatch. The study also reports that millennial employees prefer work places that have flexible schedules. Therefore, if millennial employees' aspects of freedom work principles and values are unmet, it will be a big trigger in the willingness to leave the organization. Millennial employees are equally thought to embrace "group thinking". If such as not realized, it may be the cause for a millennial to quit work.

Naim and Lenka (2017) investigated the impact of mentoring as a way of retaining the millennial employees working in Indian IT industry, a challenge that is facing most organizations globally. Mediating roles of perceived organizational support and

affective commitment were also investigated in the study. The data was collected from 314 millennials employees in the IT industry at Delhi in NCR, India. According to the study, the overall direct association between mentoring and millennial employees' intention to stay implies that mentors have a significant impact on their decision to stay. This is most likely due to mentors' ongoing emotional support, guidance, counseling, visibility, security, and personal and professional growth possibilities, all of which elicit a desire for millennials to continue working in one organization for long.

The study's findings are in consistent with other empirical studies on the same topic conducted on 109 IT employees in America. Psychological mentoring has proven to have positive impact on the commitment, job satisfaction and engagement of millennial employees. This in turn reduces the intention of the cohort to job-hop. Millennial expect to be mentored at work; it is assumed that that grows the emotional bond amongst themselves and colleagues from the other generations. They expect the management to cultivate a culture of dialogue, open-communication, interact socially, fair application of the HR policies in terms of promotion, compensation and recognition and knowledge to help boost the perceived organizational support in the organization as a way of enhancing the millennial employees' commitment.

Ameen and Hameed (2018) conducted a quantitative study on the retention of millennial employees in Malaysia. 250 questionnaires were distributed to selected business firms in Malaysia. They argued that millennials are the most problematic cohort when it comes to work retention. The study investigates millennial employees' retention in relation to compensation packages, working conditions, constant feedbacks as well as the growth opportunities given by the organization. The study's findings show that holding all the other factors constant, working conditions has a

positive and great impact on the retention of millennial employees. Secondly, the study shows that the compensation packages did not have an impact on the retention of millennial employee. Martin (2005) argues that millennial employees tend to stay with one employer for long due to the remuneration, salaries and other benefits attached to the role they play in the organization.

The findings further suggest that the growth opportunities are also one factor that would help retain millennial employees at an organization. Millennials prefer workplaces that promote their personal and career lives. Therefore, organizations that offer mentoring programs to its employees are likely to have a high turn-over. The study also shows that millennials employees appreciate quick and constant feedbacks from their managers and their colleagues. Therefore, the organizations should ensure that there is culture where the employees are free to share their concerns and feedback to the management. Such culture will create healthy working conditions and probably improve the employee retention since it will help the management collect suggestions and better the working conditions of the millennial employees.

Ng et al. (2010) conducted a study on millennials work expectations and priorities as well as the different demographic factors amongst the different cohorts at the workplace. A national survey was carried out on undergraduate millennial students from all over Canada. The results from the survey indicated that millennials live up to all the stereotypes and hype that they project and that they respect their career related goals, realistic expectations as well as their priorities. Final year millennial university students in Canada tend to have lower salary expectations than the other students. The study findings also show that the economic realities have made the millennials change their minds on their career expectations. They understand that the workplaces might not satisfy their work desires and needs.

Like the previous studies, the millennial university students identified career advancement as a priority. Ng et al. (2010) argue that this makes the millennials appear very ambitious and very patient as they enter the workforce in Canada. They have also high expectations on work-related promotions and pay increment. The employers and management should recognize that the millennial generation has potential which is yet to be fully explored. This means that they should spend a lot of time nurturing the younger generations and provide the, with opportunities in plenty for personal development, barriers and work dynamics.

Arora and Kshatriya (2017) conducted a quantitative study on millennials high work expectations. The researchers used 140 structured questionnaires to collect data from management postgraduates in India. The study shows that millennials have very high work expectations and are never ready to take any job as their first. The findings suggest that the criteria millennials use while they are settling on an employer is in this order: job security, organization's prestige, challenging job description, the salary and how much the organization values its employees. It was also apparent that millennials prefer working with reputable organizations.

The researchers also uncovered that marital status also has a role to play in the choice of employer. The married millennials are found to have higher work expectations than single ones. Employer's location too has effects on the choice of employer though to a smaller percentage. There is no discernible difference in the employment expectations of male and female millennials, since both groups are equally picky when it comes to their first job. Millennials, despite being new to the workforce, have been shown to have precise terms and conditions regarding the presence of constraints when accepting a job offer, indicating that they are poised to shrink the workforce with a new mindset and drastically high expectations.

A qualitative study on the attitude of Nigerian Universities' millennial generation towards social media devices was conducted by Ugwu and Anekwe (2017). The study was carried out by Nigerian researchers after a notable increase in interest by millennials towards the use of social media devices. The population consisted of 3960 third year students from the four Nigerian universities; two federal and two state universities.

The findings indicate that millennials have a favorable opinion toward using devices for social activities but a negative attitude against using smartphones for academic reasons. There was no substantial variation in their attitudes depending on gender, and the most often utilized technologies in Nigerian institutions were WhatsApp, Instagram and Facebook. Some suggestions were made, such as refocusing millennials on utilizing Social Media Devices (SMDs) for academic purposes rather than purely social activities. There is need for a quantitative study to be conducted on the same to determine why millennial students in Nigeria prefer WhatsApp, Instagram and Facebook over the other social media platforms and why millennials prefer utilizing SMDs for socialization purposes and not for academic purposes.

Conceptual Framework

The conceptual framework provides that the researcher considers best explains the usual course of the investigated issue (Camp, 2001). The conceptual framework describes the relationship between the study's major concepts. It is ordered in a logical manner to help create a picture or visual demonstration of how the ideas in a test measure the same concept to one another (Grant & Osanloo, 2014).

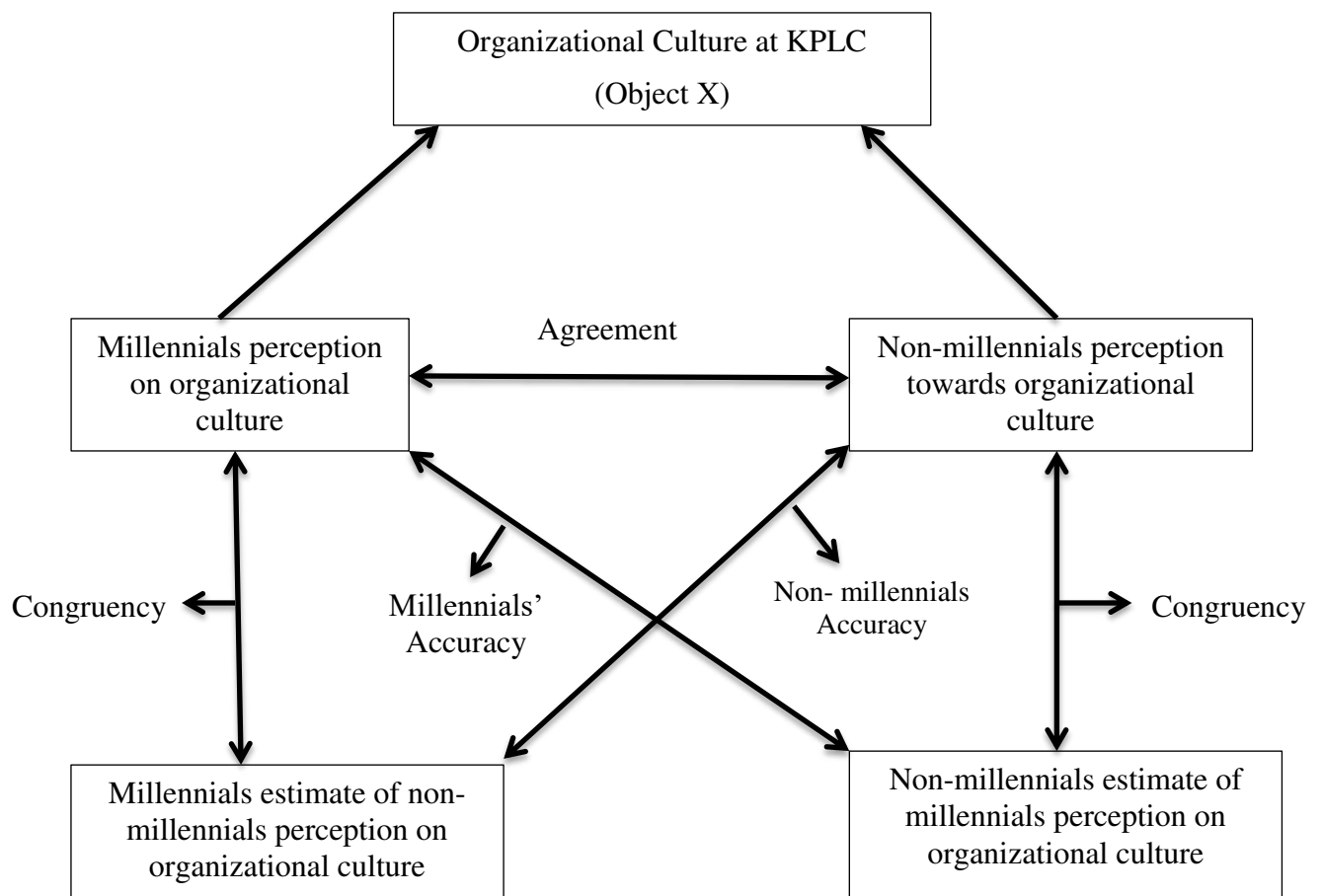


Figure 2.1: Conceptual Framework

Source: (Chaffee & McLeod, 1973)

The conceptual framework is based on the Co-orientation Model. Co-orientation model posits that how two parties (millennials and non-millennials) perceive one other's attitudes toward an object (organizational culture at KPLC) influences their attitudes about the said object. Co-orientation happens when two or more people are attuned to each other and to something of mutual interest at the same time (Broom, 2005). The idea is that groups or individuals act based on their impressions of other's perspectives and intentions regarding a topic of mutual interest. Individuals behave in groups based on their impressions of the beliefs, positions, and intentions of another group. In this scenario, millennial employees at KPLC are likely to behave in a similar way towards the organizational culture based on how the colleagues from the other generation view organizational culture at the said organization.

Organizations and the general public act based on their views of the other's collective behavior. Co-orientation model may help researcher to pin point and evaluate issues where millennial and non-millennial employees of KPLC differ or agree on matters regarding organizational culture. Therefore, in order to achieve this, there is need for continuous and consistent research and open, two-way, symmetrical communication between the millennial employees and the non-millennial employees at KPLC.

The extent to which an organization and one of its publics have similar assessment and evaluations of an issue or object of mutual interest as well as the extent to which they have similar description of the object or issue, is measured by organization-public agreement. Even if an organization and one of its constituents have comparable assessments of an issue, they may disagree on the specifics. Alternatively, people may agree on the issue's precise characteristics yet disagree on its valence or relevance. Disagreement over the evaluation or definition of matters of mutual interest, in most circumstances, leads to public relations concerns (Heath, 2013).

The co-orientation model, based on its basic principles, will allow KPLC to change its aims in response to the expectations of millennial employees and vice versa. The concept of balance draws attention to the essential concept of co-orientation: internal balance in an organization as well as its employees.

On specific subjects, the co-orientation approach helps organizations to identify areas where they agree or disagree with their strategic public. The co-orientation model was created with interpersonal communication in mind. The framework highlights how the co-orientation model may be utilized to promote effective communication between millennials and other generations in the transmission of information.

Organizations must also conduct studies on millennials perspectives on the already existing organizational culture on a regular basis in order to effectively implement the co-orientation approach. This will provide insight into their expectations and help to improve information delivery.

Summary of the Chapter

This chapter has comprehensively discussed the relevant literature and other studies conducted in relation to millennials and the workplace. The researcher reviewed the following variables organizational culture and millennials, organizational culture and communication, millennials perception, preferred communication styles by the millennials and non-millennials, millennials perceptions towards the non-millennials and non-millennials. Co-orientation model used to guide this study. A conceptual framework was developed from the variables to show how millennials' communication influences the organizational culture at KPLC.

The researcher has empirically analyzed past researches in relation to millennials work culture. This allowed the researcher to critique the already existing literature and bring out the research gap. The agitation by millennial employees to change the organizational culture of the organizations in Kenya and across the globe should be a wakeup call to all organizations to review their policies, rules and regulation in a bid to accommodate the millennial workers and their beliefs and values.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

Research methodology is defined as the guideline or set of decisions and process that governs a study and makes it understandable to others (Schensul, 2012). According to Cooper and Schindler (2008), the purpose of research methodology is to provide necessary skills and knowledge in decision making through data collection, organization and analyzing of information which will essentially aid in the interpretation of possible solutions to the specific issues under investigation. The procedures used to conduct the study are described in the research methodology (Mugenda & Mugenda, 2003). Wentzel (2018) added that research methodology describes how the researcher will put the research design into practice.

This chapter provided a systematic understanding of the research methods that was used to address the research questions posed in the first chapter of this study. The research design, target population, sample size, sampling strategy, data collection methods, data processing methods, pre-testing and ethical considerations in this study were all discussed in this chapter.

Research Design

This study was located at the pragmatic research paradigm. The term paradigm was coined by Thomas Kuhn (1970) to describe the shared generalizations, beliefs and values of a community of expertise insight into the nature of reality and knowledge. In social research, the term “paradigm” refers to the philosophical assertions or basic set of beliefs that aid the researcher’s actions and characterize the researcher’s worldview (Lincoln et al., 2011). The term “worldview” is a synonym for “paradigm”.

Pragmatism is a paradigm that aims to narrow the gap between older methods' scientific method and social constructionist orientation and newer approaches' naturalistic tactics and freewheeling perspective (Creswell, 2013; Creswell & Clark 2011). Pragmatists believe that all knowledge in the universe is socially created, but certain versions of those social constructs reflect people's experiences better than others (Morgan, 2014). Pragmatists argue that reality can never be completely determined (Pansiri, 2005).

Pragmatism as a research paradigm is fundamentally anchored in pragmatism philosophy's historical contributions (Maxcy, 2003) and as such, includes a variety of approaches (Kaushik & Walsh, 2019). Although adopting pragmatism as a paradigm for social science research is not new, its link with mixed-methods research has elevated pragmatism's reputation (Morgan, 2014).

In order to understand millennials' communication style and its influence on organizational culture at KPLC, the study employed descriptive research design. Descriptive research design, according to Kothari (2004), is concerned with describing, recording, analyzing and reporting existing or previously existing conditions. A research design, according to Robson (2002), is a strategy and framework for an inquiry devised to address research questions. The plan is a study's general scheme or plan. Descriptive research also includes studies that make specific predictions and narrations of facts and characteristics about individuals (Cooper & Schindler, 2006).

Creswell (2009) argued that social scientists strive to solve issues that are complex in nature therefore using either quantitative or qualitative methodologies is insufficient. Kombo and Tromp (2007) pointed out that the descriptive approach is intended to gather information about the current phenomenon and where necessary, draw valid

definite conclusions from the facts discussed. The goal of descriptive research is to find elements that are linked to specific workplace events, circumstances, accomplishments or patterns of behavior (Best & Kahn, 2011). According to Creswell (2011), the researcher gathers and analyzes quantitative and qualitative data fully and convincingly while employing this approach. Considering the nature of the study objectives stated above, the study intends to use both qualitative and quantitative research methods (mixed method) to collect both numerical and textual data.

Case study research was used in this research. A case study is an empirical investigation into a phenomenon in its natural setting, especially when the distinctions between phenomenon and setting are blurred (Yin, 2003). A case study method allows a researcher to look beyond the quantitative statistical results and understand the behavioral conditions from the actor's point of view. Case studies, which include both quantitative and qualitative data, aid in explaining both the process and outcome of a phenomenon by allowing for complete observation, reconstruction and analysis of the cases under research (Tellis, 1997). The researcher was present during the data collection process.

Population

The population, according to Polit and Hungler (1999), is the sum of all objects, topics, or individuals who match a set of criteria. The term population refers to the group of elements that the researcher aims to measure, evaluate, or investigate (Denscombe, 2007). In this study, the population comprised of the 508 employees at Kenya Power and Lighting Company at Electricity House branch along Aga Khan Walk in Nairobi County.

Target Population

Target population has been described by Mugenda and Mugenda (2003) as a group of persons or objects who have a common observable attribute and to whom the researcher seeks to generalize the study's findings. A target population, according to Creswell (2005), is a group of people or organizations who have a collective identity and are being examined. Mugenda and Mugenda (2005) added that target population is a group of people about whom a researcher wishes to describe or draw statistical conclusions from.

The target population was the 199 millennial employees working at Kenya Power and Lighting Company, Electricity House branch along the Aga Khan walk in Nairobi County. The main characteristics for those who were considered in this study were millennials and permanent and pensionable employees of KPLC. Casual workers were not considered in the study.

Table 3.1 Target Population Distribution

Ages	Total
29 years to 33 years	38
34 years to 37 years	62
38 years to 41 years	99
Total	199

Source: KPLC (2023)

Sample Size

A sample is a smaller group of the population or the number of other things selected from it to create a sample (Creswell, 2014). A sample is a specially selected subset or subgroup that is representative of the population under study (Teddlie & Yu, 2007). Any empirical research in which the purpose is to derive conclusions about the entire

population from, a sample must consider sample size. The sample size should be in tandem with the population, and the greater the sample, the less noise (Emmel, 2013). The researcher cares about the sample size of a study because it tries to reduce bias in selection of respondents (Kumar, 2011). A small sample size may not assist fulfill study objectives, while a large sample size may incur significant expenditures and squander resources (Zikmund et al., 2013). Scientific methods were used when determining the sample size.

The population in this study consisted of the 199 millennial employees at the KPLC, Electricity House branch in Nairobi County. Cooper and Schindler (2003) stated that a sample size of more than 10% to 30% is usually recommended for any social science studies. The study used a sample size of 30% of the total population of 199 millennial employees, which represented a portion of the total population that is manageable and representative. In-depth interviews were conducted with the KPLC managers who have the largest number of millennial employees in their departments. The sample size of 60 millennial employees and 2 managers at KPLC, Electricity House branch along the Aga Khan walk in Nairobi County was studied.

Table 3.2 Sample Size Distribution

Ages	Total	Percentage	Sample Size
29 years to 33 years	38	30%	11
34 years to 37 years	62	30%	19
38 years to 41 years	99	30%	30
Total	199	30%	60

Source: Author (2023)

Sampling Techniques

Sampling techniques provide a method for a researcher to select elements for scientific analysis. It is a technique for picking representative components from a vast population to generalize the results (Saunders et al., 2016). Probability sampling and non-probability sampling are two types of sampling methodologies (Creswell, 2014). Probability sampling is a sampling approach in which each unit of the population has a known, non-zero probability of selection, whereas non-probability sampling is a method of sampling in which sample units are picked based on personal preference or convenience (Zikmund et al., 2013).

This study used the stratified random sampling and the purposive sampling techniques to collect quantitative and qualitative data respectively. Kombo and Tromps (2006) described stratified sampling involves the researcher process of dividing the population into varied employment groups and then picking a simple random sample out of each sub-group. Mugenda and Mugenda (2013) went on to say that stratified random sampling is useful when the figures or items under examination contain a lot of variation, affecting the generalization of the results. Stratified random sampling helped the researcher collect data in groups or strata of the target population. The study focused on the millennials working at KPLC, Electricity House branch along Aga Khan Walk in Nairobi County of the ages between 29 years to 41 years which was derived from the operationalized definition of millennials.

The stratified random sampling method was employed because it increases the sample's statistical efficiency, give relevant data for investigating distinct sub-groups and allow different scientific approaches and processes to be used in different strata (Cooper & Schindler, 2008). Before data was collected, samples were collected from the departments with the highest number of millennial employees. The millennials

employees were then put under strata to ensure every group is catered for. This was done using the simple random sampling. A simple random sample means that every unit in the population has an equal chance of selection (Taherdoost, 2016).

The stratified random sampling approach was employed because it ensured the inclusion of smaller groups that will otherwise be overlooked by other methods. The millennial employees were classified into sub-groups in this study based on age: 29 years to 33 years, 34 years to 37 years and 38 years to 41 years.

Snowball sampling was used to identify the 20 non-millennial employees who responded to the questions derived from objective three. Snowball sampling is a convenience sampling method that is applied when it is difficult to access subjects with target characteristics (Burns & Grove, 1993). The organization helped the researcher identify the non-millennial respondents who took part in filling in the questionnaires. Though the researcher wanted to have 60 non-millennial respondents, only 20 of them agreed to respond to the questionnaires. This was in line with the ethical consideration on voluntary participation of the research respondents.

Purposive sampling is sampling with a specific purpose. Purposive sampling may be extremely effective in instances when a certain sample must be attained rapidly and proportion is not the main consideration (Anaeke, 2002). Purposive sampling has been defined by Babbie (2004) as a sampling method that allows the researcher to use subjects that have the relevant information required in respect to the study being conducted. The subjects are handpicked since they have the characteristics required and the researcher is expected to come up with a criterion for picking the subjects (Mugenda & Mugenda, 2003). Purposive sampling was used to pick the 2 KPLC managers who were interviewed to give their perspective on millennials' communication styles at the organization.

Data Collection Instruments

Data collection refers to a systematic approach of collecting, analyzing measuring information on targeted variables in order to answer research questions, testing the hypotheses and evaluate outcomes. It is one of the most important steps in any research (Kothari, 2004). The scale of the problem as well as the availability of time and money may influence the methods to be used in a research (Cooper & Schindler, 2006). This study used both quantitative and qualitative research data collection methods. The questionnaires were employed to collect quantitative data and an interview guide was employed to collect qualitative data from selected KPLC managers.

i. Questionnaires

A questionnaire is a research instrument that comprises of a set of questions and other prompts designed to elicit information and data from respondents (Lumpkin & Dess, 2001). Kothari (2004) argued that information obtained through questionnaires is typically free of bias and researcher influence, resulting in accurate and valid data.

The questionnaire had two sets of questions, the closed-ended and open-ended questions. The closed- ended questions had options for the respondents to pick from. This made it easy and faster for the researcher to key-in the responses and analyze them statistically. The questionnaires contained Likert scales, matrix questions and open-ended questions. Open-ended questions gave the respondents the opportunity to express their perception, thoughts and ideas on the topic of the study. The questionnaires were in four sections. Section 1 provided the general demographic characteristics and information of the participants. Sections 2, 3 and 4 answered the research questions.

ii. In-depth Interviews

The qualitative data was collected using the in-depth interviews. Interviews are best when a researcher wants to learn detailed information from a few specific individuals (Driscoll, 2011). In-depth interviews are used in research to learn about different perspectives on one or a few narrowly defined themes. The questions used to guide the interview are frequently semi-structured, which means that the researcher has developed a set of questions that will be asked to all interviewees (Brounéus, 2010).

The interviews were used to gather information on the management's perception about the millennials communication styles at KPLC. The interviewees were managers from the departments with the highest number of millennial employees, who have worked at KPLC for over 10 years and were ready and willing to participate in the interview for the stipulated time. They also gave a perspective on millennials' communication style and how it influences the organizational culture of KPLC. The interviews, which were held at KPLC Electricity House branch, lasted about 30 to 37 minutes respectively.

Types of Data

Primary method was used to collect data. Kabir (2016) argued that primary data is data that is being collected from first-hand experience. Louis et al. (2007) added that primary data are items that are distinct to the topic under study. It has not been published and it is more reliable, authentic, and objective. The research was done first hand by the researcher through in-depth interviews and questionnaires.

Data Collection Procedures

The research procedure is a step-by-step process for selecting study participants (Kothari & Garg, 2014). The researcher collected primary data using interview guide and questionnaires. The researcher had already established a rapport with the HR

department at KPLC along Aga Khan Walk. This helped in easing access to the organization when collecting data. The respondents were given at least three days to fill in the questionnaires to ensure that the feedbacks are conclusive and easy to analyze.

The researcher used two research assistants. The research assistants were trained by the researcher to ensure that the data collected is of quality and verifiable. The researcher with the help of the research assistants distributed the questionnaires and carried out the interviews physically. The questionnaires were administered to 60 millennial employees, 20 non-millennial employees and 2 interviews were conducted on selected managers at the organization.

Pretesting

Completed questionnaires were pre-tested in the field because this was the most reliable way to ensure that questionnaires are understandable and error-free. Pre-testing a questionnaire entails conducting a preliminary analysis in data collection to cross-check the techniques and methodologies in order to locate and resolve issues, as well as making revisions to the research instruments to make sure the data collected is reliable and valid (Mugenda & Mugenda, 2013). It is critical since it assured the accuracy of the data collecting instruments.

The data collection instrument was pretested with a sample size of 10% of the target size, as recommended by Mugenda and Mugenda (2003), who observe that a successful pilot study should use 1% to 10% of the total sample size. Wimmer and Dominick (2011) additionally argued that “self-administered questionnaire should be pre-tested with the type of respondents who will participate in the actual study.” A pretest was conducted on 6 millennial employees of Rural Electrification and Renewable Energy Corporation (REREC) headquarters, Kawi House in Nairobi

County since it deals in service provision close to the ones KPLC does. This consisted of 10 per cent of the sample size required for the study. It was also intended to identify whether there are flaws and drawbacks in the questionnaire and interview guide. This allowed for corrections to be made to the questionnaire and interview guide before the study was conducted.

Data Analysis Plan

Data analysis, according to Johnson and Christensen (2004), is the technique of obtaining meaning or value from raw data. The amount of data collected in the field is enormous and cannot be absorbed. It must be presented in a way that the average person can understand and comprehend (Chandran, 2004). After the data had been collected, there was need for it to be processed and analyzed. Before processing the responses, the filled-in questionnaires were checked to ensure they are filled in well and also to ensure there was consistency in the responses.

This study used the descriptive data analysis method to analyze quantitative data collected. Descriptive analysis is concerned with characterizing a phenomenon in terms of how we see it. It makes an attempt to analyze situations in order to define the standard (Waliman, 2011). Descriptive analysis examined what already exists and attempted to prepare the way for the discovery of new facts. It entailed acquiring information on things, people, individuals, events and circumstances as well as organizing, tabulating, depicting and describing the results. Percentages, pie charts were used to present data. This helped the researcher to determine the relevance of the responses. The data was analyzed and presented to help draw conclusions and make recommendations.

For qualitatively collected data, the researcher used thematic data analysis. Thematic analysis is a qualitative data interpretation process that entails evaluating a data set for

repeated patterns, comprehending and presenting them (Braun & Clarke, 2006). This helped the researcher identify themes during the interview that will be analyzed and conclusive conclusions drawn from.

Ethical Considerations

Ethics is a discipline of philosophy that deals with one's behavior and acts as a guide for one's conduct (Kasomo, 2007). When doing research, ethical factors must be taken into account (Kothari, 2004). After the defense and the corrections had been worked on, the researcher subjected the work to Daystar University Ethics and Review Board (DU-ERB) for scrutiny to see whether the research had met the ethical standards. Through the head of department school of communication, the researcher acquired the introductory letter from Daystar University addressed to the KPLC after recommendation by the supervisor and a research permit from the National Commission for Science, Technology & Innovation (NACOSTI). The permit helped the researcher gain access to KPLC and collected the relevant data for the study. Thereafter, the researcher obtained a letter from KPLC, where the study was conducted, addressed to the thesis coordinator at Daystar University. This helped the researcher get the relevant help from the head of departments and employees at KPLC.

Confidentiality and the avoidance of deception are crucial factors in any social research. Best practices necessitate that confidentiality be upheld at all times. Fleming and Zegwaard (2018) argued that it is necessary that the participants' identities are secured, and that the assurances extend beyond the preservation of their names to the avoidance of identity statements and materials. Anonymity and confidentiality were crucial in safeguarding people from potential harm. According to Clarke (1991), the issue of confidentiality and anonymity is strongly intertwined to the rights of

beneficence, integrity and dignity. In this study, the researcher did not do anything that could have been misinterpreted as a breach of confidentiality. The researcher informed the respondents that the data obtained would be considered confidential and solely utilized for academic reasons.

Before delivering the questionnaires, the researcher got informed consent from the respondents to engage in the study willingly. The study's goal was clearly stated to encourage participants to participate. The questionnaire did not ask for names or other identifying information. This helped to prevent invasions of personal privacy, as required by the Data Protection Law of 2012 (Republic of Kenya, 2012). This was also observed in the hopes of encouraging responders to provide honest responses to the questions. APA referencing was utilized if other authors' work was recognized within the project, in accordance with the Daystar University research standards provided.

Consent to record the interviews was sought from the interviewees before the interviews started. Should they have said no to being recorded, the research assistant would have resolved to taking notes instead. For the data collected qualitatively, the researcher used pseudonyms to comply with the confidentiality that was promised to them.

Summary of the Chapter

In this chapter, research methodology that was employed in this study was discussed. The research design that was used in the study was descriptive research design. Through stratified random sampling, snowball sampling and purposive sampling techniques the researcher came up with strata that consisted of employees in relation to the age brackets they fall under, the management helped the researcher identify the non-millennial employees and the managers of KPLC were purposively picked to

help achieve the goals of the study's objectives respectively. A sample of 60 millennial employees, 20 non millennial employees and 2 head of departments were used in the study. The data from the sample was collected using questionnaires and interview guide. The data was analyzed using the SPSS and thematic data analysis and the data presented as descriptive statistics and in themes respectively. The key findings of the study were discussed to help draw conclusions and make recommendations for further studies in the area.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter provides the research findings of the data collected and analyzed to explore the influence of millennials' communication styles on organizational culture at Kenya Power and Lighting Company (KPLC). The data was collected through interviews and questionnaires and analyzed using descriptive statistics and thematic data analyses respectively. The quantitative data was entered into Microsoft Excel sheet and exported to Statistical Package for Social Science (SPSS), version 27, for analysis. The data presentation, analysis and interpretation were guided by the research objectives.

Presentation, Analysis and Interpretation

Millennial Respondents

The respondents were requested to indicate whether they are millennials or not as illustrated in Table 4.1 Table. The findings in Table 4.1 revealed that majority of the respondents, 58(74.4%) were millennials, 20(25.6%) were from the other generations.

This shows that the target of the study was achieved.

Table 4.1: Millennial Respondents

	Frequency	Percent	Cumulative Percent
No	20	25.6	25.6
Yes	58	74.4	100.0
Total	78	100.0	

Gender of the Respondents

The study sought to find out the gender of the respondents. The results were a shown in Table 4.2. Findings as per Table 4.2 indicate that more females, 47(60.3%) than males 31(39.7%) took part in this study. This shows that there could be gender bias in

this study.

Table 4.2: Gender

	Frequency	Percent	Cumulative Percent
Female	47	60.3	60.3
Male	31	39.7	100.0
Total	78	100.0	

Level of Education of Respondents

The research respondents were asked to state their level of education. Table 4.3 shows the results. The findings in Table 4.3 reveal that the majority of the respondents 46 (59%) were Bachelors degree holders, 17(21.8%) were Masters degree holders and 15(19.2%) were Diploma holders.

Table 4.3: Level of Education of respondents

	Frequency	Percent	Cumulative Percent
Bachelors	46	59.0	59.0
Diploma	15	19.2	78.2
Masters	17	21.8	100.0
Total	78	100.0	

Age of Respondents

The respondents were asked to indicate their age bracket. The results are depicted in Table 4.4. The study findings show that most 23(29.5%) of the respondents were aged between 34-37 years, 18(23.1%) were between 38-41 years and above 41 years respectively, 17(21.8%) were between 29-33 years, and 2(2.6%) were below 29 years.

Table 4.4: Age (Years)

	Frequency	Percent	Cumulative Percent
<29	2	2.6	2.6
29-33	17	21.8	24.4
34-37	23	29.5	53.9
38-41	18	23.1	77.0
>41	18	23.1	100.0
Total	78	100.0	

Years of Service of Respondents

The study aimed to determine the years the respondents have worked for KPLC. Table 4.5 illustrates the results. The results in Table 4.5 illustrate that majority of the respondents 46(59.0%) have worked at KPLC for more than 10 years, 14(17.9%) have worked for 7-9 years, 9(11.5%) have worked for 1-3 years, 8(10.3%) have worked for 4-6 years while 1(1.3%) have worked for less than a year.

Table 4.5: Years of Service at KPLC

	Frequency	Percent	Cumulative Percent
<1 year	1	1.3	1.3
1-3 years	9	11.5	71.8
4-6 years	8	10.3	82.1
7-9 years	14	17.9	100.0
>10 years	46	59.0	60.3
Total	78	100.0	

Position of Respondents

The respondents were asked to indicate their position and the findings are as illustrated in Table 4.6. The findings in Table 4.6 revealed that majority of the respondents 52(66.7%) were in the middle level position, 21(26.9%) were in the entry level position while 5(6.4%) were in the senior level positions. This shows that millennial employees are yet to take up more senior positions at KPLC.

Table 4.6: Position of Respondents

	Frequency	Percent	Cumulative Percent
Entry Level	21	26.9	26.9
Middle Level	52	66.7	93.6
Senior Level	5	6.4	100.0
Total	78	100.0	

Departments

The respondents were asked to indicate the departments they work in and the findings are s illustrated in Table 4.7. The findings in Table 4.7 revealed that the majority of the respondents 36(46.2%) were from the customer service department, 8(10.3%) for both business development and finance departments, 7(9.0%) commercial sales, 6(7.7%) were from the ICT department, 5(6.4%) were from the design and construction department, 3(3.8%) corporate communications, 2(2.6%) were from the contact centre and supply chain departments and 1(1.3%) were from the infrastructure department.

Table 4.7: Departments

	Frequency	Percent	Cumulative Percent
Business Development	8	10.3	10.3
Commercial Sales	7	9.0	19.2
Contact centre	2	2.6	21.8
Corporate Communications	3	3.8	25.6
Customer Service	36	46.2	71.8
Design and Construction	5	6.4	78.2
Finance	8	10.3	88.5
ICT	6	7.7	96.2
Infrastructure	1	1.3	97.4
Supply Chain	2	2.6	100.0
Total	78	100.0	

Preferred Communication Styles by Millennials

The first objective of this study was to determine the preferred communication styles by millennial employees at KPLC. The respondents were asked to indicate whether they disagree or agree with statements derived from the first objective. This section was only filled in by permanent and pensionable millennial employees at KPLC. From the findings, it is evident that the respondents agreed with the statements. Table 4.8 indicates the results.

Table 4.8: Millennials preferred communications styles

		SD	D	N	A	SA
Prefer peer-to-peer communication approach	F	5	5	13	14	21
	%	8.6	8.6	22.4	24.1	36.2
Interpersonal communication and relationships contribute to easy working environment	F	1	1	8	29	19
	%	1.7	1.7	13.8	50.0	32.8
Clear channels of communication are important	F	2	3	3	43	7
	%	3.4	5.2	5.2	74.1	12.1
Satisfied with the communication style	F	4	8	29	9	8
	%	6.9	13.8	50.0	15.5	13.8
Prefer well-communicated goals and values	F	1	1	2	41	13
	%	1.7	1.7	3.4	70.7	22.4
Prefer working for an organization with open and two-ways communication	F	0	0	7	41	10
	%	0.0	0.0	12.1	70.7	17.2
Appreciate immediate feedback	F	0	1	6	40	11
	%	0.0	1.7	10.3	69.0	19.0

As to whether the millennial employees prefer peer-to-peer kind of communication approach at KPLC, 5(8.6%) of the respondents strongly disagreed, 5(8.6%) disagreed, 13(22.4%) were neutral, 14(24.1%) agreed while 21(36.2%) strongly agreed. This implies that the millennial respondents at KPLC believe that the peer-to-peer kind of communication approach works best for them.

On whether millennial employees at KPLC believe that interpersonal communication and relationships contribute to easy working environment, 1(1.7%) of the respondents strongly disagreed, 1(1.7%) disagreed, 8(13.8%) were neutral, 29(50.0%) agreed and 19(32.8%) strongly agreed. This implies that millennial respondents believe that interpersonal communication and relationships contribute to easy working environment at KPLC.

Regarding to whether clear channels of communication are important to millennial employees at KPLC, 2(3.4%) respondents strongly disagreed, 3(5.2%) disagreed, 3(5.2%) were neutral, 43(74.1%) agreed whereas 7(12.1%) agreed. This indicates that

the millennial respondents believe that clear channels of communication are important to them.

On whether millennial employees at KPLC are satisfied with the communication styles, 4(6.9%) strongly disagreed, 8(13.8%) disagreed, 29(50.0%) were neutral, 9(15.5%) agreed whereas 8(13.8%) strongly agreed. This statement recorded a higher neutral percentage. This indicates that millennial respondents keep changing their communication styles.

As to whether the millennial employees at KPLC prefer an organization with well-communicated goals and values, 1(1.7%) of the respondents strongly disagreed, 1(1.7%) disagreed, 2(3.4%) were neutral, 41(70.7%) agreed, 13(22.4%) strongly agreed. This suggests that the millennial respondents prefer an organization with well-communicated goals and values.

Regarding to whether millennials at KPLC prefer working with an organization whose communication is open and two-ways, 0(0.0%) of the respondents strongly disagreed, 0(0.0%) disagreed, 7(12.1%) were neutral, 41(70.7%) agreed while 10(17.2%) strongly agreed. This indicated that millennial respondents prefer an organization whose communication is open and two-ways.

On whether millennial at KPLC appreciate immediate feedback, 0(0.0%) of the respondents strongly disagreed, 1(17%) disagreed, 6(10.3%) were neutral, 40(69.0%) agreed, while 11(19.0%) strongly agreed. This implies that millennial respondents at KPLC appreciate instant feedback.

Non-millennials Preferred Communication Styles

The second objective of this study was to determine the preferred communication styles by non-millennial employees at KPLC. Various statements were derived from the objective. The researcher asked the respondents to respond to what extent they

agree or disagree with the statements. This section was only filled in by permanent and pensionable non-millennial employees at KPLC. Table 4.9 indicates the results.

Table 4.9: Non-millennials preferred communication styles

		SD	D	N	A	SA
KPLC has organizational culture that works well for the non-millennials	F	2	4	5	1	8
	%	10.0	20.0	25.0	5.0	40.0
Millennials have transformed/influenced the work culture at KPLC	F	0	3	6	1	10
	%	0.0	15.0	30.0	5.0	50.0
The older work culture is better than the one being proposed by millennials at KPLC	F	5	7	2	1	5
	%	25.0	35.0	10.0	5.0	25.0
The older generations at KPLC communicate better at work than the millennials	F	5	4	3	3	5
	%	25.0	20.0	15.0	15.0	25.0
There exists generational conflict at work in KPLC	F	1	6	8	0	5
	%	5.0	30.0	40.0	0.0	25.0
Millennials work-relationship affect the organizational culture at KPLC	F	0	6	7	1	6
	%	0.0	30.0	35.0	5.0	30.0
Management provides instant communication about the organization	F	4	2	3	1	10
	%	20.0	10.0	15.0	5.0	50.0

On whether KPLC has an organizational culture that works well for the non-millennial employees, 2(10.0%) of the respondents strongly disagreed, 4(20.0%) disagreed, 5(25.0%) were neutral, 1(5.0%) agreed whereas 8(40%) strongly agreed. This indicates that the non-millennial respondents do believe that the organizational culture at KPLC does work well for them.

Regarding to whether millennials have transformed or influenced the work culture at KPLC, 0(0.0%) of the respondents disagreed, 3(15.0%) disagreed, 6(30.0%) were neutral, 1(5.0%) agreed while 10(50.0%) strongly agreed. This indicates that the non-millennial respondents agree that the millennials have transformed or influenced the working culture at KPLC.

As to whether the older work culture is better than the one being proposed by the

millennial employees at KPLC, 5(25.0%) of the respondents strongly disagreed, 7(35.0%) disagreed, 2(10%) were neutral, 1(5.0%) agreed while 5(25.0%) strongly agreed. It is interesting to note the non-millennial respondents disagree that the older work culture is better than the one being proposed the millennial employees at KPLC.

On whether the older generations at KPLC communicate better at work than the millennials, 5(25.0%) strongly disagreed, 4(20.0%) disagreed, 3(15.0%) were neutral, 3(15.0%) agreed, 5(25.0%) strongly agreed. This implies that the non-millennial respondents do not agree that they communicate better than the millennial employees.

As to whether there exists generational conflict at work, 1(5.0%) strongly disagreed, 6(30.0%) disagreed, 8(40.0%) were neutral, 0(0.0%) agreed whereas 5(25.0%) strongly agreed. This indicates that the non-millennial respondents do not agree that there exists generational conflict at KPLC.

On whether millennials work-relationship affect the organizational culture at KPLC, 0(0.0%) of the respondents strongly disagreed, 6(30.0%) disagreed, 7(35.0%) were neutral, 1(5.0%) agreed whereas 6(30.0%) strongly agreed. This indicated that the non-millennial respondents agree that the millennial employees' work-relationship affect the organizational culture at KPLC.

Regarding to whether management provides instant communication about the organization, 4(20.0%) of the respondents strongly disagreed, 2(10.0%) disagreed, 3(15.0%) were neutral, 1(5.0%) agreed while 10(50.0%) strongly agreed. This implies that the non-millennial respondents agree that the management provides instant communication about organization.

Millennials and Organizational Culture

The third objective of this study was to assess the millennial employees' take on the KPLC organizational culture. The respondents were asked to indicate to what extent they agree with the statements below. Only the permanent and pensionable millennial employees were allowed to respond to the questions. The results are as indicated on Table 4.10.

Table 4.10: Millennials and Organizational Culture

		SD	D	N	A	SA
We fully understand the KPLC's organizational culture	F %	0 0.0	5 8.6	17 29.3	16 27.6	20 34.5
Clear communication structures have been established by KPLC	F %	1 1.7	4 6.9	23 39.7	11 19.0	19 32.8
Supervisors/managers give direct and timely feedback	F %	4 6.9	12 20.7	18 31.0	7 12.1	17 29.3
The culture of the KPLC is good	F %	7 12.1	9 15.5	25 43.1	6 10.3	11 19.0
Organizational culture determines how long I work for KPLC	F %	7 12.1	7 12.1	17 29.3	11 19.0	16 27.6
Organizational culture determines how we communicate at KPLC	F %	3 5.2	7 12.1	15 25.9	8 13.8	25 43.1
Millennials are involved in decision-making processes at KPLC	F %	22 37.9	15 25.9	12 20.7	4 6.9	5 8.6
Millennials work freely and independently at KPLC	F %	11 19.0	12 20.7	20 34.5	5 8.6	10 17.2

On whether millennial employees fully understand the KPLC's organizational culture, 0(0.0%) of the respondents strongly disagreed, 5(8.6%) disagreed, 17(29.3%) were neutral, 16 (27.6%) agreed whereas 20(34.5%) strongly agreed. This implies that the millennial respondents fully understand the KPLC's organizational culture.

As to whether clear communication structures have been established at KPLC, 1(1.7%) of the respondents strongly disagreed, 4(6.9%) disagreed, 23(39.7%) were neutral, 11(19.0%) agreed while 19(32.8%) strongly agreed. This implies that the clear communication structures have been established at KPLC.

Regarding to whether the supervisors and managers give direct and timely feedback to the millennial employees at KPLC, 4(6.9%) of the respondents strongly disagreed, 12(20.7%) disagree, 18(31.0%) were neutral, 7(12.1%) agreed, whereas 17(29.3%) strongly agreed. This indicated that supervisors and managers at KPLC give direct and timely feedback to the millennial respondents.

As to whether the KPLC culture is good, 7(12.1%) of the respondents strongly disagreed, 9(15.5%) disagreed, 25(43.1%) were neutral, 6(10.3%) agreed whereas 11(19.0%) strongly agreed. This implies that the culture at KPLC is good for the millennial respondents.

On whether the millennial employees believe that the organizational culture determines how long they work for KPLC, 7(12.1%) of the respondents strongly disagreed, 7(12.1%) disagreed, 17(29.3%) were neutral, 11(19.0%) agreed, 16(27.6%) strongly agreed. This implies that millennial respondents believe that the organizational culture determines how long they work for KPLC.

On whether organizational culture determines how millennial employees communicate at KPLC, 3(5.2%) of the respondents strongly disagreed, 7(12.1%) disagreed, 15(25.9%) were neutral, 8(13.8%) agreed, whereas 25(43.1%) strongly agreed. This indicates that organizational culture determines how millennials respondents communicate at KPLC.

As to whether millennial employees are involved in decision making processes at KPLC, 22(37.9%) of the respondents strongly disagreed, 15(25.9%) disagreed,

12(20.7%) were neutral, 4(6.9%) agreed and 5(8.6%) strongly agreed. A significant number of the millennial respondents held that they are not involved in the decision making processes at KPLC.

Regarding to whether millennial employees work freely and independently at KPLC, 11(19.0%) of the respondents strongly disagreed, 12(20.7%) disagreed, 20(34.5%) were neutral, 5(8.6%) agreed and 10(17.2%) strongly agreed. This implies that to some great extent millennial respondents at KPLC do not work freely and independently.

Qualitative Data Analysis

The two interviews were conducted with the KPLC management to give their perception about the millennial employees and how their style of communication has influenced the organizational culture at KPLC and analysed using thematic data analysis. The interviews took 30 to 37 minutes at the KPLC Electricity House branch offices. The respondents have been earmarked as R1 and R2. They have worked for KPLC for 24 years and 26 years respectively.

During the interviews, it was observed that before the millennial employees joined KPLC in their numbers, communication at the organization was more formal, cagey and structured. Due to the limitations on the access to Internet, the older generation preferred getting communication from their supervisors through scheduled internal memos, newsletters and a bit of emails.

From the interview, R1 noted that:

Before the millennials came in, I would think we were a bit cagey because we were moving from personnel to human resource, where a lot of the information is out there for you to use it as is suitable to you. Communication was not as open as it is right now. We used internal memos. Emails not so much because the circulation for e-mail then when they joined. It was a little, you know, it was limited.

R2 added that:

Ordinarily the structure was pretty formal memos, there is something we used to call... team talk. I'll say that which have team talk some years back where team talk was a standard communication for management and entire staff in, in small, small units that was very predominant some years back.

The findings from the interviews revealed that there is a very big difference between how the millennial employees work and communicate from the non-millennial employees at KPLC. There is likelihood that this could have been informed by the different eras they have been brought up in that could have shaped their work ethic and communication styles. Therefore, they have been considered difficult and most of the times the older generations are not ready to give them the kind of attention they need. It was noted that the millennial employees also want to communicate with the senior management casually and they often misunderstood.

R1 stated as follows:

Millennials are more oriented because it is, they are the ones that are coming from as compared to the rest of us; we are stickler to rules. Millennials are kidogo (a bit) easy, you know, like they don't want to... if there's a better way to do it, they will find it. There are certain places you would never get, but today you will easily get there very easily except sometimes they don't get the attention that they should. Most have them have brilliant ideas on how things can be made better, but you know, but you look at them "Sasa huyu mtoto ananiambia nini?"(What is this minor trying to tell me?) but just listening to them you'll be surprised. And they can get there if they want. Only I would listen and nod. But really not do anything.

R2 added that:

So what I'm saying in terms of the difference is that the non-millennials are generally difficult in the sense that they are used to a certain way of working. Millennials come in with an idea of in my understanding, how different can we do something? Yeah, this thing you're doing, but how different can we do it? Is there a better way? Is there an easier way? Is there a more efficient way? Where a millennial meets another millennial at that level, that communication would be easier. But where a millennial is meeting a non-millennial at a certain level, the communication might not be easy because this person expects some formal kind of communication, the millennial will not communicate like that. The management must come to a level where we can listen and engage at a level you're able to pick what exactly has been said.

Studies have shown that millennials were brought up at a time technological advancements were on an ever high especially the Internet and social media. It has been argued that it has shaped the way millennials communicate amongst themselves and with the other generations at work. No wonder the millennial employees prefer gadget-based, short messages sent to them as instructions and way of communicating generally. This was revealed during the interviews with the management.

R1 admitted that:

Yes, especially social media has really affected the way we communicate and with it, I'm sure it is with the backing of the millennials and them getting us to ride the bus with them. They would prefer anything that would be on social media. They would prefer anything that is gadget based. Yes, so that they would prefer if we send them SMS. They would prefer if we send them an e-mail, you know at their WhatsApp. And therefore communication has changed. We are moving.

R2 added that:

Yes, absolutely. We are basically talking either on social media and my reports I mean my work the output they have given me in just a week is output have not gotten from the older fellows in one month or two months. I mean they do their thing. Some of them I want them to type reports for me. Whichever way they are doing it, I don't mind but I can get my data through social media and that's enough for me. Millennials do not really want formal communication. They just want easy communication. So I can give an instruction right on WhatsApp and it will still be appreciated. It's easy, it's fast.

The management noted that the millennial employees' communication styles have impacted on the team work and collaboration at the organization and the older generation is quite rigid to the changes being pushed by the millennial employees. The older generations believe that the traditional way of working should be retained. This is likely to frustrate the demands by millennial employees and in return affect their productivity at work.

R1 stated that:

A lot. In government and the agencies and departments and ministries people saying you found us here and you leave with us here. This is the way we do things. So I find that sometimes they get so frustrated. Yeah, when they come to this team that says, hivi ndivyo tumekuwa tukifanya, hivi ndivyo tutafanya, (this is how we've been doing things and this is how we'll continue doing things) and you're not going to change it. I think they get very frustrated so it can affect many times. Note it can affect how the teams work, especially in the field but you realize that they are now becoming their supervisors and so they are changing our work style and ethic.

R2 added that:

I would say that what needs to be done is it will impact in the sense that for those who understand millennials communication, they're able to get the best out of it. Those who are not able to understand they will struggle and they are sitting on a resource. The millennials are here, no doubt about it. The sooner the organization works out to embrace and appreciate that communication, the better for the organization.

Millennials are most likely to work for organizations that appreciate and motivate them and those that share with them in their beliefs and values. Research has also shown that millennial are likely to job hop more than the other generations. During the interviews it the management admitted that there are concerns being raised by the millennial employees that if the organization took time to reflect on and embrace they are set to benefit immensely. The management also acknowledged that it has proven so difficult for them to retain millennial employees as long as the older generations. The millennial employees argue that they want newer challenges at the workplace.

R1 noted that:

Yes, cutting across even as simple things as benefits as work as their concerns that they bring up. I'm seeing a lot of that change and even the way our policies are changing towards that to suit all of us. We have looked at our policies so that they are in tandem with those that are coming into the company to suit them as well as they do us and getting rid of the things that really do not add value. It will be advantageous if we engage them so that we embrace whatever suggestions that they have for longevity. They're the sort that the way I see it, and if given a better option, they will quit without even without thinking because they are always looking to progress. Most of them they will not give you a hard time or they have an option they'll be out of there and they're telling you I am out. They would rather stay at home.

R2 went on to add that:

If the company leverages on the millennial thinking and put it together with the vision of the company, the company can greatly benefit. There must be an intentional way to let the non- millennials understand millennials. I'll say that one thing I see as a serious challenge and that affects KPLC and I've already said it where people just wake up one day and they don't want to work. Not because that they are bad employees, not because that they are not doing their work, they are but for the absence of new challenge, feeling that the job is boring, they are above it, they should be doing something else that is a serious concern because the investment into it and the growth.

Currently, there is a demand by millennial employees for change in the workplace from the traditional way of work to one that suits their work-life balance, values and beliefs. Therefore there is need for organizations to come up with strategies to bridge the gap between the millennial and non-millennial employees at work. This can help in enhancing productivity. During the interviews:

R1 argued that:

Strangely, yes. Like I said, you know, you have to get into it, otherwise you become irrelevant. And I see a lot of that even in the way we do our communication. Previously, we would get our monthly magazine that we would flip. Now, it is on your phone and you turn you flip pages. Exposure by allowing millennial employees to sit even at that table and that way you will discover that they have very good ideas on the root for growth. By also allowing them the opportunity to test the waters by themselves, so that ukianguka anajua (you learn through failing) rather than stopping them. So allowing them to learn from us by just sharing these spaces with us; not just through teamwork, goes a little farther than teamwork.

R2 added that:

Millennials communication styles have influenced for the purposes that even the way we work now has greatly been changed. It has greatly influenced the way we communicate. It has shaped and I think it will continue to shape. Organizations have to embrace millennials communication styles, no doubt about it, because what is critical is not about how things have been done before. It's basically about the end game. Through placement; in the sense that in every structure of the organization you need to have millennials probably shadowing the people in certain positions. Secondly, I think there must be a deliberate way for the non-millennials to begin to understand the way things are moving now.

Summary of the Key Findings

The study's key findings are summarized:

1. The study revealed that majority of the millennial respondents at KPLC, 37(68%) held that they are not involved in the decision making processes at the organization.
2. Majority of the millennial respondents 24(41.4%) believed that the supervisors and managers at KPLC give them direct and timely feedback.
3. A majority of the non-millennial respondents 10(50%) and the KPLC management through the interviews believed that the millennial employees have transformed or influenced the work culture at KPLC. This means that the impact of the influence is being felt greatly by the non-millennials employees.
4. The majority of the millennial respondents 27(46.6%) believe that organizational culture determines how long they will work for Kenya Power.
5. The study showed that majority of the millennial respondents 32(54.75%) believed that they do not work freely and independently.
6. The emergence and development of technology and social media platform has influenced the way millennials communicate at work.
7. The interviewed management at KPLC admitted that it has proven very difficult for them to retain millennial employees longer than the older generations. This is because the millennial employees are ever job-hopping in search of new and bigger challenges at work. This is in tandem with what the millennial respondents stated in the questionnaires.
8. The study also revealed that the organizations that will embrace the millennial employees communication approaches are more likely to benefit that those who are rigid to the millennial proposals on the changes on organizational culture.

9. The study made it so apparent that organizations need to deliberately change the policies to suit all the generations at work and also have conversations with non-millennials to help them understand the millennial employees.

Summary of the Chapter

This chapter has pointed out the analysis and interpretation of the data collected in line with the research objectives. The quantitative data presentations and analysis consisted of frequency distributions and percentages while the qualitative data analysis consisted of themes and quotes to support and complement the quantitative data. The chapter also indicated the study's key findings. The next chapter entails discussion of key findings, conclusion, recommendations and areas for further studies.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The purpose of this study was to explore millennials' communication styles and their influence on organizational culture with a focus on Kenya Power and Lighting Company (KPLC). The objectives of the study were: to establish preferred communication styles by the millennials at KPLC and how the preferred styles influence the organizational culture, to establish the preferred communication styles by the non-millennials at KPLC and how the preferred styles influence the organizational culture, to assess the millennial employees' take on KPLC organizational culture and to investigate the opinions of KPLC management on the millennials' communication styles. This chapter is focused on the discussions of key findings, conclusion, recommendations advanced based on the findings and areas Suggested for future studies.

Discussions of Key Findings

The discussion of the key findings was engaged from the perspective of the research objectives.

Objective One: To establish preferred communication styles by the millennials at KPLC and how the preferred styles influence the organizational culture.

The first objective of the study was to establish the communication styles preferred by millennial employees and how the styles influence organizational culture at KPLC. The study finding suggested that 88% (51) of the millennial respondents appreciate feedback and two way communication from the management at KPLC and this agreed with findings from various studies. Studies suggest that this could have been shaped by the upbringing of the millennial cohort. A study conducted concluded that as a

result of their upbringing and the ongoing encouragement to seek feedback, as well as their familiarity with quick response via online contacts, millennials need not only feedback but also immediate feedback (McCann & Giles, 2006). More than newcomers from earlier generational cohorts, millennials who are entering the workforce demand open communication (Gursoy et al., 2008).

The need of millennials for clear instructions from their managers is one of the most crucial components of this communicative connection and managers must constantly be aware of this need (Bannon et al., 2011). Studies have shown that millennial employees feel satisfied at work when the management gives them instant and open feedback from the supervisors and managers. Therefore, the management ought to communicate its work expectations to the millennial employees. This might be one of the easiest ways of retaining them at work, avoiding clashes and ease in discharging their duties at work.

The instant feedback and open communication could be in form of instructions, compliments, or organizational change to the millennial employees. The interviews revealed that the millennial employees are not really concerned with the formality of the communication or feedback from their supervisors provided the messages are short, précised and preferably communicated using gadgets through WhatsApp and via text messages.

Objective Two: To establish the preferred communication styles by the non-millennials at KPLC and how the preferred styles influence the organizational culture. The second objective was to establish the communication styles non-millennial employees at KPLC prefer. The finding of the study indicated that 11(55%) non-millennial respondents believed that the millennial employees have transformed the organizational culture at KPLC. This is line with studies conducted before that argued

that the originality, diversity and skill-sets of the millennial generation's members are destined to transform the workplace (Bannon et al., 2011). Taylor (2014) and Caraher (2015) established that millennials desire leadership that will support them and provide them the opportunity to contribute to the workplace practically soon after they are employed.

Studies have proven that millennial employees are constantly agitating for change in organizational culture so that they can have a culture that makes them feel free to work autonomously, do away with the traditional work bureaucracy and to align with their beliefs and values with that of the organization. The agitation for change might have been informed by their upbringing. This might prove to be difficult for the management to wrap their heads around. Lancaster and Stillman (2010) and Martin (2005) noted that millennials dislike being restricted by office bureaucracy. It might be difficult to manage millennials in the workplace. This supports the model's tenet that states that agreement is the degree to which the two groups' beliefs agree with each other. The two groups represent millennial and non-millennial employees according to this study.

Objective Three: To assess the millennial employees' take on KPLC organizational culture.

The third objective was to assess take of the millennial employees on the organizational culture at KPLC. The study disclosed that the millennial respondents are not involved in the decision making process at the organization. This is not in agreement with Caraher (2015) and Saiidi (2014) studies' findings who argument that for a company to succeed, millennials must be taken into account in all future workplace designs and decision-making. Lancaster and Stillman (2010) and Taylor

(2014) added that the capacity to make decisions that will contribute to the success of their businesses is something that millennials want as valued employees.

Several studies have shown that millennials make up a big percentage of the workforce today. Therefore, organizations must take into consideration the input of the millennial employees. The freedom to make decisions makes the millennial employees feel valued and appreciated by the organization. This is likely to make the organization more successful and benefit the organization greatly.

The study also revealed that 39.7% (27) of the millennial respondents believe that they are not allowed to work freely and independently at KPLC although studies have shown that millennials draw satisfaction from working freely and independently. In a study conducted in England, millennials prefer working under conditions where they have the flexibility to be creative and the control to choose their own path for success. Autonomy over when and how to work is the key component of a work-life balance (Kelan et al., 2009).

Independence of the employees is believed to improve satisfaction and productivity since the employee has control over how the work should be done. This is not any different from how the millennial employees want their organizations to operate. Research has indicated that millennials are not afraid of job-hopping in search of job opportunities that will allow them to make their own decisions and having employment flexibility at work. Unfortunately, Bannon et al. (2011) found evidence in a study they conducted indicating the value of flexible schedules may shift as millennials age, establish families and have children of their own.

The millennials respondents in the study indicated that the organizational culture determines how long they work for an organization. This is in agreement with studies that have been carried out before that opined that millennials frequently choose

an organization based on how closely its beliefs align with their own (Roepe, 2017). Generational groups may share values, attitudes and views (Al-Asfour & Lettau, 2014) which is possible. Studies have shown that it has proven hard for organizations to retain the millennial employees. They prefer working with organizations that motivate, appreciate their skill set, capacity build, give instant feedback and involve them in the decision making processes. Therefore, it is likely to be advantageous for organizations to offer organizational cultures that are millennial-friendly since it will encourage millennials to stay on as long-term workers.

Objective Four: To investigate the opinions of KPLC management on the millennials' communication styles.

The fourth objective of the study was to investigate the perception and opinion of the KPLC management on the millennials' communication styles. During the interviews, the KPLC management acknowledged that the millennial employees have proven so hard to retain as long as the older generation as they are always searching for new and more challenging work environments. A study by Suleman et al. (2011) noted that workers are not afraid to switch jobs. Findings by other researchers added that when it comes to millennials, the belief that working with one employment is the greatest way to develop financially and otherwise has been degrading to the point of extinction. Millennials will often shift occupations for a myriad of reasons such as work-life balance, career progression and upward mobility, a rich organizational culture, flexibility and diverse experiences. Smart companies would encourage millennials to try out new roles inside the same firm because reshaping and recycling their abilities and talents is highly prevalent among them (Espinoza et al., 2010). According to Ertas (2015), millennial job retention is a significant issue in the workplace and will need to be addressed in order to maintain productivity.

Every two to three years on average, millennials have been shown to change jobs (Espinoza et al., 2010; Lynch, 2008). Some studies indicated that government-affiliated organizations have been worst hit by the millennials' job-hopping characteristic. According to Viechnicki (2015), government organizations in the US are now worried about hiring and keeping millennials in long-term roles. Similar research by Meng et al. (2017) revealed that corporate leaders frequently struggle to discover, attract, and keep millennial employees. The specific issue is that millennials are not staying in regular positions for a long time in public sector enterprises. According to *The Washington Post*, millennials are less interested in working for the government as an employer (Rein, 2014). The situation does not appear to be any different since KPLC is a Government of Kenya agency. This also goes to show that millennials may not be the same in different countries but they are likely to behave the same way.

The study also revealed that technology and social media have influenced the way millennials communicate at KPLC. This agrees with studies have shown that when looking for a new job, millennials value employers who provide cutting-edge technology yet they frequently utilize both their own technology and that of the workplaces (Tapscott, 2008). Technology and social media are particularly familiar to the millennial generation (Ferri-Reed, 2014; Winograd & Hais, 2011). This could be due to the fact that this cohort was born during most of the technological advancements such as internet and social media which they tend to adapt to easily.

Technology is believed to have made their work easier and revolutionized how millennials communicate through enabling instant connections, redefining the communication norms and informing their preferred digital interactions. Millennials use social media platforms such as WhatsApp and Facebook Messenger for text-based

communication, TicToc for video-based communication and Snapchat and Instagram for graphic-based communication. This has seen the introduction of memes and GIFs are new forms of expression. Therefore, millennials are likely to work easily with organizations that embrace technological advancements at work.

Studies have shown that the millennial generation constitutes the largest users of social media and technology and they are very influential in the adaptation of the same. This has contributed to a shift from top-bottom communication approach to a more horizontal communication approach where millennial employees communicate with their supervisors as though they are peers. This has also made it easy for communication and feedback to be timely. Equally, the idea of the social media influencers emerged in this generation. They are viewed as legitimate sources of information, endorsers of brands, advertisers and have really shaped how other social media users search, consume and disseminate information on various brands or topical social issues. Therefore, organizations that will formulate strategies for social media usages are likely to benefit from the same.

The study findings revealed that the organizations that will embrace the millennials' communication styles and address the concerns raised by millennials employees are more likely to benefit more from the cohort. Scholars have argued that for the success of their organizations, managers require a thorough understanding of these new hires. Tulgan and Martin (2011) argued that businesses required a "wake-up call" if they weren't able to customize their work duties, rewards, training programs, and career routes for millennials. Galentine (2013) argued further that the future workforce will be increasingly dominated by millennials. Any organization that wants to be around in the near future must adapt to this generation's needs and learn how to keep present employees where they are now employed.

Millennial employees are likely to work with organizations that value and appreciate them through job promotions, pay increment and personal time allocation. Therefore, organizations that will offer millennial-friendly work environment and embrace the millennials communication styles are likely to higher number of millennial employees' retention. This will help organizations cut cost of hiring and training them.

Organizations that embrace the millennial communication styles are likely to foster collective and energetic work culture especially through open feedback mechanisms and leveraging on their tech-savvy attributes to boost productivity and enhance employee engagement. This aligns with millennials desire to work for organizations that have advanced technologies, embrace autonomy and sense of determination in their work.

Finally, the study also established that change of policies to suit millennials organizations that will embrace the millennials' communication styles and address the concerns raised by millennials employees are more likely to benefit more from the cohort. The necessity to concentrate on changing their workplace to accommodate the new culture of millennials (Aydogmus, 2016) who make up the majority of the workforce (Oh, 2020) is the cause of many of the difficulties that leaders and managers currently confront.

Organizations ought to find effective ways of communicating and encouraging the millennial employees as a way of supporting them in their work. This should start during the recruitment time where strategies should be employed to ensure that the workplace offers challenges, opportunities for growth, flexible work schedules, work-life balance and advanced technologies. By doing so, it will be possible to make sure that the millennial workforce feels welcomed and appreciated at work, improved

productivity, job satisfaction, increased retention rates, alignment with the ever evolving work expectations and enhanced organizational reputation contributing to long-term success for the organization.

Conclusion

The study concluded that the millennial employees at KPLC are indeed transforming and influencing the organizational culture through their communication styles which is in line with the literature review. The study also concluded that the organizations that will embrace and make use of the skill set that the millennials have, they are set to benefit greatly. The study established that the millennial employees prefer organizations that give instant feedback, have open and two-way communication, working independently and being involved in the decision making processes at the organization. The study also established that it has proved to be very difficult for organizations to retain the millennial employees as long as the older employees. Therefore, there is need for organizations to change their policies and organizational structures to fit the millennial workforce.

Recommendations

Based on the study's findings, the following recommendations were derived:

- i. This study has proven that it is very hard for organizations or institutions to retain millennial employees for long unlike the older generations. Therefore, there is need for the organizations to find ways of retaining their millennial employees.
- ii. As more and more millennials are joining the workforce, there is need for organizations to find ways of bringing the millennial employees to the decision making tables.

- iii. The study has revealed millennial employees embrace open, two-ways and feedback across all the employees most especially the millennials. The study recommends that organizations should embrace the same for ease in communication.
- iv. The study found that millennials' are indeed bringing ideas that can be incorporated in the policies of the organization. Therefore, organizations ought to embrace the millennials communication approaches so that they can benefit.
- v. The study showed that millennial employees are not let to work freely and independently. This study recommends that millennials employees should be given a chance to stretch their creativity so as to achieve satisfaction and work-life balance.

Areas of Further Research

The study's scope was on the influence of millennials' communications styles on the organizational culture of Kenya Power and Lighting Company, an energy sector in government institution. This study recommends that there is need for further studies on other sectors such as universities, banking, medical, telecommunication, judicial, agricultural amongst other sectors so as to determine whether all millennials employees behave the same across the various sectors. Further research can be carried out on the influence of millennials' communication styles and other aspects of corporate communication such as brand identity, image and reputation. A study can also be conducted on millennials and pandemics or upheavals such as COVID-19 and HIV and AIDS to establish whether the upheavals have played a role in how millennial employees communicate at work. The co-orientation model should be used to explore further the difference between millennials and non-millennials employees' communication and working styles based on perceptions and opinions.

During the research, it became so apparent that there various millennials' communications styles, there can also be studies on the various communication styles that millennials employ especially while at work. Further studies should be conducted on how organizations that have embraced the different millennial communication styles have benefitted from the same. There should be an in-depth study on how the non-millennials' communication styles especially on the generation Z. Finally, there is need for studies on how organizations can retain the millennial employees and to help assess how dire the situation is across board. Such research will help organizations and the general public; appreciate, understand and work better will the millennial population that is taking up majority of the work spaces.

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APPENDICES

Appendix A: Questionnaire

Dear Respondent,

I am Joan Jeptoo Kibichum, a Graduate student at Daystar University pursuing a degree in Masters of Arts in Communication (MA) Corporate Communication option, conducting a research on the *millennials' communication style and its influence on organizational culture with a focus on Kenya Power and Lighting Company (KPLC)*. The information provided will be private and confidential, and will be purely used for academic purposes, in partial fulfillment of Graduate school requirements.

Being a matrix questionnaire, the *non-millennials* will be expected to respond to the questions in *Section One* and *Section Three only*.

Kindly tick (✓) where necessary

Are you a millennial? (Born between 1982 – 1994) Yes { } No { }

SECTION ONE: GENERAL INFORMATION

1. Indicate your gender: Male { } Female { }

2. What is your highest level of education?

Diploma { } Bachelors { } Masters { } Doctorate { }

3. What is your age group?

Less than 29 { }

29 - 33 years { }

34 - 37 years { }

39 - 41 years { }

Above 41 years { }

4. For how long have you worked at KPLC?

Below 1 year { } 1-3 years { } 4-6 years { } 7-9 years { } Above 10 years { }

5. What is your position at KPLC?

a. Senior Level { } b. Middle Level { } c. Entry Level { }

6. Department:

SECTION TWO: PREFERRED COMMUNICATION STYLES BY MILLENNIALS

To what extent do you agree with these statements regarding preferred communication styles by millennial employees

Millennials are any individual born between 1980 and 1994. (1-Strongly disagree, 2-Disagree, 3- Neutral, 4-Agree, 5-Stongly Agree)

	STATEMENT	1	2	3	4	5
a.	I prefer peer-to-peer kind of communication approach					
b.	I believe that interpersonal communication and relationships contribute to easy working environment					
c.	Clear channels of communication are important to me					
d.	I am satisfied with the communication style at KPLC					
e.	I prefer an organization with well-communicated goals and values					
f.	I prefer working with an organization whose communication is open and two-ways					
g.	I appreciate immediate feedback					

How else do you prefer messages and feedback to be conveyed to you by the management?

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SECTION THREE: PREFERRED COMMUNICATION STYLES BY NON-MILLENNIALS

To what extent do you agree with these statements regarding preferred communication styles by non-millennial employees

Non-millennials refer to individuals born before 1982 and after 1994. (1-Strongly disagree, 2-Disagree, 3- Neutral, 4-Agree, 5-Strongly Agree)

	STATEMENT	1	2	3	4	5
a.	KPLC has an organizational culture that works well for the non-millennials like me					
b.	Millennials have transformed/influenced the work culture at KPLC					
c.	The older work culture is better than the one being proposed by millennials at KPLC					
d.	The older generations at KPLC communicate better at work than the millennials					
e.	There exists generational conflict at work in KPLC					
f.	Millennials work-relationship affect the organizational culture at KPLC					
g.	Management provides instant communication about the organization					

Are there any changes in communication style that you would want to see in the organization? If yes, which ones?

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SECTION FOUR: MILLENNIALS AND ORGANIZATIONAL CULTURE

To what extent do you agree with these statements regarding millennials and organizational culture. The terms corporate culture and organizational culture are used interchangeably.

Organizational culture includes traditional beliefs, ideas, principles and the history of KPLC. (1-Strongly disagree, 2-Disagree, 3- Neutral, 4-Agree, 5-Strongly Agree)

	STATEMENT	1	2	3	4	5
a.	I fully understand the KPLC’s organizational culture					
b.	Clear communication structures have been established by KPLC					
c.	Our supervisors/managers give direct and timely feedback to me					
d.	The culture of the KPLC is good					
e.	I believe organizational culture determines how long I work for KPLC					
f.	Organizational culture determines how I communicate at KPLC					
g.	Millennials like me are involved in decision-making processes at KPLC					
h.	Millennials like me work freely and independently at KPLC					

How else does KPLC’s organizational culture affect the communication style of the millennials like me? State the limitations you face as a millennial employee at KPLC in terms of communication.

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The End, Thank you for your Responses!

Appendix B: Interview Guide

Dear Respondent,

I am Joan Jeptoo Kibichum, a Graduate student at Daystar University pursuing a degree in Masters of Arts in Communication (MA) Corporate Communication option, conducting a research on the *millennials' communication style and its influence on organizational culture with a focus on Kenya Power and Lighting Company (KPLC)*. The information provided will be private and confidential, and will be purely used for academic purposes, in partial fulfillment of Graduate school requirements. According to this study, millennials will be permanent and pensionable employees of KPLC born between 1982 and 1994.

1. What is the general perception of the management on the millennial employees at KPLC?
2. What was the ideal organizational culture at KPLC before the millennials joined?
3. Do you believe millennial employees at KPLC tend to prefer certain communication channels over others (e.g., email, instant messaging, face-to-face conversations)? If so, which channels have you observed to be more popular among them?
4. How different are the millennial employees in terms of working style from the non-millennial employees at KPLC?
5. How would you describe the millennial employees' communication styles at KPLC?
6. Do you believe technology and social media have influenced millennials' communication styles? If yes, in what ways have you observed these influences?
7. How do you think millennials' communication styles impact teamwork and collaboration within KPLC?
8. Are the concerns raised by the millennial employees at KPLC something that KPLC would embrace? If yes, how does the organization set to benefit from the same?
9. What strategies or approaches do you think are effective in bridging the communication gap between millennials and other generations?
10. Are there any specific communication training or development programs in place to help millennials enhance their communication skills and cater to their communication preferences? If so, could you provide some examples of these initiatives or programs?
11. Do you believe that millennials' communication styles have influenced or shaped the overall communication culture within your organization? If so, in what ways?

Thank you for taking your time to respond to the questions.

Appendix C: Ethical Clearance

**VERDICT: APPROVED WITH COMMENTS**

Daystar University Institutional Scientific and Ethics Review Committee (DU-ISERC)

Our Ref: **DU-ISERC/ 23/02/2023/000824**Date: 23rd February 2023

To Joan Jeptoo Kibichum

Dear Joan,

THE INFLUENCE OF MILLENNIALS' COMMUNICATION STYLES ON ORGANIZATIONAL CULTURE: A CASE OF KENYA POWER AND LIGHTING COMPANY (KPLC)

Reference is made to your ISERC application reference No. **200223-02** dated **20th February 2023** in which you requested for ethical approval of your proposal by Daystar University Ethics Review Board. We are pleased to inform you that ethical review has been done and the verdict is **to revise to the satisfaction of the supervisors and then proceed to the next stage**. As guidance, ensure that the attached comments are addressed. Please be advised that it is an offence to proceed to collect data without addressing the concerns of Ethics Review board. Your application approval number is **DU-ISERC-000824**. The approval period for the research is **between 20th February 2023 to 19th January 2024** after which the ethical approval lapses. Should you wish to continue with the research after the lapse you will be required to apply for an extension from DU-ERB at half the review charges.

This approval is subject to compliance with the following requirements.

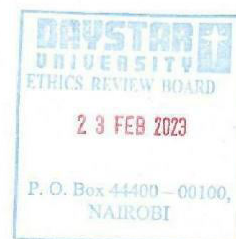
- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by Daystar University Ethics Review Board.
- iii. Death and life threatening problems and serious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

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

Yours sincerely

Dr. Susan Muriungi PhD
Vice-Chair, Daystar University Institutional and Ethics Review Committee

Encl. Review Report



"...until the day dawn and the
DAYSTAR arise in your hearts"
2 Peter 1:19 KJV

Appendix D: Introduction Letter

April 11, 2023.

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

JOAN JEPTOO KIBICHUM – (14-2080)

I am writing to confirm that Joan Jeptoo Kibichum is a Daystar University student pursuing her master's degree in communication specializing in Corporate Communication. Presently she is working on her thesis entitled *'The influence of millennials' communication style on organizational culture: A case of Kenya Power and Lighting Company (KPLC).'*

The period of research is between 12 April 2023 to 12 April 2024. Any assistance given to her will be highly appreciated. Should you require further information, please do not hesitate to contact the undersigned.

Yours Sincerely,



Dr. Daniel Aswani
HOD, Strategic & Organizational Communication
daswani@daystar.ac.ke



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E-mail: admissions@daystar.ac.ke OR
info@daystar.ac.ke

Website: www.daystar.ac.ke

"...until the day dawn and the **daystar**
arise in your hearts"
2 Peter 1:19 KJV


Appendix E: Research Permit


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **502806** Date of Issue: **25/April/2023**


RESEARCH LICENSE




This is to Certify that Miss.. Joan Jeptoo Kibichum of Daystar University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: THE INFLUENCE OF MILLENNIALS' COMMUNICATION STYLES ON ORGANIZATIONAL CULTURE: A CASE OF KENYA POWER AND LIGHTING COMPANY (KPLC) for the period ending : 25/April/2024.

License No: **NACOSTI/P/23/25325**

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SCIENCE, TECHNOLOGY &
INNOVATION**

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See overleaf for conditions

Appendix F: Research Approval

**Kenya Power**

The Kenya Power & Lighting Co. Ltd.
Central Office – P.O. Box 30099 – 00100, Nairobi, Kenya.
Telephone – 254-02-3201000 – Telegrams 'ELECTRIC'
Fax No. 254-02-3514485
STIMA PLAZA, KOLOBOT ROAD

Our Ref: KP1/5C.1/6/EWO/eo

15th May 2023

TO WHOM IT MAY CONCERN

RE: RESEARCH APPROVAL – JOAN JEPTOO KIBICHUM (14-2080)

The above named student from Daystar University has been allowed to collect data for research project on '**Millennials' Communication Style and its Influence on Organizational Culture with a Focus on Kenya Power and Lighting Company (KPLC)**'.

The data collection will be conducted between **16th May 2023** and **31st May 2023** within the Company.

This is with the understanding that the student will exercise discretion in the use of company information and that this exercise will not disrupt normal working hours and Company's flow of work.

Yours faithfully,

For: **KENYA POWER & LIGHTING COMPANY PLC**

A handwritten signature in blue ink, appearing to read 'E. Onono', is written over the printed name.

EDWARD W. ONONO
HUMAN RESOURCE OFFICER

THE KENYA POWER & LIGHTING
COMPANY LIMITED
P. O. Box 30099 - 00100
NAIROBI

Appendix G: Plagiarism Report

Joan Jeptoo Kibichum Thesis

by Joan Kibichum

Submission date: 12-Oct-2023 03:29PM (UTC+0300)

Submission ID: 2180453572

File name: Joan_Jeptoo_Kibichum_Thesis.docx (199.92K)

Word count: 23811

Character count: 134286

Joan Jeptoo Kibichum Thesis

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