THE ROLE OF ORGANIZATIONAL COMMUNICATION ON EMPLOYEE JOB SATISFACTION IN TELECOMMUNICATION INDUSTRY IN KENYA

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The role of organizational communication on employee job satisfaction in telecommunication industry in Kenya

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.

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This thesis has been submitted for examination with our approval as university supervisors.

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DEDICATION

To my husband Victor, and children Njeri and Mukami who gave me relentless support and encouragement during my post-graduate school life. I am truly thankful for having you in my life. To my parents, Dr. & Mrs. Syallow who have always loved me unconditionally and whose noble upbringing has taught me to work hard for the things that I aspire to achieve. Finally to my loving siblings Lish, Cadoric, Nyanya, Pupa and Etoo, who kept encouraging me with their motivational talk especially when field work seemed like an invalid dream!

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ABBREVIATIONS AND ACRONYMS

AHP	Analytic hierarchy process
CEO	Chief Executive Officer
COR	Conservation of Resources
CSR	corporate social responsibility
HR	Human Resource
JKUAT	Jomo Kenyatta University of Agriculture & Technology
MCQ	Macro-Ergonomic Compatibility Questionnaire
MCWDs	Macro-ergonomic compatibility of work demands of employees
MSQ	Minnesota Satisfaction Questionnaire
MTAC	Media Technology and Applied Communication
SCC	Segen Construction Company
TKL	Telkom Kenya Limited
US	United States
WD	Work Demands

DEFINITION OF TERMS

Employee Job Satisfaction	Defines how content an employee is with their job. It explains the feeling one has about their jobs and denotes to the reassurance or pleasure that a job affords a person (Willem et al., 2007)
Information Load	Denotes to the variety of messages to which the receiver must attend. It can be described as the information available to employees. (Scammon, 1977)
Job Motivation	Is described as the enthusiasm to exert high levels of energy, toward organizational goals, accustomed by the employee's ability to satisfy some individual need (Saraswathi 2011).
Organizational communication	is the sending and receiving of messages among interconnected individuals within a specific environment or setting to achieve individual and collective goals (Rogers 2009)
OrganizationalCommunication Climate	Refers to the tone of relationships between people who work or live together (Fung, 2008).
Organization Nature of Communication	Involves interchange of thought or information among persons in an

	organisation and is a systematic and continuous process of telling, listening and understanding (Van Den Hooff & De Ridder, 2004).
Organizational flow of information	This is how a message is communicated from a source to a receiver or target (Jenny 2005)
Telecommunication Industry	Consist of organizations that make communication possible on a world-wide scale whether it happens through the internet or phone. These organizations create the set-up that permits data to be sent everywhere in the world.

ABSTRACT

This study was conducted to determine the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya in a bid to improve its effectiveness and applicability in the industry. The general objective of the study was to examine the role of organizational communication on employee job satisfaction. The study was guided by four specific objectives which included: To establish the role of organizational flow of information on employee job satisfaction in telecommunication industry in Kenya, to examine the role of communication climate on employee job satisfaction, to investigate the role of nature of organizational communication on employee job satisfaction and to evaluate the role of information load on employee job satisfaction in telecommunication industry in Kenya. The scope of the study was restricted geographically to the three-telecommunication organizations that form the telecommunication industry found in Nairobi County in Kenya. The study covered academically the communication patterns through the model of interactions that take place within a system. The sample size was limited, as the study targeted only 8% of the total number of employees at the telecommunication industry headquarters. There was also literature review limitation since there were few empirical studies done in the area of organizational communication and job satisfaction in telecommunication industry in Kenya. The research study was informed by the enactment theory of organizational communication and the framing in organizations theory. The research used descriptive research design. The quantitative sample size of respondents was determined using the standard sample size calculation formulae. The sample population was 356; inclusive of the quantitative and qualitative respondents. 333 survey questionnaires were filled and returned. Purposive sampling was used to collect qualitative data from 18 top-level management employees. Quantitative data was analyzed by use of descriptive statistics technique for summarizing and inferential statistics with the aid of Statistical Package for the Social Sciences software (SPSS).The data was then presented using bar graphs and tables. Qualitative data was analysed using content analysis that involved organizing data into groups, coding and sorting them to ascertain patterns. The data was presented in a narrative form and inferences were drawn from it. The study concluded that, a majority of employees at the telecommunication industry in Kenya are aware of what organizational communication entails. Therefore, management should strive to ensure that the nature of information they pass to employees produces a cohesive corporate identity by increasing employees' knowledge about the overall organization's philosophy and its strategies which brings job satisfaction and commitment. The study recommended that, managers and supervisors at the telecommunication industry in Kenya should encourage vertical, horizontal and diagonal communication for purposes of improving task-related processes, periodic reports concerning departments and individual performance cutting across the organization. This will help in equipping them with knowledge that will be used extensively.

CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

In the current business world, organizations' existence largely depends on effective communication. Employees communicate to each other and to the potential clients in order to develop and build services. They also communicate to the world at large to sell out their products and services. According to Goldhaber (2007), communication is the lifeblood of the organization; the glue that binds the organization; the oil that smoothens the organization's function; the thread that ties the system together and a binding agent that cements all relations. This statement clearly shows the important role played by organizational communication in the organizations today.

Organizational communication is a subsection of the Communication studies field. Simon (2008) indicates that organizational communication performs the function of informing, motivating and encouraging good will amongst employees of an organization. Organizational communication takes several procedures either formal or informal. Information could flow downward from top management to lower cadre management then to the rest of employees or upward from the rest of employees to the lower cadre then to top management. Employees have shown great satisfaction with their work if they consistently receive proper communication directly from top management and immediate supervisors. This allows them to trust the organization they are working for. One of the most crucial factors to the success of an organization is the productivity of the employees. For an organization to perform competently in the business environment today, it has to have high performing employees. Therefore, employee job satisfaction, which in turn results to employee commitment and high productivity, is highly desired. Employee job satisfaction is essential in an organization because this is the backbone of productivity. Employees who are satisfied with their jobs always produce greater and quality results in optimal time and lead to rising profits (Odemba 2011). Odemba further indicates that employees who are satisfied are most likely to be inventive and design new ideas that enable an organization to develop and transform positively with the ever-changing

business environment. A study by Abugre (2011) on three Ghanaian organizations in the formal sector found out that relational dimensions such as communication between subordinates and supervisor would be strongly related to job satisfaction as compared to informational dimensions like communication through other channels such emails and posters etc.

Employees dedicate a considerable portion of their day collecting and circulating information concerning important matters such as performance feedback, company policy, role anticipations, job instructions, etc. (Giri & Kumar 2009). Hence, scholars indicate that relational dimensions (such as communication between supervisor and his/ her team members) of communication would be greatly related to job satisfaction compared to informational dimensions (such as media quality and organizational integration). Using a study from a sample of nurses, Pincus (1986a, 1986b) established some support for the disparity of sensitivity of job satisfaction to relational against informational dimensions of communication, although both were significantly related to job satisfaction.

Katz & Kahn (1978) indicated that job performance is the very core of a social system in an organization and this can only be made possible if employees are satisfied with their jobs. Porter & Roberts (1976) established that the absence of studies examining how communication relates to the individual and unit satisfaction is a “glaring omission” in organizational communication study. These scholars point out that, in organizations, the basic factor for enhancement of job performance is communication between the supervisors and their employees. Both individuals should clearly comprehend the duties of their respective positions, and the employees should know what exactly their supervisors expect of them. Employees interested in job progression should feel at ease to talk to their supervisors and obtain help or suggestions regarding professional and personal development activities.

Industry practitioners advise that employees must be allowed to access freely information about the company, goals, its activities, and directions as well as be permitted to have conduits through which to pass any kind of information up to

management, for impetus and performance growth purposes (Rodwell, Kienzle and Shadur, 1998:279). Zimmerman et al. (1996:189) claimed that the point of how variances between organizations might affect members' philosophies about the need for more communication remained uncertain. Additionally, Pettit et al. (1997) examined the contribution of communication to job satisfaction but the studies did not yield clear results and found intricate relationships. In a separate study, Pincus (1986) established the positive relation between organizational communication and job satisfaction and the relationship was as solid as the one existed between organizational communication and job performance.

Several communication dimensions, which strongly relate to job satisfaction, were communication climate of the organization, communication nature, individual feedback and top management communication, respectively. Therefore, these research studies revealed the most operational organizational communication dimensions on job satisfaction. Wheeless et al. (1983) also established "strong positive relationships between job satisfaction and communication satisfaction with the manager and his or her receptiveness to information". According to Bikson, & Gutek, (1984) effective and positive organizational communication is an essential requirement for the good health of any organisation. Excellent communication is openly related to employees' mental peace over and above mental pressure, motivation, job satisfaction and performance. Communication aspects are commonly recognized as important contributors to and causes of success or failure. Taking into account that human factors have been found to be the major causes of operation failures, a crucial question would be why is this so? An answer could be found when looking into the procedure of communication. "Communication is central to organizing" (Farace, Monge & Russell, 1977).

Additionally, with the fast pace of changes in the commercial environment and harsh competition in the market, creative changes are the need of every minute and changes necessitate effective communication to persuade. In circumstances where an open dialogue between subordinates and superiors exists, a high level of trust to the change process will be shaped (Mac, 1999).Organizational communication is a very

extensive area .However, a case study from several Malaysian universities on factors influencing jobs satisfaction indicated that demographic factors which include gender, age and designation (position/rank) of employees had a great influence on how an employee is satisfied with their work. Additionally, various researchers have presented diverse opinions in regards to the relation between job satisfaction and these factors (Hooi 2012, Kosteas 2009, Hanif & Kamal 2009, and Chimanikire et al.2007). Kosteas (2009) showed that there is a U-shaped relationship between age and satisfaction. This means that, fresh entrants feel positive regarding their job, nonetheless after a few years they lose motivation, probably due to lack of career growth, monotony and dullness in their job. Afterward, when the employees are promoted to different desirable positions, they become pleased and therefore, their satisfaction goes up again. A study by Hickson and Oshagbami (2009) on the effect of age on satisfaction level among the research and academic (teaching) staff of higher education institutions, observed that age affects negatively the job satisfaction of teaching staff, while job satisfaction goes up with increase in age for research staff. It was also observed that female employees put more value on social factors while male employees emphasize on extrinsic aspects such as financial benefits, promotions and pay (Hooi 2012).

Today, employee satisfaction has become a challenge for various companies including the telecommunication industry in Kenya. Various factors have been identified to play in this field. Some of the reasons include, lack of the right talent in some fields, poor relations between the supervisors and employees, competition, great differences in the level of employer- employee expectations, the high cost related with hiring proper talents, among others (Odemba, 2011). To crown it all, organizations have failed in issuing adequate and quality information regarding how the organizations are performing. A study carried out by Giri and Kumar (2009) from six companies in the United States of America showed that communication takes the primary role of making employees understand how an organization functions. It helps employees understand their goals and what is expected of them. There is a pronounced relationship between job satisfaction, job performance and organizational communication hence, policies to improve certain dimensions in

organizational communication such as openness, trust, desire for interaction would be quite important in improving and maintaining employees' job satisfaction (Giri& Kumar 2009)

In the telecommunication industry of Kenya today, there is great need for strategic energy directed at ensuring that existing employees are satisfied with their jobs. There is need to mend retention rates and decrease the associated costs of high turnover (Odemba, 2011).To the contrary, Odemba(2011) found out that employees feel appreciated when top management communicates to them about the performance of the organization and what they should expect in future. Voluntary turnover is a huge problem for many organizations (Mitchell et al., 2001).

Organizational communication is a very resourceful tool that can be used to enhance job satisfaction in organizations. Communication flow inspire employees to participate in developing policies for the organization and ultimately enables the acceptance of the same. An open door policy where employees feel free in expressing honest feedback to their colleagues and management should be highly encouraged. This will not only bring job satisfaction, but also encourage innovation (Abugre 2011). Despite many researches on the importance of job satisfaction, most organizations do not take this aspect seriously in Kenya. The major focus of most organizations is on performance and productivity due to market share competition (Muller 1998, Mutunga 2009, Mukanzi 2013). Organizations have embarked on pushing employees to perform without much consideration on their job satisfaction levels (Mukanzi 2013). This in turn has led to voluntary turnover, which in turn affects organizations'perfomance. In the end, it becomes a cycle of organizations pushing for performance not realizing that performance is greatly achieved by employee job satisfaction (Newsham, Brand, Veitch, and Aries Charles2009). There was consequently need to assess the role organizational communication can play in ensuring job satisfaction among employees.

Communication between top management and supervisors plays a key role in ensuring that the precise employees are hired and retained in an organization. It also sustains productivity by keeping the workforce continually motivated. All these can

only be possible if an organization maintains an efficient communication channel. Abugre (2011) carried out a study from three organizations in Ghana and evidence indicated that organizational communication helps to produce a cohesive corporate identity by increasing employees' knowledge about the overall organization's philosophy and its strategies, which brings satisfaction and commitment.

1.1 Statement of the Problem

Organizational communication, job performance, job productivity, job satisfaction, and their relationships have often been the organizational concepts that are of interest to management experts and researchers. Their interest develops from the fact that the significance of organizational communication and job satisfaction may define the quality of employee's life, efficacy and ultimately, the level of job satisfaction (Pettit, Goris and Vaught, 1997). Today, organizations around the globe cannot exist devoid of effective communication. Employees of an organization communicate with their managers and supervisors to understand their work requirements (Iedema & Wodak, 1999).

If communication between employees and their supervisors is poor; this is a recipe for job dissatisfaction that eventually affects job performance and productivity. Scholars have shown that effective communication is vital to employee job satisfaction. According to Abugre (2011), organizational communication takes on language that formulates various kinds of social structures that bring up teams and networks, which ensure employees, are committed and are satisfied with their jobs. Organizational communication is aimed at ensuring that all employees are familiar with what is expected of them, through relevant and timely information disseminated.

In turn, employees could seek clarifications where need be hence great satisfaction is achieved (De Ridder, Lixin 2014).Organizational communication is taken as a theoretical variable that examines the degree to which information about the job and workstation is conveyed by an organization to its employees and how this translates into satisfaction among employees (Price, 1997). A study conducted by Hodson (1981) at the Western Electric Hawthorne Plant in Chicago in 1989, after which

many other researchers followed to study various aspects of employee job satisfaction, comprising Price & Mueller (1986) and Bluedorn (1989) among others; indicated that, organizational communication plays a vital role in employees' job satisfaction.

How an employee distinguishes a supervisor's communication style, reliability, and content in addition to the organization's communication system influences the expanse of satisfaction he or she receives from the job. Despite many researches on the importance of job satisfaction, most organizations do not take this aspect seriously in Kenya. The major focus of most organizations is on performance and productivity due to market share competition (Muller 1998, Mutunga 2009, Mukanzi 2013). Organizations have embarked on pushing employees to perform without much consideration on their job satisfaction levels (Mukanzi 2013). This in turn has led to voluntary turnover, which in turn affects organizations'perfomance. In the end, it becomes a cycle of organizations pushing for performance not realizing that performance is greatly achieved by employee job satisfaction (Newsham, Brand, Veitch, Aries Charles2009).

The telecommunication industry in Kenya has been a victim of this cycle of performance and productivity versus employee job satisfaction. According to Odemba (2013) and Mutunga (2009), employees in the telecommunication industry in Kenya no longer feel the sense of organization loyalty that once existed. The increasing numbers of corporate mergers and acquisitions happening in the telecommunication industry have made leaders of the organization to dwell more on productivity and performance than thinking of how the employees feel. This sensation has made most employees to be detached from the organizations that they serve. In turn, employees tend to focus more on job hunting rather than productivity thereby hurting the general performance of the organizations, which in turn leads to job dissatisfaction among employees. With the problem of increasing employee job dissatisfaction in the telecommunication industry, a notable concern is raised on the importance of organizational communication on employee job satisfaction. It is against this background that this study sought to investigate the role of organizational communication at ensuring job satisfaction among employees. The need of this study

was to find out if organizational communication could aid in employee job satisfaction in telecommunication industry. How does organizational communication improve employees' job satisfaction in Telecommunication industry? To allow effective assessment, the research study was narrowed down to the three main organizations that operate the telecommunication industry in Kenya.

1.2 Objectives of the research

The general objective of the study was to examine the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya.

1.2.1 Specific objectives

1) To assess the role of organizational flow of information on employee job satisfaction in telecommunication industry in Kenya.

2) To examine the role of organizational communication climate on employee job satisfaction in telecommunication industry in Kenya.

3) To investigate the role of nature of organizational communication on employee job satisfaction in telecommunication industry.

4) To evaluate the role of organizational communication load on employee job satisfaction in telecommunication industry in Kenya.

5) To determine the moderating effects of demographic factors on employee job satisfaction in telecommunication industry in Kenya

1.3Research Question

From the above objectives, the researcher sought to answer the following questions

1) What is the role of organizational flow of information on employee job satisfaction in telecommunication industry in Kenya?

2) What is the role of organizational communication climate on employee job satisfaction in telecommunication industry in Kenya?

3) What is the role of nature of organizational communication on employee job satisfaction in telecommunication industry in Kenya?

4) What is the role of organizational communication load on employee job satisfaction in telecommunication industry in Kenya?

5) What are the moderating effects of demographic factors on employee job satisfaction in telecommunication industry in Kenya?

1.4 Hypotheses

The study sought to test the following hypotheses from the objectives:

Ho_1: There is no significant relationship between organizational flow of information and employee job satisfaction in telecommunication industry in Kenya

Ho_2: There is no significant relationship between organizational communication climate and employee job satisfaction in telecommunication industry in Kenya

Ho_3: There is no significant relationship of organizational nature of communication and employee job satisfaction in telecommunication industry in Kenya

$Ho_{4:}$ There is no significant relationship between organizational communication load and employee job satisfaction in telecommunication industry in Kenya

Ho_5: There is no significant effect of demographic factors on employee job satisfaction in telecommunication industry in Kenya

1.5 Significance of the Study

To the organizations in Kenya, the findings and results of this study will offer a more reliable and in-depth comprehension of the role organizational communication plays in employee job satisfaction. This will aid in shaping the future communication-policy formulation, hence facilitating greatly the achievements of the objectives of the Kenya Government in improving the reliability and efficiency of services to its citizens.

To the management of the three organizations that form the telecommunication industry in Kenya, i.e. Airtel Kenya, Safaricom limited and Telkom Kenya, the findings are expected to provide answers to the central question of why employees seem to be working hard yet their performance is not reflected in the general productivity of their respective organizations. This would allow the organizations to formulate appropriate communication policies and strategies that would enhance employee job satisfaction. In the end, performance and productivity can be measured appropriately. To researchers, the findings of the study will serve as literature to shed more light on the role of organizational communication on employee job satisfaction.

The results will further serve as secondary data for forthcoming research on the topic. The conclusions will add to the theory and empirical data regarding the role of organizational communication on employee job satisfaction. Scholars can also use the findings in learning and teaching, additionally, the limitations and suggestions for further research provided in the study can be used to conduct more research in the field of organizational communication and employee job satisfaction.

1.7 Scope of the Study

The scope of the study was restricted geographically to the three-telecommunication organizations that form the telecommunication industry found in Nairobi County in Kenya. This geographical zone was chosen from among other branches of the telecoms organizations because it harbors the organization's headquarters and therefore, most of the employees targeted are found in Nairobi. Consequently, the choice was to help gather data from the top-level management, middle level employees and the lower level employees from a central point. Information therefore was collected from employees stationed in the headquarter offices of the three telecommunication organizations found in Nairobi. The telecommunication industry was purposely chosen due to the rate of turnovers that has been experienced in this industry in the last 10 years (IJARAI 2015).

The study covered academically the communication patterns through the model of interactions that take place within a system. This was because, such actions in a system cause the organizational features to form stages that incorporate input, processing and output, which establish the concept of openness ,closedness or the climate of communication that eventually determine job satisfaction among employees(Almaney 2004). Literature was sought from various studies carried out around the world. This incorporated literature on the role of organizational communication on employee job satisfaction in a variety of organizations. This allowed the study to draw from various findings that could bring insight into the research. Theoretically, the study used the prepositions of enactment theory of organizational communication due to the suggestions given by Weick (1988).Weick defines the term enactment as representing the notion that, when individuals act they

bring events and structures into reality and set them into action. The author uses enactment in the setting of 'sense -making' by managers, supervisors or employees. He also demonstrates how they can enact 'restrictions' upon the system to avoid problems or experiences.

Today, enactment is linked to organizations, their environment and the strategic management. Enactment theory is attributed to a process whereby individuals achieve coordination and continuity. This corresponds well with what Sanchez (2004) calls flow of information. He indicates that, employees need a fundamental story that reliably links strategy into context of the mission and vision of the organization. This helps them to feel as part of the organization and will enable them to enact hence bring this mission and vision into reality which translates into job satisfaction. Lastly, the scope of the study was defined by the type of information it sought to investigate. Therefore, the mixed research methodology was used to study the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya.

1.8 Limitations of the study

The sample size was limited, as the study targeted only 8% of the total number of employees at the telecommunication industry headquarters. It would be great to involve more employees as this could have resulted to a more inclusive research output. However, this was not possible due to procedural complexity. Nonetheless, the study used simple random sampling to guarantee that all employees had an equal chance of being picked to avoid sample bias and ensure that the results are dependable enough to be generalized. Secondly, there was also literature review limitation since there were few empirical studies done in the area of organizational communication and job satisfaction in telecommunication industry in Kenya. Therefore, the study borrowed profoundly from other countries, some that were at different development levels, in order to add intellectual thoughts to the limited local studies. However, this was a revelation to the field of organizational communication in Kenya, as there is more room for research to be conducted in this area to add more knowledge to the aspect of organizational communication and employee job

satisfaction. Thirdly, the research findings were also limited to the factors and circumstances existing at the company, at the time of the study.

There was lack of ample time given to the researcher by the top management level of the three-telecommunication companies for the interviews to be conducted. Some chief officers asked their personal assistants to answer the questions. However, this was overcome by persistence, as the researcher kept going back to request for appointments. Eventually 78% of the top management level agreed to be interviewed. Finally, the conclusion of this research study would be limited and controlled to unique factors linked with the telecommunication industry. However, most of the insights can be shared across the organizations since they pertain to employees and not technical aspects.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature that is associated with organizational communication and job satisfaction. The linkage between these two concepts are of much interest to management practitioners and researchers. The interest emanated from the fact that the excellence of organizational communication and job satisfaction may determine the job performance of an employee and eventually translate to loyalty from employees' hence stellar performance for the organization in this competitive environment. According to a study conducted by Giri (2009) on different managerial levels in various organizations in India, evidence indicated that communication is a primary viewpoint for comprehending how organizations functions.

This chapter reviews literature that discusses information about the specific objectives of the study, which include: the role of organizational flow of information on employee job satisfaction, the role of organizational flow of information on employee job satisfaction ,the role of organizational communication climate on employee job satisfaction, the role of nature of organizational communication on employee job satisfaction, the role of organizational communication load on employee job satisfaction and the moderating effects of demographic factors on employee job satisfaction .

Communication is a key perspective for comprehending how organizations function. Early definitions of organizations paid attention on groups of individuals working together in a synchronized way in the pursuit of production-linked goals. Communication then befits the central means by which personal activity is coordinated to devise, circulate, and pursue organizational goals (Gardner, Paulsen, Gallois, Callan & Monaghan, 2001). Additionally, it has been established that organizations do not exist separate of their members, but are shaped and reshaped in the acts of communication between members (Iedema & Wodak, 1999).

Organizational communication is a theoretical factor that measures the degree to which messages and information about the workplace and job is conveyed by an organization to its members (Price, 1997). It occurs within a certain social system made of interdependent groups attempting to attain commonly recognized goals. Today more employees appreciate that an important part of their duties is communication, particularly when service workers are more than production workers are. Furthermore, a sea change in communication equipment has contributed to the revolution of both work and organizational structure. In lieu of these reasons, communication practices and technologies have become more vital almost in all organizations, but they are possibly the most important in knowledge-intensive organizations.

In the age of globalization, communication has fundamentally grown in response to the needs and concerns of organizations and industries. The study of organizational communication knows that communication in organizations goes further than training managers to be operational speakers and to have good interpersonal communication abilities. It recognizes that all businesses, not just organizations, have communication prerequisites and challenges. The way an employee perceives a supervisor's communication style, accuracy, credibility, and content as well as the organization’s communication structure will influence the amount of satisfaction (morale) he or she receives from the job.

Theoretical review and conceptual framework was analyzed to come up with a conclusive way of determining how communication at different levels of the organization affect job satisfaction. Most researchers have shown that organizations need to train managers to be effective speakers and not just capitalize on interpersonal communication (Bulutlar2008). A critique of present and appropriate empirical literature was done, followed by identification of gaps in the research already done so as to justify the necessity for the study.

2.2 Theoretical Review

The enactment theory and the framing in organization theory are both in support of the important role organizational communication plays in organizations. The two theories emphasize on the internal relationships among objects and the important process through which people achieve continuity and coordination through communication. Heath (2015) indicates that, individuals employ predictable communication strategies when they can; when they are not able to, their skill to invent new plans is vital to their success as organizational members. Usually, a lot of what happens in terms of communication on behalf of the organization is repetitive, scripted, and unsystematic rather than strategic. This is what deteriorates to uncertainty among employees, as they do not believe in communication from its organizational leaders.

Herzberg's Two-Factor Theory was employed due to its premise that there are two factors, which lead individuals to either dissatisfaction or satisfaction with their work. These factors are completely different and they include "hygiene" concerns and motivators. He suggests that attention needs to be given on how the hygiene matters and the motivators are balanced to bring about employee job satisfaction. Maslow theory on Hierarchy of needs (1943) indicates that, people seek to satisfy five basic needs, which occur in a hierarchy, whereby an individual gradually advances from one level to the next. These five basic needs include; physiological needs, safety needs, social needs, esteem needs and self-actualization needs. This theory therefore informed the moderating variable of the study which sought to find out the moderating effects of demographic factors on the role or organizational communication on employee job satisfaction.

2.2.1 The Enactment Theory

John Weick first established the enactment theory in 1979.This was after the realization that most organizations lack a form of a form of social construction. The theory was established to explain why organizational communication and their environment are strategic top leadership management. Weick (1988) defines the term

enactment as representing the notion that when individuals act they bring events and structures into reality and set them into action. The author uses enactment in the setting of 'sense -making' by managers, supervisors or employees. He also demonstrates how they can enact 'restrictions' upon the system to avoid problems or experiences. Today, enactment is linked to organizations, their environment and the strategic management. Weick assumes that people and systems in the organization are always and constantly in the process of self- formation.

Deetz (1982) indicates that, employees go through self-formation in the organization and this formation happens in two different ways; first, stability is achieved by employees through enactment of interaction cycles and secondly, through the progress and development of rules, which are appropriate for behavior. Therefore, enactment theory is attributed to a process whereby individuals achieve coordination and continuity through communication in an organization. The process entails roles and rules, to enable people coordinate their actions with each other. This corresponds well with what Sanchez (2004) calls flow of information. He indicates that, employees need a fundamental story that reliably links strategy into context of the mission and vision of the organization.

This helps them to feel as part of the organization and will enable them to enact hence bring this mission and vision into reality which translates into job satisfaction. Their feedback to management on how the organization is performing also makes them feel respected and that they are contributing towards the success of the organization. Additionally, enactment theory offers a rationale for differentiating strategic and routine behavior. Weick (1979) indicates that, people use routine communication plans when they are able to; when they cannot, their capacity to invent new plans is vital to their success as organizational members .In practice, most of what happens on behalf of the organization is routine, scripted, and haphazard rather than strategic communication(Heath, 1994). Weick (1988) further indicates that, when organizations are in the process of changing or organizing, it experiences constant uncertainty hence job dissatisfaction is likely to occur. The essence of Weick's notion of enactment is that employees receive input or stimuli because of

their own actions. When people act, “these actions usually become the raw materials from which a sense of the situation is ultimately built (Weick, 2001). Environmental changes in the organization such as, change of management or the invention of new technology and people’s actions, such as the adoption of new management or new technology in the workplace, are both important parts of the raw materials for enactment.

Scholars such as Mary Parker Follett (1978) indicated that there is usually some difficulty in coming up with distinctions between environments (stimulus) and actors (response). The point that Weick (1969, 1979, 1995, 2001) makes is that it is very hard, at best, to distinguish between actors and their environments. This also applies to the case when individuals relate to each face-to-face; it is hard to separate senders and receivers since we are recurrently senders and receivers. Therefore, it is required that communication bridges this gap as often as it can. Over time, certain communication channels perform more dependably than others do, even across different contexts, so they come to be preferred. Therefore, using a certain type of channel reduces the person’s level of awareness or mindfulness in any given context (Gioia & Poole, 1984). We are required as managers, supervisors and employees to take note of such incidences to avoid mindlessness. Familiar situations and repetition move us in the direction of mindlessness, yet employees learn through repetition. The problem is that upon every repetition, there is always less information is processed. Consequently, those actions steered by these cues are based ultimately only on minimal information. Hansen and Alexander (2010) advise that, ideally, the more difficult or the more crucial the message is during such occasions as change or organizing, the more probable managers and supervisors should enact by coming up with strategic communication such as face-to-face communication as opposed to routine scripted communication. This should then be accompanied by an electronic or printed version for accuracy and uniformity of message. It is also advised that, for the purposes of trust and influence of the information being shared, employees usually prefer to receive information from their direct supervisor to allow them enact.

Nevertheless “big picture” news may be more suitable coming from senior management or the chief executive office himself. Information such as take-overs, mergers and acquisitions, layoffs or retrenchments need to be relayed directly from the governing body of the organization (Harris 2002). Enactment occurs because employees are conscious of relationships and certainty. Therefore, employees of an organization cannot distinct themselves as casual employees or permanent employees of the organization on how they think or the meaning they enforce on themselves and the environment. Enactment pulls employees’ attention away from the passive and receiving, and directs them to the active part of being organizational members. Since all social actors are involved in it, enactment is a vital process for employees in an organization. Weick (2001) proposes, “Enactment motivates everything else in an organization”. Therefore, how communication is driven determines what an organization will achieve.

Enactment demonstrates that employees will give output as a result of what kind of communication they receive from their leaders in the organization. This drives them to act and when people act, “these actions become the raw materials from which a sense of the situation is eventually built” (Weick, 2001). The enactment process is how organizational employees make sense of their environments. This is best achieved through constant communication - vertical, diagonal and horizontal.

Burgoon, Berger, and Waldron (2000) indicate that, much of interpersonal communication happens mindlessly. Monotonous tasks such as checking emails and choosing a communication medium for each contact are apt to become mindless actions. Since employees have limited communication ability due to their various departmental tasks, they process information discriminately, causing others to ignore important information. Therefore enactment theory advises that managers and supervisors should be deliberate when communicating to employees. Communication overload is likely to have an inverse relationship to job satisfaction and under load a direct relationship with job satisfaction. One
of the greatest issues of information repetition to curtail breakdown in the communication method is possible overload. Therefore, management needs to be

quite careful in order to capture the attention of the employees without possibility of ruining the worthwhile course of communication (Pettit and Vaught 2000). The relationship between these key concepts of communication is common in organizations.

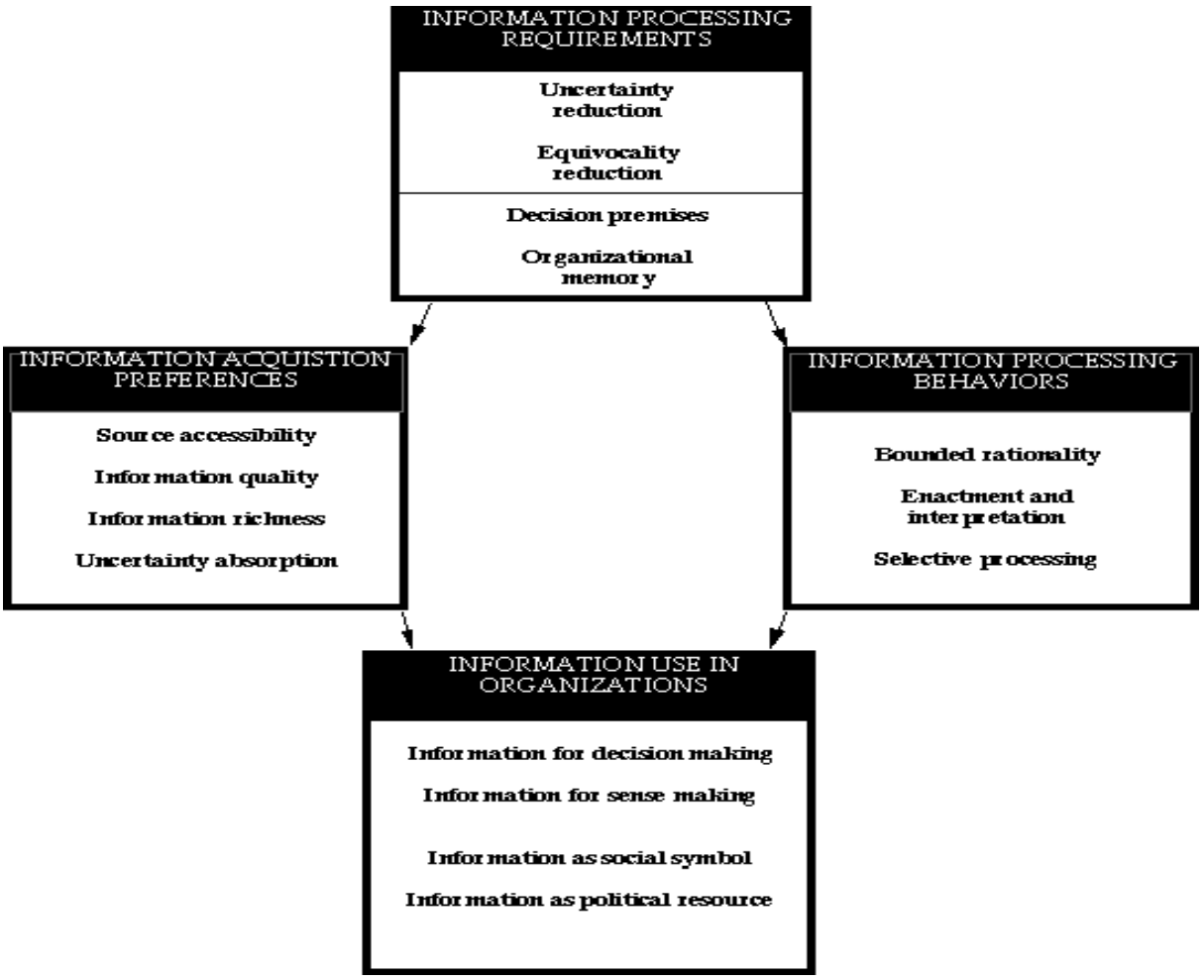


Figure 2.1 Weick's theory of organizing. Source: Infante (1988)

Enactment is usually mindful since social actors such as employees within an organization co-create their own operational environments; however, sometimes managers are less mindful of how they can enact their environments requiring a push. That is, features of

mindlessness come into the enactment process and one of the consequences of this enactment process is scripts. Scripts are recipes for communication overload hence job dissatisfaction. Organizations need to find equilibrium between stability (through regularizing actions into rules) and flexibility (by keeping some level of equilibrium in the system). Weick (2001) advises that employee behavior is more a function of the situation than of personal characters or role definitions. They are "loosely connected" in the organizations and have a large latitude for action. Therefore, communication would help to clarify different stages that an organization is going through.

The enactment theory of organizational communication has remained relevant over the years. This theory informed three specific objectives of this study. The first specific objective was to assess the role of organizational flow of information on employee job satisfaction in telecommunication industry in Kenya, which was largely informed by the notion from enactment theory that individuals (employees) achieve coordination and continuity through communication in an organization. The process entails roles and rules, to enable people coordinate their actions with each other, hence helps them to feel as part of the organization and will enable them to enact hence bring this mission and vision into reality, which translates into job satisfaction.

In the telecommunication industry in Kenya, results revealed that 95% of employees were very satisfied when they received information on time to do their job. This is an element of downward communication that forms a part of organizational flow of information. Downward flow of communication concerns a great number of matters in an organization, which include daily instructions to workers, directives, and information regarding processes policies and procedures to give directions for implementing goals, strategies and objectives (Verma, et al 2013).Hence, if done correctly, then job satisfaction is achieved. The other specific objective informed by enactment theory is the role of nature of organizational communication on employee job satisfaction. Weick

(1988) notes that, when organizations are in the process of changing or organizing, it experiences constant uncertainty hence job dissatisfaction is likely to occur. Enactment occurs because employees are conscious of relationships and certainty. Therefore, how communication is driven determines what an organization will achieve. For purposes of trust and transparency of the information being shared, employees usually prefer to receive information from their direct supervisor to allow them enact. The third objective informed by enactment theory is the role of communication load on employee job satisfaction. Enactment theory advises that managers and supervisors should be deliberate when communicating to employees. Communication overload is likely to have an inverse relationship to job satisfaction and under load a direct relationship with job satisfaction. This theory supports organizational flow of information on employee job satisfaction in telecommunication

2.2.2 Framing in Organizations theory.

Everyone does framing in its various formats, knowingly or not. When people wish to sway others and themselves, framing is used heavily. This study's view of framing draws profoundly upon the writings of Goffman and other sociologists. An example is, in Goffman's (1959) *The Presentation of Self in Everyday Life*, he progressed the view that individuals engage in performances in various backgrounds for particular audiences in order to shape their definitions of the situation. In a later book, Goffman (1974) depicted everyday interactions as strategic happenings in which one attempts to "sell" or frame a particular interpretation. Hence, a frame is taken as "a quality of communication that causes others to accept one meaning over another" (Fairhurst & Sarr, 1996).

Framing is a concept that relates to the agenda-setting practice but develops the research by concentrating on the essence of the matters at hand rather than on a specific topic (Deetz, Tracy &Simpson 2000). Framing is a crucial topic as it can have a big impact on how people think and hence the concept of framing extended to organizations as well (Weaver, 2005). The Framing theory by Simpson proposes that how information is relayed to its audience usually referred to as "the frame" impacts the choices people make on how to process that message. Frames are concepts that

work to shape or structure the meaning of message. Semetko and Valkenburg (2000) indicate that, the most common way of referring to frames is the method used to convey the information. Frames are thought to sway the discernment of the news by the audience, hence, it could be interpreted as a form of second level agenda-setting, in that, they not only push the audience on what to think about but also how to think about that subject (second level agenda setting, framing theory).Therefore, in organizations, Framing could be equated to departmental managers and supervisors who are usually used to relay information to employees. In addition, media such as internal communication channels through emails could be taken as frames. Framing in organizations indicate that, the quality of communication used in an organization leads to employees accepting one meaning of an issue over another (Fairhurst, Sarr and Champoux 2003). It is an expertise with elaborate effects on how organizational members appreciate and respond to the environment in which they live. The scholars indicate that framing comprises of three elements: language, thought and forethought. In this study, it will be crucial to establish factors in organizational communication, which affect employee job satisfaction in telecommunication industry in Kenya.

Framing has been identified as one of the most common communication skill of leadership. It refers to the strategic construction of the meaning of a specific occurrence or situation. In the communication field, framing is examined with reference to its linguistic and paralinguistic features that both define and align with leadership goals (Furhurst and Sarr, 1996; Goffman, 1974). Framing, in organizational communication leadership, is the strategic process of interpreting circumstances that leaders undertake with the intention of urging the followers to move in a particular direction in responding to day-to-day events. When Goffman (1974), introduced the term framing, it referred not only to the frames that are deliberately or strategically built to attain a specific communicative aim but also more broadly to the instinctive property of all social processes. He coined the phrase “Framing analysis” to refer to “the investigation of the organization of experience”. Starting with Goffman, framing was seen in literature as an organization of

experience and not simply as a description of experience; meaning, framing is not an artless talk about events but instead shapes our perception of events.

According to Bartlett (2000), a psychologist, human beings usually perceive the world through schematics, or unconscious mental structures, and this represent generic knowledge about how the world looks like. It is through schemata that previous message influences a person's creation and incorporation of new information (Brewer, 2000). Likewise, Minsky (1975) found that messages are represented in the human mind as frames encompassing slots that accept a certain range of values. They explain that, if the world did not provide a particular value for a specific slot, then it could be occupied by a "default value". The type of framing mostly used in organizations are the social frames. Frames that are part of the agenda setting in modern organizations, which face an unmatched turbulent environment.

By petitioning a particular frame as described by Fairhurst and Sarr (1996), leaders may successfully guide the collective perception of organizational employees. Framing reflected this way, attempts to "organize experiences and guide action (Snow, Burke, and Robert, 1986). In organizational communication, the making of meaning can be achieved by framing as well as by describing membership and through activity sharing (Mai and Akerson, 2003). This way, meaning making denotes to the ability to acquire a certain comprehension or capture a meaning out of a particular situation. If employees were faced with certain circumstances in the organization, such frames would come in handy to permit them to draw and make meaning out of it. Leaders in the organization should strive to use such frames in order to attain trust from employees. Meaning making within organizations is situational and fluid. Part of the tactical use of communication by leaders within organizations is the vocalisation and manipulation of the circumstantial meaning making that aligns with the organizational goals and other situational considerations. Almost all key works in the framing enquiry recognised or indirectly assumed that leadership has to include some strategic meaning making and framing is a distinct strategy of meaning making.

Mai and Akerson (2003) stressed the significance of encouraging supervisors and managers to acquire a sense of significance in their corresponding duties. They found that such significance could reinforce the inherent motivation of employees and energize them. Although these scholars considered that framing and defining membership are two diverse goals that can be attained through meaning making, communication is very important in the whole process. In other words, the way through which a leader helps employees feel comfortable and that they belong to the workplace community is implicit here to be part of the framing process or agenda. The importance of meaning making in leadership has been well articulated by various scholars. Akerson (2003) indicated that, "leaders who aid employees to recognize the value and meaning of their work through constant communication are able to tighten the alignment between individual and organizational goals and hence enjoy higher levels of commitment, perseverance, dedication as well as job satisfaction. In the contemporary times, the recognition of framing as a strategic element of communication has grown in popularity among scholars from different fields. Chong and Druckman (2007) established that frames have been broadly and intensively collected and identified. Many descriptions have been suggested by various scholars, especially in media studies such as Semetko and Valkenburg (2000). Tuchman (1978) indicates that the role of the framing process is to "organize everyday reality", by giving "meaning to an unfolding strip of events" (Gamson & Modigliani, 1987) and stimulating "particular definitions and interpretations of political issues" (Shah et al., 2002). Chong and Druckman (2007) established that there is a tendency in the literature to take at least four main steps in framing analysis.

The first step is to identify a problem, incident, or a circumstance around which there is framing. In communication, frames can only be acknowledged in relation to a particular incident, subject, or to a recognized event or character (Entman, 2004). Framing of information is also time sensitive as they are performed differently across time, even if they concern the same issue. The second key step in framing depends on whether the message is aimed at comprehending how framing affects public opinion. For instance, the communicator may want to emphasize on general attitudes

toward organizational reforms or, otherwise, on reasons why people are in the organizations (Chong and Druckman, 2007). Different frames may inspire each of these attitudes. Third, a preliminary set of frames for an issue is identified to create a coding scheme.

This provides the set of "available frames" in elite discourse (Gamson & Modigliani 1987).Druckman (2007) suggested that these elite sources can be accompanied by asking samples of employees to record the thoughts that come to mind on a given issue, using open-ended questions. The fourth step in framing of information is to select sources for analysis, upon detecting an initial set of frames. These steps would aid the communicators, in these case the supervisors and managers of an organization to be able to know how to approach a certain issue and which frame would work best. This way, employees in an organization would feel comfortable even though the organization is not doing well. Fairhurst and Sarr (2003) elaborate several possibilities of framing situations in organizations. Some of the situations that involve framing include the pattern of how an organization works during increments, appraisals and lays offs to confirm and reproduce organizational values. The two scholars indicate that during such periods, language used to communicate helps the employees to remember the information given and acts to change the way in which they view the situation. Therefore, by using proper language the management of an organization must have thought and reflected on their own informative frameworks and those outside. Deetz, Tracy & Simpson (2000) explain that, leaders must learn to frame messages instinctively in certain spontaneous circumstances. The ability to do so means that one must have had the forethought to forecast framing opportunities.

Therefore, one must strategize in order to be spontaneous.Goffman and Ervin (2002) indicate that, people interpret what is happening around their environment using their primary framework. They further indicate that there are two types of primary frameworks namely, natural and social. The two frameworks play a big role in helping individuals to interpret messages presented to them. Scheufele & Dietram (2010) explain that natural frameworks categorize issues literally without attributing them to any factors outside the event. Social frameworks on the other hand interpret

events as driven by some social factors such as goals, manipulations on social players and other whims. Therefore, most often than not, social frameworks are developed on the natural frameworks. They highly affect how information is received, interpreted and processed. Goffman's fundamental assumption is that people are proficient users of these frameworks on a daily basis. Fairhurst & Sarr (2003) further add that, employees in organizations are good users of these frames. Fairhurst & Sarr (2003) came up with three techniques in which most employees in an organization use to frame the message they receive. The first is using a Metaphor where by information received is framed as a conceptual idea through comparison to something else. The second is stories (myths, legends) where information received is framed as a topic through a narrative, which gives a vivid and memorable way of looking at the message.

Finally yet importantly is the spin frame where by, messages are presented as a concept in such a way that they convey a value judgement whether positive or negative. This could not be apparent immediately but could create an integral bias by definition.

Therefore, in most organizations, Framing has taken precedence. Duck (1998) recommended that managers at each level should always make consistent and clear communication a primacy. He indicates that In fact, communications must be a priority for every manager at every level of the company. It is important for the messages to be consistent, clear, and endlessly repeated. If there is a single rule of communication for leaders, it is this: when you are so sick of talking about something that you can hardly stand it, your message is finally starting to get through.

This will help to avoid unnecessary frames that come up naturally or socially in organizations hence disrupting job satisfaction. Framing is an inevitable part of human communication as we all come up with own frames to our communications. However, in organizations, this could be avoided by managers through constant clarifications and updates to employees.The framing in organizations theory informed one of the most crucial objectives of the study; the role of organizational communication climate on employee job satisfaction. Framing theory by Simpson

proposes that how information is relayed to its audience usually referred to as "the frame" impacts the choices people make on how to process that message. Therefore, in organizations, framing could be equated to departmental managers and supervisors who are usually used to relay information to employees. Findings from the study indicated that, 94.2 % of respondents claimed that they are not free to communicate to management about issues affecting their work. 97% of the respondents indicated that the supervisor is not open for feedback from them. The results from this question shows that most employees received intimidation when they spoke directly to the heads of the organization. Hence, policies need to change on how communication climate is managed in telecommunication industry in Kenya. Pincus (1986b) also advises that, lack of open climate communication would result in inadequate management of important projects, which can cripple the organization's innovation and ability to make positive influences to the society. This theory is in agreement with organizational communication climate on employee job satisfaction in telecommunication.

2.2.3 Herzberg's Two-Factor Theory of Job satisfaction

Herzberg published the two-factor theory in 1959. The theory states that job satisfaction and dissatisfaction are affected by two different sets of factors. Consequently, job satisfaction and job dissatisfaction cannot be measured on the same continuum. The two-factor theory of job satisfaction came as a result of a five-year research study on job attitudes. There was a crucial need at the time Herzberg's Two-Factor Theory for more and better understanding about the attitudes of people towards their jobs due to the pervasiveness of job dissatisfaction indicators such as organizational slowdowns, strikes, and several grievances (Herzberg, Mausner, Peterson, & Capwell, 1957). Based on their findings, Herzberg et al. (1959) made core assumptions on they based their hypothesis. They indicated that, there was sufficient evidence to assume that there was some relationship between job attitudes and productivity, second, the features of dissatisfied employees had been well explained in the existing literature. Third, the factors connected to job attitudes had been previously well defined as well. Therefore, Herzberg et al. (1959) concluded and developed an initial hypothesis that satisfaction and dissatisfaction could not be

dependably measured on the same continuum. Herzberg et al. (1959) established that Maslow's theory of personal growth and self-actualization became the sources to understanding the worthy feelings in these sequences. The scholars found certain trends in the features of high and low sequences. In the high sequences, a small number of factors were answerable for good feelings about the job. All of those factors were connected to the inherent factors of the job and were mainly long lasting. When good feelings concerning a job were short lasting, they came from specific achievements and credit about those achievements as opposed to the job itself. The high sequence events offer contrast to the low sequence events. It was established that various things could be a source of dissatisfaction, but only certain aspects can contribute to satisfaction (Herzberg et al., 1959). Low sequence factors were seldom found in the high sequences. Salary was the exception to the findings as it was revealed with same frequency in both the high and low range cases. Nonetheless, when viewed within the context of the events, it became clear to the scholars that salary is predominantly a dissatisfier. When salary was cited as a satisfier, it was related to gratitude and recognition of a job done well and not as a factor in itself.

The scholars also examined the influence of the sequences on performance, attitude, turnover, toward the company, and mental health (Herzberg et al., 1959). They established that attitudes affect the way the job is done and that positive attitudes affect performance more compared to negative attitudes. As for turnover, negative attitude gave rise to some degree of physical or psychological withdrawal from the job. In relation to attitude toward the organization, the study indicated that an organization could expect some degree of loyalty to vary with the degree of job satisfaction. Therefore, it is crucial to understand the conservative ideas of job satisfaction at the time Herzberg et al. published the theory so as to fully understand the consequences. Original explanations of job satisfaction during that time considered satisfaction and dissatisfaction as extremes on a single continuum with an impartial condition at the centre in which the individual is neither satisfied nor dissatisfied (Behling, Labovitz, & Kosmo, 1968). Employees shift along this singular scale as factors are introduced or changed. Consequently, organizations focused on hygiene factors in an effort to improve productivity. Herzberg et al. (1959) claimed

that this was the wrong approach. In order to raise job satisfaction, the motivation factors must be improved. According to Herzberg et al. (1959), jobs need to be restructured to increase the capacity of employees to achieve goals that are importantly related to the doing of the job. Job satisfaction can also be attained by matching the individual's work ability to the work he will required to do during the selection process. It is similarly important to recognize the supervisor's role in job satisfaction. They must afford recognition when needed and efficiently plan and organize the work. Although it is not convincing to allow the employee to set their own goals in most circumstances, the employee can often determine how they will attain their goal. This will give employees a greater sense of achievement over their work.

Therefore, In Herzberg's study the most frequently chosen factors which led to job satisfaction were recognition and achievement, while the most commonly chosen factors which led to job dissatisfaction were organizational policy and management and good relations with the supervisor. This study established that the motivators are the principal causes of job satisfaction and hygiene factors were the key causes of job dissatisfaction. The theory also proposes that work ought to be enhanced in order to bring about effective utilization of employees.

Herzberg's Two-Factor Theory suggests that the two factors, which lead individuals to either job dissatisfaction or job satisfaction with their work. Herzberg (1959) claimed that the factors that bring satisfaction are completely different from those that cause dissatisfaction. Employee job satisfaction is determined by two sets of concerns: "hygiene" concerns and motivators. Hygiene factors comprise company policies, salary, security, supervision, status, interpersonal associations and working environments. Hygiene issues may not motivate employees but can bring dissatisfaction. Motivators are matters such as recognition, achievement, the work itself, advancement and responsibility. Motivators cause satisfaction by fulfilling an employee's needs for meaning and personal growth. When hygiene spaces are taken care of, motivators will encourage job satisfaction and promote productivity. Once hygiene issues are fulfilled, the workers' discontent and deprived job performance is evaded. However, high job performance and great happiness would never be realized unless motivators are delivered. Alternatively, if employees have the motivators they

would exhibit high performance and satisfaction with their job even though the hygiene needs were not contented (Worrell, 2004).

Therefore, in relation to this theory, attention needs to be given on how the hygiene matters, the motivators are balanced, and this can be achieved through constant communication and clarification of gaps if any. Scholars advise that successive proper communication strategies to appropriately inform employees throughout all seasons in the organization on how the five aspects of job satisfaction are managed can assist an organization to maintain its continuity. As such, good quality communication has a positive relationship with employee job satisfaction. This theory supports nature of organizational communication on employee job satisfaction in telecommunication industry

2.2.4 Maslow theory on Hierarchy of Needs

Clinical Psychologists indicate that, several types of needs, which require to be promptly fulfilled, has advanced involuntary behaviour. They could be satisfied by many different methods. This has helped managers to select from the various methods hence the capacity to pick the proper one. Regrettably, people normally interpret others' needs through observing others' behaviours, deciphering by following their own standard. (Pinder 1984, 46.) Abraham Maslow a clinical psychologist, introduced his study relevant to human motivation topic in 1943, derived from his personal supposition. The study classified the series of human needs into five groups, which have been planned in the logical order. It brought fresh knowledge to the employee studies during that time and strikingly affected the organisational behaviour when solving employee problems. (Mullins 2002, 426; Kaur 2013)

Kaur (2013) also recognised the Maslow's model as the guideline to support employers to understand what their team members would wish to have and encourage them more accurately. The needs according to Maslow included; Physiological needs, Safety needs, Love/belonging/social needs, Esteem needs, Self-actualisation.

Physiological needs are vital factors to survive comprising oxygen for breathing, food for eating, water for drinking. Additionally, they are basic living conditions

such as sleeping, pleasure and sexual desire. Employee wages or salary should be calculated to satisfactorily cover such living expenses. In other words, no quality performance can be achieved with an empty stomach. The second need in hierarchy is Safety needs. This need ensures protection from physical attack and fear from any threats. Individuals prefer being secured from environmental danger; consequently, they expect their working place to be safe and well equipped to avoid any accidents. The third need is Love/belonging/social needs, which consists of; belonging somewhere and feelings of being in love friendship, and social relations. Employees require their organization to provide them with a rich relational life through arranging group events, team building, and effective communication among staff. The forth need is Esteem needs which include both self-respect and other recognition. As Mullins (2002) termed "strength, confidence, independence, freedom, and achievement", as well as reputation or stature, recognition, attention, and appreciation" comprise these needs. The more employees contribute the more expectation of reward from the organisation. Many people unnoticeably desire the crowd applauded. Self-actualisation is the top most need in the hierarchy. These needs are concerned with the wish of full potentials being realised and used. People's true capacity is developed and set up in the best position. Employee satisfied by esteem needs level merit to be motivated to the highest level. They are a gem to the human resource management.

Scholars indicate that, the lower needs are more noticeable and finite hence easier to achieve; contrary to the higher needs which cost organizations more resources including much effort but the pay back is a delighted life and contentment. A motivator factor is useful only when it has not been achieved (Maslow 1987, 57 - 59.) However, Maslow admitted afterwards that even if lower level needs were left unattained for such a long time, higher-level needs are still objectives to pursue (Mullins 2002, 428). Greenberg and Baron (2003) emphasized that the most valuable organisational application of the Maslow's theory is to ask managers and supervisors to inspire their fellow workers and subordinates to strive for self-actualised goal, for they are a resource for creativity.

Maslow theory has been a widely held and striking theory in the contemporary world. Maslow (1943) indicates that, people seek to satisfy five basic needs, which occur in a hierarchy whereby an individual gradually advances from one level to the next. These five basic needs as discussed earlier; physiological needs, safety needs, social needs, esteem needs and self- actualization needs are motivators for job satisfaction. Maslow theory suggests that once the needs at one level are satisfied, it stops to motivate and the desire moves to the next level (Dick, 2001). The needs at the lower level are most outstanding until satisfied, at which point the next level needs come into focus. It is concluded from Maslow's theory that employees' require their lower level needs satisfied before they are stimulated by the higher level needs. Leaders and managers must consequently appreciate that employees have divergent needs which must be fulfilled to allow them perform at the higher level for the organization's success. Unfulfilled needs influence behaviour, after which, this behaviour may influence attitude that could hinder job satisfaction. Jones and George (2009) advise that, lower level needs such as acceptable pay and family must be achieved before focusing on high-level needs. This is to allow employees to respond to their motivating factors before moving to the next level. This theory therefore informed the moderating variable of the study, which sought to find out the moderating, effects of demographic factors on the role or organizational communication on employee job satisfaction. Kosteas (2009) showed that there is a U-shaped relationship between age and satisfaction. This means that, fresh entrants feel positive regarding their job, nonetheless after a few years they lose motivation, probably due to lack of career growth, monotony and dullness in their job. Afterward, when the employees are promoted to different desirable positions, they become pleased and therefore, their satisfaction goes up again. One major weakness of Maslow's hierarchy of needs is the lack of support from empirical data. The theory is built in the ideal conditions where the assumption is that all individuals are the same, and the characteristic of specific conditions are not evaluated. These limitations threaten the validity of the theory. (Mullins 2002, 429; Graham and Messner 1998, 196.) Therefore, Herzberg's two-factor theory was key in trying to balance the outcomes. The Maslow theory supports organizational communication load on employee job satisfaction in telecommunication industry

2.3 Conceptual framework

In view of the propositions of enactment theory of organizational communication and Framing in organizations theory, it is possible to establish and operationalize the variables for assessing the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya. These will then be used to recommend relationships and will be put as the conceptual framework (Fig. 2.2) for the study as shown on the next page.

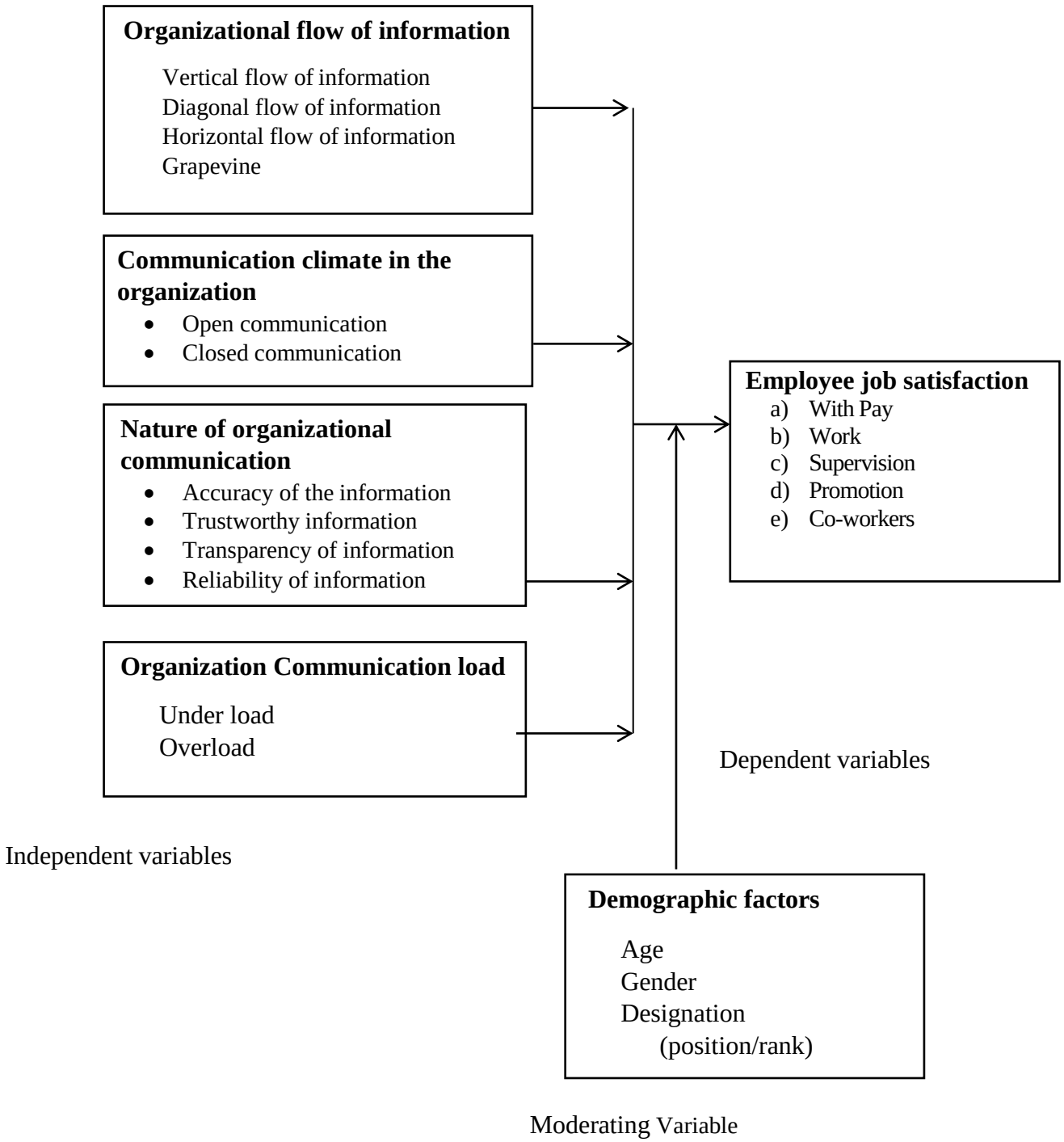


Figure 2.2 Conceptual Framework

2.3 Review of Variables

From the conceptual framework, it is clear that there are four independent variables for the study (organizational flow of information, the communication climate in the

organization, the nature of information shared with employees and information load on employees), one moderating variable which is the demographic factors(age, gender and designation/rank), and one dependent variable which is employee job satisfaction.

Therefore, it is the role of organizational information flow, climate of communication, nature of the information and information load, which have influence on employees' job satisfaction in telecommunication industries. Scholarly views on each of the mentioned variables are explored in the next sections 2.3.1 to 2.3.6 that follow.

2.3.1 The role of Organizational flow of information on employee job satisfaction

The communication atmosphere in any organisation commonly remains controlled by downward communication flow. Moorcroft (2003) carried out a study from three telecommunication companies in Jordan, whose results indicated that, it does not matter how brilliant the business strategy sounds, what matters is if it reaches and wins employees' support so as to achieve its optimum effectiveness. Employees need a fundamental story that reliably links strategy into context of the mission and vision of the organization (Sanchez 2004).This helps them to feel as part of the organization. Their feedback to management on how the organization is performing also makes them feel respected and that they are contributing towards the success of the organization. Various studies have indicated that flow of information from top management downwards and the extent to which employees are informed have a direct link to employee job satisfaction (Abugre 2010, Goldhaber, 2008, Goris &Petit 2002). Therefore, vertical flow of information which entails top-down & down- top communication, horizontal and diagonal communication have their own distinct advantages when it comes to employee job satisfaction.

Downward communication

Downward communication happens when information flows down through an organization's official chain of command. Information starts at the higher levels of the organizational hierarchy then moves down toward the bottom levels. Any information in response to the messages move up the same path (Hannegan,

2004)).A study conducted by Candace (2004) on employees of large, diverse organizations in the United States indicate that the most crucial source of communication is direct from the head of the organization. Employees are always doubtful of trickle-down information. When they hear straight from top management, mainly the CEO, this gives them the sense that what they are receiving is true and hence makes them feel important. Communication coming directly from the top is quite important in that, if the reasons of the insufficiencies at workplace are clarified well through downward communication, then employees may read just their expectations hence perceive their working conditions as satisfactory (Bulutlar 2008, Giri & Kumar 2007, Abugre 2010). On the same breath, when the CEO mingles with the employees and feedback is given to him directly, this makes employees more satisfied. According to MacLeod and Clarke (2014), good quality downward communication improves engagement of employees in organizations. They indicate that, poor downward communication may act as a barrier to employee performance hence employee job satisfaction is greatly affected. Hargie and Tourish (2014) contend that recurring patterns in the downward communication literature comprise adequate information flow concerning critical change issues, supervisor communication as a desired communication source, communication as a principle of teamwork and positive employee attitudes. Face-to-face communication has been pointed out as a key method of information transmission, and the benefits include the conceptualizing of dissent views as a source of valuable feedback. Nonetheless, they conclude that there is a spiking gap between theory and practice. Downward communication largely aims at providing subordinates with the policies, goals and procedures of the organization along with the instructions, orders and guidelines from the superiors.

Welch (2011) indicates that downward communication in an organization is intended to serve various purposes. The first and critical function is informing subordinates. This is specified as the major purpose of downward communication. It is mostly used by senior management to communicate organization goals, strategies, and objectives to employees. Through downward communication, the organization has the capacity to share information regarding, procedures programs, and policies with lower level

employees. This allows the lower level employees to be able to comprehend their roles and responsibilities hence contributing towards organizational objectives.

Through downward communication, top-level management is able to explain the policies and procedures of the organization to employees since most often than not, employees may fail to understand the directives provided to them. Clarification through this channel of communication brings deeper meaning of directives, policies, strategies, and procedures so that employees can internalize them (Orpen, 2012). Downward communication also empowers management to establish law, discipline and order in the organization. Additionally, when there are some changes in policies, strategies and procedures, this is communicated through downward communication. Therefore, it enables harmony to thrive within the organization. Scholars have noted with deep concern that guaranteeing effective downward communication is not fundamentally an easy task. Differences in expertise, understanding, levels of authority, and position can make it more probable that transmitter and receiver may not have the same understanding and expectations of the communication context (Chen, Silverthorne & Hung, 2011). This therefore, can result to misunderstanding and misinterpretation of the message. Organizational management should ensure that they try to deal with this challenge by generating openly expressed and non-ambiguous communication. Furthermore, every communication from top-level management to subordinates should have a polite tone (Clampitt & Downs, 2012). This will ensure downward communication is clear, acceptable and effective.

One of the key obstacles to the downward communication is the organisational structure (Bronn, 2015). When the structure of the organization is extremely bureaucratic, it makes it quite challenging for subordinates to provide open feedback for any communication from top level management which can enlighten whether the communication was understood or not. There can be perception differences between top-level management and subordinates, which could make communication from top-level management to be misunderstood or misinterpreted. Likewise, an organization with many levels in the chain of command can have challenges when the message is distorted as it travels down the hierarchy (Bronn, 2015). Other

barriers to downward communication comprise the solidity of the message from management to subordinates. This occurs when critical information is left out of the message or become more intangible (Dolphin, 2015).This results in loss of the originality of the message. Finally, this may conflict with the needs of the lower level employees hence causing job dissatisfaction (Murray, 2012).

Upward Communication

Upward communication is a crucial and defining feature of any organization. Allocating great attention directly to an organization's upward communication, can lead to increase in employees' job satisfaction hence improve overall work performance (Mumby, 2013). Upward communication is key in ensuring that lower level employees pass information to top level management about their job, their understanding of the duties, their likes and dislikes about their roles etc. (Herbst, 2012). Upward communication is therefore, important in development strategy of the organization. The main reason being, the information received from employees play a significant part in helping management to develop strategies in the organization. Likewise, upward communication provides a channel for opinions and suggestions to management from lower level employees about the work related issues in the organization.

Apart from that, upward communication system usually acts as a motivator to employees (Drafke, 2013), since it permits them to express their viewpoint or attitude to management. As a result, management can inspire subordinates to work more towards achievement of organizational objectives. Upward communication is practiced as a good work-management practise (Kalla, 2015). When upward communication is strengthened in an organization, it develops participation and good relationships between employees and management. The decisions made after getting input from employees is also more acceptable to both parties. This way, management can be sure that job satisfaction will not be a mystery in the organization.

Various barriers hinder upward communication in an organization. The first one is accessibility of communication media. The communication media made available to employees can cripple upward communicating (Marques, 2015). The cause of this challenge is that, it is customary for managers and directors of the organization to use numerous communication channels including memos, telephones, letters and video.

Yet, subordinates may not have such an array of media at their disposal and thus be limited in ways to reach their managers or supervisors. This can force employees to apply unproductive media in delivering messages to their management (Orpen, 2012). The second barrier is sifting. When information from employees to management goes through too many levels or stages in the hierarchy, sifting frequently can modify the original communication and make it unintelligible and hence limit its proficiency (MacLeod & Brady, 2013). Upward communication filtering arises when employees pass a message intended for upper-level executives through a direct supervisor. The employee's direct supervisor may modify the information contained in the message to reflect the superior's understanding or attitude of the situation, which may not necessarily be the opinion that the employees wanted to communicate. This makes a distorted message to reach the envisioned recipient in the management (Watson-Wyatt, 2004). Other challenges to upward communication are differences in experience or education, language barriers and cultural differences (Zaremba, 2011).

Managers and supervisors are in contact with their employees on a daily basis hence it is nearly impossible to function without any kind of communication. Therefore, it may seem that communication process is a very simple and self-evident practise to everyone. To the contrary, upward communication is a very complex field. Several reasons could explain this. The first reason is the dependence and authority. When communication is often subject to the organization's ladder, expert syndrome from one of the parties will always prevail in certain information exchange. This forces the other party to feel uncomfortable about the limited knowledge that it possesses. In addition, non-verbal communication, which comes from the gestures sent by our body, discloses our mood, such as sarcasm and irony (Dominick, 2012). Other reasons include lack of motivations where oftenly,individuals mask their true intents, which can make audience uncertain and, obviously, substantial is the situation where the sender and the recipient sometimes ascertain identical information in different ways, because individuals have different ways of reading things (Dominick, 2012).All these reasons unknowingly, could lead to job dissatisfaction among employees. Therefore, top-leadership in organizations need to be keen on ways of

meeting employees and speaking to them directly. Herbst (2012) claims that upward communication is an essential part of each enterprise. Its major purpose is to transfer information from employees to top management. Upward communication inside the organization is not just a procedural practice for dispensing information from the employees. Its central component is the people with their own attitudes relationships and emotions. Therefore, it should be looked at as something inspirational, something that produces participation and mutual trust-building process. Top managers and supervisors should frequently motivate their employees to talk to them about their duties, opinions, attitudes and frustrations. Information distribution is not sufficient. It is recommended to reduce the "information distribution", and raise the time for working together, showing concern in employees and job chores (Welch, 2011). Effective upward communication does not usually necessitate huge expenses. Attractive occasions in diverse groups, using non-formal type of communication can realize more than just a modest introduction of new practises in the organizational system (Dominick, 2012). The first people to be responsible for how upward communication is done and sustained are the board of the organization, followed by the middle level management. Upward communication is a key factor of qualitative governance, so it is vital to speak about it during organizational management meetings.

Any communication is an activity; since it does not happen independently, but it is deliberately constructed. We communicate in the way we have been brought up in the family, at school, in the community, the country, the environment in which we live in (Drafke, 2013). Therefore, upward communication needs to be complete, comprehensible and explicit, efficient, timely, reliable, and accessible, since successful internal communication can also form the external image of an organization and its eventual reputation. Organization’s repute is made of its brand and the product, but also from its employees (Bronn, 2015). Upward communication is most effective if the philosophy of trust and openness is shaped within an organization. Managers must show concern in what their employees tell them. Furthermore, opinions and recommendations of employees should always be taken into consideration. The efficiency of upward communication can be measured not only by the exchange of information with management and satisfaction studies.

However, the most important variable to quantify is how well managers and supervisors interconnect with their employees; how they understand their employees' reasoning and feelings, how they relate with their fears and ideas among many others. Upward communication's central constituent is the people with their own sentiments, affiliations and outlooks (Drafke, 2013).

Therefore, it should be known that, upward communication is usually used by employees for providing feedback and asking questions. Other than that, it is also a perfect way of making suggestions. All these avenues when left open, more often than not, improves employee attitude towards their work and morale (Goldhaber,2008, Bulutlar 2008).Upward communication could also entail reports, complaints, grievances and even rumors which flow from subordinate to superior management. Giri and Kumar (2009) indicate that, such communication flow inspire employees to take part in forming policies for the organization and eventually facilitates the acceptance of the same. This affords management a means to receive information concerning the organization from the lowest level. With time, job satisfaction increases. Upward communication may also concern problems and exclusions to repetitive work in order to create an awareness of difficulties being encountered at the place of work to the leaders. It mainly entails recommendations for improving task-related processes, periodic reports concerning departments and individual performance and various kinds of Complaints (Verma et al 2013).

Horizontal Communication

Horizontal communication also known as peer-to-peer communication is an important communication to boost interpersonal relations and teamwork among organizational employees. Horizontal communication takes place between employees of the same level in organizations' subdivisions (Cameron & Wilcox , 2011). One of the ways to motivate employees through horizontal communication is through creation of a good work atmosphere.Horizontal communication between subordinates, departments or divisions makes it possible for teams and employees to share information collaborate and solve problems (Kalla, 2015). This is commonly a more open communicate as there are no differences in power structures between the

communicators which normally hinder effective communication. It allows members from the organization to work together coordinate tasks and resolve conflicts. Peer to peer communication results officially in presentations, consultations, meetings and formal electronic communication. Horizontal communication can also happen casually through informal and spontaneous exchanges within the working environment. This therefore enables the employees and teams to understand each other and therefore being capable of increasing productivity and efficiency, which translates to job satisfaction (Harris & Nelson, 2013). When employees are directed on what to do by their supervisors, they can communicate between each other and hence improve the implementation of organization policies. Furthermore, horizontal communicate enables teamwork and hence increasing the efficacy with which tasks in the organization are accomplished (Dolphin, 2015).Horizontal communication is also expected to increase satisfaction with one's job.

Horizontal communication usually faces some barriers, which can alter its importance and bring challenges to the organization. One of the main challenges is that, the organizational management may lose control of employees when horizontal communication is proliferated (Gollwitzer, 2015This occurs because management might experience a loose role to play in controlling how the peer-to-peer communication is done. When management loses power over peer-to-peer communication, conflicts are bound to occur, poor harmonization and even lack of coordination against management by employees. Employees can use horizontal communication to rebel against management, which can badly affect productivity and performance leading to job dissatisfaction. Moreover, horizontal communication can also generate disagreements and conflict among employees who are exposed to one another. Likewise, horizontal communication can create insubordination in the organization when strict rules of communication are not endorsed and strictly, followed.Horizontal communication is usually hindered by differences in style, cultural diversity, personality or even variances in employee roles (Kalla, 2015). Conflict arises during this communication style due to entitlements, unhealthy competitiveness and poor interpersonal skills of the employees. Entitlement emerges once some organization employees regard other employees as foreigners and

unwelcome in some cases. Competitiveness on the other hand, can make employees to be unwilling to share information or even to cooperate (Dolphin, 2015). Most often, horizontal communication fails when employees are unwilling to openly communicate and share information with all team members or other employees whom they perceive not to be in the immediate environs or task environment (Harris & Nelson, 2013).After all is said and done, when colleagues communicate openly and freely amongst themselves, which allows them to work effectively as a team towards achieving organizational goals. Furthermore, effective horizontal communication permits employees to assist one another, have positive criticism and work in unison. (Gollwitzer, 2015). If this is done religiously, employees will be reinvigorated to achieve ever more not only organization's goals, but also individual‘s goals. Consistent corporate team building has been seen as one of the best ways to encourage employees to inspire themselves and each other. A Cohesive team is characterized by common goals, which is known to everyone and is significant. Clear rules and planned strategies of how to achieve the objectives, where every employee is cognizant of his or her responsibilities and contribution for reaching targets allows for job satisfaction (Marsch & Giorgi, 2015). Cooperation is a precondition for attaining a unified team. To achieve teamwork, employees need to communicate regularly and effectively. Therefore, effective horizontal communication can only be created through respect, trust, and search of a common goal (Giorgi & Marsch, 2015).Scholars indicate that, positive horizontal communication can be an encouraging and successful tool to increase employee job satisfaction. This can be done by giving employees an opportunity to contribute and cooperate with their colleagues in developing the organization's strategy and performance. Each employee should be given a chance to present suggestions and ideas to improve operational activities of the company.

Horizontal communication flow mainly happens in order to enhance coordination. This horizontal channel allows a diagonal or lateral flow of messages, empowering departments to work with other departments without having to strictly follow the up and down channels. These communication styles are also informational, but in a dissimilar way from upward and downward communication. Here, information is

essentially for coordination — to draw together activities across or within units. This could happen as intradepartmental or interdepartmental as various times, task achievement remains related to matters connected to other departments. This style of communication works best in decentralized power (Larkin and Larkin 2004).It is believed that when such horizontal communication happens frequently, job satisfaction also increases. Miller (2007) through a survey discovered that decentralization of some strategic decision making causes more interaction amongst employees yielding greater job satisfaction.

The primary requirement to function aptly in the organization environment is to have excellent horizontal communication (Dolphin, 2015). This style of communication conveys information within the organization for industry purposes (Kalla, 2015). It is principally a management discipline that permits and reassures strategic communication amongst employees of the same level. This nurtures a sense of unity and purpose of direction for the employees and teams. Horizontal communication offers employees with crucial information about their roles and duties, organization and its environment. A healthy horizontal communication system can boost morale, help create satisfied employees who are more productive, and allow organization to develop its brand through better performance leading to job satisfaction (Mumby, 2013). Effective horizontal communication guarantees that employees are dedicated to achieving organizational goals, thereby improving productivity and performance at minimum cost. With the progression in technology, organizations have found ways to enhance communication among employees. This should be encouraged at all times since it affects job satisfaction greatly.

Ho_1: There is no significant relationship between organizational flow of information and employee job satisfaction in telecommunication industry in Kenya

2.3.2 Communication Climate in the Organization

Communication climate is of supreme significance in an organization as it contributes to the success and effectiveness of an organization. The organization's communication climate may impact the atmosphere in and around the organization which could either boost or hamper upward, downward and horizontal

communication among the employees (Azrai Abdullah et al 2013).Communication climate has been differentiated from other climates such as motivational climate and organizational climate in that, management has the sole responsibility of controlling the communication climate in an organization (Zaremba, 2003). Communication climate can be termed as the enduring quality of internal environment of an organization that is felt by employees and influences their behaviors. This is further defined as open or closed communication climate.

Organizations with open communication climate encourages workers to participate, be free and exchange information without fear of intimidation. It helps the employees to constructively contribute towards conflict resolution hence boosting job satisfaction. On the other hand, organizations with closed communication climates have employees who keep their opinions to themselves and make shielded statements, which translate into reduced morale hence job dissatisfaction (Miller 2006).

The concept of open communication involves allowing “open door policy” in an organization whereby, employees are free and feel at ease in expressing honest feedback to their colleagues and management. The process needs to work from either side in that, both management and employees are considerate in the communication and applaud feedback that helps in achieving greater success (Trombetta 2008).Studies indicate that, employees who experience open communication in their organizations are led to increased performance and job satisfaction(Neves& Eisenberger 2012).Abugre (2011) indicates that, open communication permits employees to be more involved in organizational matters and understand that their engagement is important in achieving the success of the organization. He further notes that, it ensures that employees conceive the bigger picture and the portion they contribute in the success of the organization. Therefore, if a decision is made, employees will be in a position to better understand and comprehend how it will affect them specifically .This will in turn reduce job dissatisfaction and uncertainty in cases such as retrenchments. Effective open communication causes a bigger chunk of employees to be on the same page, moving towards the same direction to achieve the

same goal. Lack of it creates devastation that can cause continued turnover, indifference in the ranks and bad customer service. All of this can translate into reduced sales and profits (Triveni, Rao & Prasad 2007). Therefore, experts indicate that, Generating an open communication climate leads to greater job satisfaction reduced stress, team building, increased loyalty and commitment by employees to the organization plus mutual respect all over the organization. Open communication assures a more industrious and productive work environment with a positive workplace. (Kumar BP 2008).

According to communication scholars, as soon as two people begin to communicate, a climate starts to develop. Good communication should hence be a relationship-building process as opposed to being a means of conveying information and ideas. Gibbs (1961) stresses the importance of employees' interaction, particularly with supervisors' attitudes and behaviour in the organizations. He recognises two poles in the climate of communication, defined as the open and the closed climate. The open climate encourages the subordinate employees, while the closed climate put the employee on guard, reacting defensively to any information and tone of the interactions. Strong, open communication climates often lead to more understanding practices within the organization and most significantly influences employees towards productivity hence job satisfaction. Frantz (1988) indicates that, climate affects the determination of employees. Determination refers to both physical exertion of the body in form of walking, speaking, and responding plus the mental exertion in the form of intellectual, analysing, and resolving problems. This transmits to the roles of employees in reaction to deep changes in the organizational system, and the individual level. These changes may be significant to the value of work life and the resolve to remain with their employers. Daily communications with supervisors, managers, co-workers and subordinates through both formal and informal communication channels, establishes agreement with organizational values and norms.

An open communication climate gives many benefits to the organization. Scholars such as Gibbs (1970) indicate that, if communication climate is open, the following

dimensions are usually easy to achieve for the sake of job satisfaction in employees; trust, upward listening, communication supportiveness, and accuracy. These communication dimensions will increase the levels of employees' participation in policymaking and their level of empathy towards organization. An organization with a democratic space will be evident through the link between participative decision-making, trust and honesty (Cheney,1995). Largely, information dispensation and quality relationship is regarded as a source of influence that permits employee to have a more macro viewpoint of where their organizations fits and permit organizations to efficiently coordinate and cooperate. Satisfying the needs and wants of subordinates is the function of communication in the organization. Therefore, the communicative conduct especially for supervisors and managers should be effective. It is advised that managers must pay serious attention to the communication climate in their organizations by giving their employees the chance to speak out, participate, be listened to and get involved actively (Smidts, Young & Huff, 2003).

Closed communication on the other hand limits the kind of information that employees can part with. When employees do not feel free to communicate at work, particularly about negative information or bad news, then the climate is closed. An organization with closed communication doors always results to poor feedback from employees for fear of reprisal. The organization then loses treasured information about how it functions (Petit & Vaught 2002) such communication climates often lead to high turnovers due to job dissatisfaction. Employees feel that in closed communication climates, major decisions are made at the top level and pushed down the line hence this leads to poor relations across the organizations. Therefore, open communication should be embraced at all times if an organization is to succeed in maintaining employees commitment and loyalty.

Ho_2: There is no significant relationship between organizational communication climate and employee job satisfaction in telecommunication industry in Kenya

2.3.3 Nature of information being shared with employees

Creating clear guidelines of what needs to be communicated, and by whom in an organization is the most important value that will foster trust and perceived influence

in organizational communication. If management assume that employees must not know everything, the information being guarded might leak out and come through unexpected means such as grapevine hence creating an untrustworthy atmosphere in the organization. Goldhaber (2008) indicates that, Successful organizations and enterprises give prominence to a few key messages. Management in such organizations are always accurate and consistent in their messages and certify that everyone involved comprehends the goals and how to attain them.

The level of trust and accuracy in various significant activities is also key for success. Employees at all ranks can enquire for information and obtain useful, honest responses (Finch and Hansen 2010).Scholars advise that, Leaders must ensure that they are good communicators in that, they strive to convey their ideas persuasively. Their behaviour must be dependable at all times and be consistent with what they are communicating, both officially and unofficially. This will ensure that employees are easily convinced with the kind of information they put across at any given time. Hansen and Alexander (2010) advise that, ideally, the more difficult or the more crucial the message is, the more probable that a face-to-face communication is necessary. This should then be accompanied by an electronic or printed version for accuracy and uniformity of message. It is also advised that, for the purposes of trust and influence of the information being shared, Employees usually prefer to receive from their direct supervisor, nevertheless “big picture” news may be more suitable coming from senior management or the chief executive office himself. Information such as take-overs, mergers and acquisitions, layoffs or retrenchments need to be relayed directly from the governing body of the organization (Harris 2002).

The basic rule on timing is that employees must know about anything that touches on them before anyone else knows. This makes employees to feel more respected and valued if they become cognizant of information before it is relayed to the public. It will ensure that they trust the organization at all times, which ensures high productivity and job satisfaction. Any information that is found inaccurate by employees leads to loss of credibility which culminate into management losing credibility. Therefore, scholars ‘advice that all information being sent to employees must be accurate at all times in terms of the content and other simple things like

grammar, punctuation and spelling. Pettit et al., (2002:81) explain that an employee's perception of a supervisor's communication pattern, content and credibility plus the organization's communication structure will to some degree influence the amount of satisfaction he or she gets from the job.

Over and above the trustworthiness and accuracy of information from the management, Barnard (2008) indicates that, the official structures of the organization has failed in covering some significant aspects of communication in an organization. He explains that, leaders should be bold enough to listen to grapevine in the organization. This kind of communication serves as a means of staff to release their emotions. It will provide a way for the management to grasp what the climate is like in the organization. This way, management is able to react with feedback that is trustworthy and accurate so as to clear the air within the organization (Stevenson and Gilly 2006). Pincus (2003) found out that, accuracy of information in an organization proved to be a predictor of quality and productivity in the organization hence job satisfaction.

Ho_3: There is no significant relationship of organizational nature of communication and employee job satisfaction in telecommunication industry in Kenya

2.3.4 Information load on employees

Most often than not, attention has been concentrated on the trend of communication flow, and quite little has been put on the quantity. Most organizations assume that, if information flow is high, that's good enough, so long as they are communicating continuously. Studies conducted by O'Reilly (2006) indicate that, unrestricted flow of information within the organization is perfect. However, when the information received by employees exceeds the optimum amounts, the recipients may not give the attention required to this information. This will then lead to lose of information. The study further indicate that, communication overload is likely to have an inverse relationship to job satisfaction and Underload a direct relationship with job satisfaction. One of the greatest issues of information repetition to curtail breakdown in the communication method is possible overload. Therefore, management needs to

be quite careful in order to capture the attention of the employees without possibility of ruining the worthwhile course of communication (Pettit and Vaught 2000).

One of the most essential aspects of an employees work in today's organization is the control of communication loads that he or she receives on the job (Wheeless $ Wheeless 2003). Communication received can be considered as a communication load, which denotes to the frequency and complexity of communication involvement an employee must process in a specific time frame. Therefore, Goris & Vaught (2007) explain that employees in an organization can experience communication under-load or communication over-load which could have a negative effect on their job satisfaction. When an employee receives too much information in a short time which causes them to slow down on their productivity in order to respond to such information, this could result to low performance hence further repercussions. Information that is difficult to process and requires more time to unravel the meaning could also lead to overload. Due to this loads, taking into consideration an employee's motivation to finish a task, they may take such as excess work, which can be negative to job satisfaction rates. On the other hand, when communication is strangled and given below the employee's capability to process them, this is called under-load (Goris & Vaught 2007). Scholars indicate that communication Underload usually results to grapevine. Grapevine is an unofficial way of communication in an organization. It is referred to in that manner because it spreads all through the organization in various directions regardless of the authority levels. It exists more at lower ranks of the organization. Communication Underload which leads to grapevine is quite dangerous as it carries partial information most of the time hence leading to uncertainty that results into job dissatisfaction. Since this kind of information is based on unconfirmed reports, most often than not, it lowers employee productivity as much time is spent on trying to confirm if what they have heard is true or false(Harris 2002).

It is also wise to avoid communication Underload as grapevine, which fills that gap usually, leads to hostility between management and employees. This then impedes the goodwill of the organization as it carries false and negative information

concerning the top rank management of the organization (Giri & Kumar 2007, Callan & Monaghan 2001, Kumar BP 2008).According studies conducted, the idea of communication under-load and over-load, results into an employee not receiving sufficient input on the job or is ineffective in processing these information, hence they are more likely to be disgruntled, aggravated, and discontent with their work which results to a low level of job satisfaction. Therefore, experts advise that, for an organization to be successful in managing communication loads, management should use filtering techniques in order to check what information is important and needs to be disseminated without any delay. Delegation and decentralization in decision-making methods should be key to ensure that not all messages go to a particular executive. Careful selection of vital information sources and eradicating of the unreliable and inaccurate ones should be a daily function (Rao & Prasad 2007).

From these scholars, it is evident that organizational communication plays a vital role in ensuring employee job satisfaction. The attributes of Organizational flow of information, communication climate, nature of information being shared with employees, and information load, all work together for the benefit of employees' productivity and satisfaction at work. These four features informed the purposes of this study, it is the interplay, and harmony of these aspects that will ensure effective organizational communication that leads to job satisfaction within the telecommunication industry in Kenya.

$Ho_{4:}$ There is no significant relationship between organizational communication load and employee job satisfaction in telecommunication industry in Kenya

2.3.5 Moderating effects on the role of organizational communication employee job satisfaction

Positive employee attitudes comprise total satisfaction and loyalty towards the organization. Employee job satisfaction is absolutely associated with job involvement, motivation, employee commitment and mental health which translates to job performance and satisfaction (Sek and Khin 2009).A Case Study of two Malaysian universities on factors influencing jobs satisfaction indicated that demographic factors which include gender, age and designation (position/rank) of

employees had a great influence on how an employee is satisfied with their work. Various researchers have presented diverse opinions in regards to the relation between job satisfaction and these factors (Hooi 2012, Kosteas 2009, Hanif & Kamal 2009, and Chimanikire et al.2007). Kosteas (2009) showed that there is a U-shaped relationship between age and satisfaction.

This means that, fresh entrants feel positive regarding their job, nonetheless after a few years they lose motivation, probably due to lack of career growth, monotony and dullness in their job. Afterward, when the employees are promoted to different desirable positions, they become pleased and therefore, their satisfaction goes up again. According to a study by Hickson and Oshagbami (2009) on the effect of age on satisfaction level among the research and academic (teaching) staff of higher education institutions, it was observed that age affects negatively the job satisfaction of teaching staff, while job satisfaction goes up with increase in age for research staff. Male employees appeared to be more content than female employees. In the United States and United Kingdom, given the assessed gender earnings difference, female employees get less pay and less viable working conditions, nevertheless, they seem to be more content with their jobs compared to male employees since females have fewer expectations(Chiu and Mason 2008). Female employees put more value on social factors while male employees emphasize on extrinsic aspects such as financial benefits, promotions and pay (Hooi 2012). Notwithstanding all the moderating factors, the role of organizational communication plays a significant role in determining the level of job satisfaction in organizations. Abundant knowledge on the role of organizational communication on employee job satisfaction was sought.

Ho_5: There is no significant effect of demographic factors on employee job satisfaction in telecommunication industry in Kenya

2.3.6 Employee Job Satisfaction

Job satisfaction defines how content an employee is with their job. According to Ellickson & Logsdon (2002), Spector (2002) and Schermerhorn (2008), job satisfaction explains the feeling one has about their jobs and the aspects in it.Scholars have identified a number of factors that could influence a person’s degree of job

satisfaction. These factors could be narrowed down to the working conditions or the job itself, level of compensation and benefits, perceived objectivity of promotion opportunities and systems within the organization, the relationships between leadership and employees especially the attitudes towards the immediate supervisor ,the relationship with co-workers and communication Mulinge and Mullier (2008), Willem et al., (2007) and Kaliski (2007) indicate that, the happier employees are within their company, the more content they are said to be. However, care needs to be taken not to confuse job satisfaction and job motivation, even though they are closely linked. Job satisfaction denotes to the reassurance or pleasure that a job affords a person (Willem et al., 2007). An individual who is satisfied with their job is thought to have great job satisfaction. On the other hand, motivation denotes only to why an individual performs a job, irrespective of whether the job gives him pleasure (Kumar 2008).

The working conditions are critically associated with job satisfaction in that, employees prefer working in environments that are safe and pleasant. Most employees would prefer working in areas that assure them of peace as they perform their duties. Research has shown that, the concept of working conditions could be different and ranging from external factors such as climate conditions to noise, interference and lighting, it could also be subjective factors such as unfavourable postures, fatigue and monotony, and finally it could comprise of various factors linked to the organization such as excessive strain, work schedule and duration of work (Newsham, Veitch, Arsenault & Duval 2004). Buble (2006) indicates that, challenging working conditions may affect employee job satisfaction and eventually their performances.

Therefore, it is essential to take measures to eradicate uncomfortable working situations and put in place favourable safety measures. The working conditions should ensure that there is no danger to employees' life or health. Every precaution should be taken to ensure that employees do not strain or work excessively. The environment should avoid injuries, accidents and any occupational diseases such as stress (Malkovich and Boudreau, 2007). Compensation and benefits is one of the

significant factors on why people look for jobs. Different employees construe what compensation means differently. Therefore terms such as reward, wages, salary and pay are all used to mean compensation. Moncarz et al., (2009) indicate that, any kind of remuneration whether in cash or non-cash provided by the employer is referred to as compensation. A study carried out by Elmuti, Moore and Kathawala (2003) established that, salary is the prime factor of job satisfaction in most organizations. Salary defines whether an employee will perform well or not. The same study found out that, compensation and benefits such as car allowance, medical cover and bonuses were among the valuable tools for retention and turnover. Such benefits also help to improve Motivation and attraction to certain organizations (Moncarz et al., 2009; Chiu et al., 2002). Moncarz et al., 2009 indicates that compensation and benefits also work as communicators and shows the extent to which an employee is appreciated in the organization.

Supervisors are the closest link that exist between the employee and the organizational management. Therefore, the relationship that exists between these supervisors and his immediate subordinates is quite crucial in determining job satisfaction.Scandura and Williams (2004) explain that, when a supervisor is always available and shows concern to his/her employees, the relationship and attitude affects job satisfaction. A supervisor who offers mentoring improves the skill development of the employees making their work easier hence cultivating better working conditions. The intentions of such employees would always be favourable to the organization. It is also indicated that, Supervisors could work as role models by demonstrating proper techniques and working as required. This way, employees could understand how the job needs to be done hence have an easy time (Politis 2001).Scholars also advise that, leadership patterns that allow human interaction and inspire participative policymaking are connected positively to the skills acquisition which in turn results to job satisfaction among employees.

Job satisfaction could also be affected greatly by friendly staff relations and management (Hong 2011). Hamilton (2007) suggests that, friendly staff relations grows resources and support that could help employees achieve their goals, reduce work related stress and provide a means of communication that brings cooperation.

These relations could also ensure that employees are comfortable with their place of work reducing feelings of uncertainty and insecurity. It goes a long way in helping employees to share work-related concerns with management as well as their co-workers and through such interactions, solutions are easily found. Scholars also suggest that, employees' friendly relations aid in exchange of confidential information, encouragement and critical feedback, which raises zeal and positive attitude (Dotan 2007).

Opportunities for promotion could be used as an enticement in an organization. It works as an avenue for rewarding individuals who have met organizational objectives hence synchronizing organizational objectives with personal goals (Lazear & Rosen, 2001). Promotion has its significance owing to the fact that it holds with it a weighty change in the salary package of an individual (Murphy, 2005). Therefore, a raise in salary shows the value of promotion. Consequently, Kelly & Radford (2001) indicate that, there is a more let-down rate when the staffs are appointed from external than when they are given promotions internally. Shields and Ward (2001) suggest that, when employees do not find opportunities for promotion within the organization, they are more likely to leave the organization due to dissatisfaction. If there are greater opportunities for promotion, then job satisfaction and motivation will also be higher (Pergamit & Veum 1989, De Souza 2002).

2.4 Empirical review of relevant studies

2.4.1 Organizational flow of information

According to Proctor (2014) a study on effective organizational communication affects attitude, happiness, and job satisfaction The most remarkable finding of this study is the relationship between participants' attitude, happiness, and job satisfaction with the level of communication from managers and the ability of employees to provide suggestions, comments, and feedback. The managers' attitude and commitment to a positive environment and employee job satisfaction impacted the office culture. Managers with that commitment are sharing information and requesting input from employees. Research shows that employees who are informed and included in decision making enjoy greater job satisfaction, have a higher self-

esteem, and feel valued at work. Enrollment Management supervisors that encourage employees to provide suggestions and opinions may experience an increase in employee job satisfaction and higher productivity. A survey was conducted to gather information about the degree of two way communication in the Enrollment Management Division of Southern Utah University and individual perceptions of the positive or negative environment in which he or she works; as well as the trait effect of the individual, coworkers, and supervisor.The combination of individual and supervisor responsibility to create a positive office culture shows favorable outcomes for an office in which all members work toward positive affect Participants were asked direct questions about management to determine if they felt their supervisor is concerned about employee happiness at work and their job satisfaction. Seventy-six percent felt that their supervisor was concerned about a positive work environment and employee job satisfaction, but tests show there is not a significant correlation between the supervisor's trait affect and the employee's job satisfaction ($r = .209$, $p = .377$; $N = 20$). There is a stronger correlation between management's concern for employee job satisfaction and the office culture ($r = .583$, $p = .014$; $N = 20$), and between the managers' trait affect and office culture ($r = .741$, $p = <.001$; $N = 20$). Variables that have an effect on happiness are value ($r = .602$, $p = .005$, $N = 20$) and locus of control ($r = .630$, $p = .003$, $N = 20$). Sixty percent of participants felt valued at work the majority of the time, with five percent feeling valued sometimes. The correlation between those who feel valued at work and job satisfaction was weak ($r = .342$, $p = .140$; $N = 20$). The number of participants who do not feel valued at work is consistent with those who consider themselves negative and do not enjoy going to work; 10% consider themselves negative in nature and 15% do not enjoy going to work; with 15%who rarely or never feel valued at work .Participants were asked if they felt their supervisors were responsible for creating a positive work environment. Seventy-five percent responded that it was the supervisor's responsibility, but this had a weak relationship to participants' job satisfaction ($r = -.043$, $p = .856$; $N = 20$). The association between managers' happiness and concern for a positive environment was positive($r = .575$, $p = .016$, $N = 17$)

According to Mgweba (2017) a study on Assessing Communication Strategies at Higher Education Institutions: A Case of Walter Sisulu University. The study set out to examine the perceived effectiveness of communication strategies between the Walter Sisulu University and students. A mixed method approach found that although respondents felt that communication was satisfactory, concerns were however, raised about the effectiveness of the communication strategies being utilized. The study recommended e-communication as a key strategy to facilitate communication with students. The research design used were survey questionnaire .The findings of this study were deduced from 156 responses at WSU Chiselhurst campus out of the intended 500 respondents. Due to time constraints experienced by lecturers in completing the syllabus, the overall response rate was 33%. The questionnaire used a Likert scale and opened-ended questions to determine attitudes with regards to internal communication at WSU Chiselhurst campus. Data from the questionnaires were captured and analyzed using SPSS version 22.

2.4.2 Communication climate in the organization

Nordin et al., (2014) on a study on Organizational Communication Climate and Conflict Management: Communications Management in an Oil and Gas Company. Stated that communication climate is of dominant significance to an organization as it contributes to the effectiveness and success of an organization. The communication climate of an organization may influence the atmosphere in the organization which either encourages or hinders horizontal as well as vertical communication among the employees. Organizations with supportive environments encourage active participation, healthy exchange of information and constructive conflict resolution. Instilling collaborative communication climate in an organization however requires effective management of conflicts. This study was conducted in a high risk work environment of an oil and gas company, in which the personnel had to work with impulsive chemicals and heavy machines. The communicative behaviors in such hazardous environments were not to be taken lightly, as communication errors could lead to fatal incidences. The study thus investigated the impact of communication conflict strategies used by the personnel on the overall organizational communication climate in a high-risk workplace environment. A set of questionnaires were

administered to employees at all levels in the organization working at the administrative office and at the gas plant whereby 155 employees responded to the questionnaire, which attributed to more 50% of the total population. The findings discuss the impact of various communicative strategies used in conflict management on the organizational communication climate. The overall findings suggested that conflicts management was related to the roles the personnel played in the organization.

Realyvásquez et al., (2016) conducted a study on effects of macro-ergonomic compatibility of work demands on manufacturing systems' organizational performance. High work demands (WDs) usually have negative effects on workers such as enervation and nonattendance, whereas moderate WDs have affirmative effects that include work enjoyment and creativity. However, effects of WDs on clients, production processes and organizational performance are scarcely studied. This paper analyzed the effects of macro-ergonomic compatibility of work demands of employees (MCWDs), as independent variable on manufacturing system with respect to production processes, clients, and organizational performance as dependent variables. As methods, a macro-ergonomic compatibility questionnaire (MCQ) were developed and statistically validated, and a Structural Equations Model (SEM) was created to find the effects of MCWDs on the dependent variables, and also the effects among them. Results indicated that MCWDs did not have a direct effect on organizational performance, but on production processes and clients; and significant indirect effect on organizational performance. As conclusion, MCWDs represented a source of clients' satisfaction, production processes' reliability, and organizational performance.

Demen (2014) conducted a study on Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. The study investigated on how leadership effects internal public relations by building the linkage between transformational leadership, the use of communication channels, symmetrical communication, and employee satisfaction. Furthermore, it examines the effectiveness of various internal communication channels. Through a web survey of 400 employees working in medium-sized and large corporations in the United

States(US), the study showed that transformational leadership positively influences the organization's symmetrical internal communication and employee relational satisfaction. Transformational leaders most often use information-rich face-to-face channels to communicate with followers. Leaders' use of face-to-face channels is positively associated with employee satisfaction. Employees mostly prefer emails to receive information from the organization regarding new decisions, policies, events, or changes, followed by general employee meetings and interpersonal communication with managers. Theoretical and practical implications are discussed.

2.4.3 Nature of information being shared with employees

Bakotić (2016) in a study on relationship between job satisfaction and organizational performance. The objective of this study was to explore the link between job satisfaction and organizational performance and to determine if there was any empirically provable relationship between these two variables, and the direction and the intensity of the relationship. Empirical research was conducted on a research sample of 40 large- and medium-sized Croatian companies, with 5806 employees surveyed. The results of this study show the existence of a clear link between employees' job satisfaction and organizational performance in both directions, but with pretty weak intensity. Detailed analysis showed that the connection between job satisfaction and organizational performance is stronger than the connection between organizational performance and job satisfaction. It could be stated that job satisfaction determines organizational performance, rather than organizational performance determining job satisfaction

According to Chin (2017) on the study; Mediating Effects of Job Satisfaction in the Relationship between Emotional Intelligence and Organizational Performance. Globalization had generated many progresses around the world. This complicated the business environment. With the trade agreements being organized and conducted, the business environment had become complex. Organisations needed to be competitive to sustain. The need to identify their competitive edge became urgent. Ideally, a good and essential competency needs to fulfill certain conditions for example, rare and unique. The workforce therefore represented a good/essential competence as it's rare

and cannot be substituted. 2 elements of the workforce were focused in the study; emotional Intelligence and Job Satisfaction. The study sought to determine the mediating effects of Job Satisfaction among the executives in an organization. A total of 110 executives participated in this study. They were given a set of questionnaires to complete. A hierarchical multiple regression analysis was used to determine the mediating effects. It was found that Job Satisfaction has partial mediating effects to Organizational Performance.

Aerdenet et al. (2016) in their study on how does employment quality relate to health and job satisfaction in Europe. A typological approach ,innovative approach showed that it was possible to condense multiple factors characterizing the employment situation into five job types: Standard Employment Relationship-like (SER-like), instrumental, precarious unsustainable, precarious intensive and portfolio jobs. Binary logistic regression analysis used showed that, controlling for other work quality characteristics, this employment quality typology was related to self-perceived job satisfaction, general health and mental health. Precarious intensive jobs were associated with the worst and SER-like jobs with the best health and well-being situation. The findings presented in the study indicated that, among European wage workers, flexible and de-standardized employment tends to be related to lower job satisfaction, general health and mental health. The quality of employment is thus identified as an important social determinant of health (inequalities) in Europe.

Tapan et al, (2017) on perceptions of Dieticians Regarding Job Satisfaction and Related Factors Job satisfaction relates to positive, negative emotions and attitudes regarding the job and depends upon various factors. The purpose of this study was to define the job satisfaction of the dieticians and their relation with the socio-demographic variables. The study was conducted with 112 dieticians. “Socio-demographic form” and “Job Satisfaction Survey” were used. Frequency, percentage, arithmetic mean, independent samples t-test, one-way analysis of variance and correlation were used. "Operating procedures" and "communication" satisfaction scores of dieticians with bachelor's degree were significantly higher than dieticians with postgraduate degree; it was found out that "pay", "contingent rewards", "nature of work" and “total satisfaction” scores of dieticians that work in private hospitals are significantly higher than dieticians that work in public hospitals ($p<0,05$).

According to, Finch and Hansen (2010) trust and Accuracy of information is a key and vital activity to the success of any organizations success. Any worker within the working environments may require any information and they are able to obtain it without any restriction. Hansen and Alexander (2010) recommend that the harder or the more vital the information is, the more likely for a face-to -face communication. This should then be accompanied by an electronic or printed version for accuracy and uniformity of information. It is also shown that, for the willpower of trust and impact of the information being shared, workers customarily choose to take from their direct supervisor, nevertheless "big picture" news may be more suitable coming from high-ranking management or the principal executive office himself.

2.4.4 Information load on employees

Pang (2018) conducted a study on organizational motivation, employee job satisfaction and organizational performance: an empirical study of container shipping companies in Taiwan. Factor analysis was used to summarize a large number of motivation, job satisfaction and organizational performance attributes to identify the crucial factors. Reliability tests based on Cronbach's alpha and corrected item-total correlation coefficients was used to test the internal consistency of questionnaire responses. ANOVA tests were subsequently used to test for differences in respondents' perception of these factors according to selected demographics. Finally, a multiple regression model analysis was conducted to examine the relationships between motivation, job satisfaction and organizational performance. Results indicated that remuneration and job performance had a positive effect on financial performance dimensions such as return on assets, turnover growth rate and profitability while job environment and job autonomy had a positive effect on non-financial performance dimensions, such as customer service, employee productivity and service quality.

Sekhar et al., (2016). Prioritising the dimensions of employee motivation using analytic hierarchy process. The purpose of the study was to identify and prioritize the employee motivation scopes. Analytic hierarchy process (AHP) methodology was used to prioritize the employee motivation dimensions. Strategic managers of different manufacturing organization working across geographic locations in central

India were the participants for survey. AHP local weights showed that employees give greater importance to their early career followed by middle and late career. The prioritization of employee motivation dimension can help HR managers understand their relative importance and develop improvement strategies in cases where they lack enough resources to deal with employee motivation in manufacturing organisations. The study contributed to motivation research by adapting and extending a hierarchical conceptualization that incorporates three levels of motivation: early, middle, and late career stage.

Masum et al,. (2015) a study on determinants of academics' job satisfaction. A total of 346 respondents are considered from ten private universities using non-probability sampling. A pre-tested and closed-ended questionnaire using a seven-point Likert scale is used for data collection. In the study, descriptive statistics, Pearson product moment correlation, multiple regression, and factor analysis were exercised as statistical tools. A conceptual model of job satisfaction was developed and applied for academics' job satisfaction. The results revealed that compensation package, supervisory support, job security, training and development opportunities, team cohesion, career growth, working conditions, and organizational culture and policies were positively associated with the academics' job satisfaction. Amongst them, three factors stood out as significant contributors for job satisfaction of academics i.e. compensation package, job security, and working conditions. Therefore, the management of private universities should focus their effort on these areas of human resource management for maintaining academics' job satisfaction and employee retention.

Raziq and Maulabakhsh (2015) conducted a study on the Impact of working environment on job satisfaction. The objective of the study was to analyze the impact of working environment on employee job satisfaction. The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire. The questionnaire was adopted from a previous validated survey. The target population consisted of educational institutes, banking sector and telecommunication industry operating in the city of Quetta, Pakistan. Simple random sampling was used for collection of data from 210 employees. The results indicated a

positive relationship between working environment and employee job satisfaction. The study concluded with some brief prospects that the businesses needed to realize the importance of good working environment for maximizing the level of job satisfaction. This paper was to benefit society by encouraging people to contribute more to their jobs and help them in their personal growth and development. Hence, essential for an organization to motivate their employees to work hard for achieving the organizational goals and objectives.

Tso et al,. (2015) a study on Identifying Factors of Employee Satisfaction: A Case Study of Chinese Resource-Based State-Owned Enterprises. In employee satisfaction scale with 30 indicators is designed and tested in Chinese Resource-based State-owned Enterprises. Satisfaction surveys were administered and first-hand data of 3,029 respondents was obtained from 27 units. Exploratory factor analysis was used for extracting four employee satisfaction factors from final 29 satisfaction indicators. The four factors were attributed to the culture, job, management, and welfare of the enterprises. Job positions and education level were found to have significant impacts affecting employee satisfaction. Influences of the four factors were discussed with suggestions made to the management. In future research, the relationship between satisfaction, stress, and performance needs further exploration, in addition to the influence of employee stress and factors from other fields was recommended

2.4.5 Demographic factors on job satisfaction

Beyene and Gituma (2017) in a study on influence of employee demographic factors on job satisfaction: a case study of Segen Construction Company, Eritrea. The main objective of the study was to inspect the relationship between demographic factors and job satisfaction at Segen Construction Company (SCC), Eritrea, using Minnesota Satisfaction Questionnaire (MSQ on a five-point Likert scale). The survey was conducted in June 2017, and covered 68 employees of SCC at the headquarters in Asmara. Regression analyses on the influence of demographic factors on job satisfaction revealed that there was no significant relationship between gender and job satisfaction (r^2=0.002; p=0.296); significant relationship between age and job satisfaction (r^2=0.052; p=0.035); significant relationship between working experience and job satisfaction (r^2=0.070; p=0.017); and no significant relationship between

academic qualification and job satisfaction (r^2=-0.008; p=0.506). On the extent of the influence of intrinsic and extrinsic factors on job satisfaction, the aggregate mean value of intrinsic determinants was 3.36, and that of extrinsic determinants was 3.28. Results of regression analyses yielded r^2 = 0.817; p=0.000 for intrinsic determinants, and r^2 = 0.809, p=0.000 for extrinsic determinants. Hence, the study concluded that at SCC, the intrinsic determinants had greater influence than extrinsic factors on job satisfaction.

Wong (2017) in a study on the Moderating Effects of Organizational Tenure and Position on Employees' Perceptions of Corporate Social Responsibility and Organizational Commitment.

The concept of corporate social responsibility (CSR) had been spread over the world recently. Companies should not only consider their corporate benefits but also concern about social and environmental issues. It's believed that the implementation of CSR has become an essential part of businesses operations. Moreover, companies' CSR policies have also become a new indicator of businesses performance in this competitive capital marketplace. The study focused on corporate internal stakeholders, employees' perceptions of CSR and their organizational commitment. Under the conditions of controlling several individual factors, there was a strong relationship between employees' perceptions of CSR and organizational commitment. Besides, different levels of CSR and sub-dimensions of organizational commitment also produced the same results. The study considered the moderating effects of organizational tenure and position; the results showed that managers with relatively high organizational tenure seemed to have a stronger influence among the relationship between their perceptions of CSR and organizational commitment.

According to Jain (2018) in the study of the Influence of Demographic Factors on the Satisfaction Level of Hospitality Employees with Special Reference to Age, Marital Status and Gender Diversity. A sample of 222 respondents was collected via simple random sampling from the hospitality industry. Data analysis revealed that the satisfaction level at the workplace was found to be above average in most cases. The results also revealed that there was no relation of job satisfaction with the age, gender and qualification of the employees in the hospitality sector. In conclusion, the study

highlights the presence of several other factors that may impact the satisfaction level of the employees at the workplace in the hospitality industry which can be studied in future.

From these research review, it is apparent that managerial communication plays a vibrant character in safeguarding worker job satisfaction. The attributes of Organizational flow of information, communication climate, nature of information being shared with employees, and information load, all work together for the benefit of employees' productivity and satisfaction at work. These are the four features that well-versed the determinations of the study and it is the relationship and harmony of these aspects that will confirm operative managerial communication that indicates job satisfaction within the telecommunication industry in Kenya

Scholars advise that Successive proper communication strategies to appropriately inform employees throughout all seasons in the organization can assist an organization to maintain its continuity. One of the factors that control employees' reactions and eventually, the whole performance and job satisfaction is organizational communication. Various studies have recommended that good quality communication has a positive relationship with employee job satisfaction (Schweiger & DeNisi, 1991; Brahma 2007). According to Huffmon (2011), many corporations fail to realize how significant it is to assimilate programs or processes that will make their employees content. Studies conducted inform that workers feel appreciated and glad when there is a face to face communication with their managers and organizational executives. If a company pays attention on cultivating the way it communicates with its employees, production will definitely go higher leading to job satisfaction. Huffmon (2011) continues to indicate that Production is connected to attitude, to an extent that an organization which ignores this human equation will not achieve as much as it could achieve. Therefore, attitude of employees can only be changed if organizations make open communication a culture to reckon with. This goes hand in hand with One-on-one communication which is built on trust, reverence and concern that workers experience from their managers every day. These qualities ensure that employees love and feel good about the environment where they work. The more the organizational management communicates with employees the more

gratified employees are with all features of their work life. Communication does not mean positive aspects of an employees work life only, it also involves the negatives. But, when giving the negative aspects, be positive and polite. When a mistake has been committed, speak in calm tones, using sensitive language. The objective is for the employee to accept correction and to improve (Gilson and Blum 2000).

According to a research study by PWC - People-focused communication drives M&A integration success in 2013, Clear, direct, transparent and consistent communications by company leadership help employees to stay focused on their work, remaining productive and motivated during any transition period, whether its change-over of a CEO or a take-over of the company, a time filled with unpredictability. This explanation matches closely with what Renata Figueiredo and other scholars term as open authentic organizational communication. This clearly stipulates that employees need to be fed with information updating them of what is actually happening in the organization. A research study conducted by Abugre (2011) indicated that effective communication in organizations empowers employees to be clear on information required to perform their duties, hence, this gives them a sense of direction and job satisfaction. It also reduces chances of employees suffering high levels of stress and they could easily negotiate a work task.

Brahma & Srivastava (2007), Schweiger & Denisi (2007) indicate that new employees joining an organization require communication best known as realistic job preview. This will assist in reducing their uncertainty about the job hence bringing expectations in line with reality and helping them to survive transition to their new assignments. They further add that this kind of organizational communication should include both positive and negative attributes about the job so as to equip the new employee with what is expected of them. This will go a long way in helping them settle and work towards achieving the required goals which will result to Job satisfaction. Today, more employees find that a vital part of their work is communication, especially when service workers outnumber production workers (Giri & Kumar 2009). Therefore, this recognises the fact that communication goes

beyond training managers to be effective speakers. It requires them to have relational communication habits with the employees.

2.5 Critique of the Existing Empirical Literature Relevant to the Study

Demen (2014) conducted a study on Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction in US. Aerdenet et al. (2016) in their study on how does employment quality relate to health and job satisfaction in Europe. Pang (2018) conducted a study on organizational motivation, employee job satisfaction and organizational performance: an empirical study of container shipping companies in Taiwan. According to Hansen and Alexander (2010), Employers have started realizing that organizational communication have a direct link to employee job satisfaction which in turn leads to high productivity. It has emerged from the fact that the superiority of organizational communication and job performance could define the quality of life, value and ultimately, the level of job satisfaction (Pettit, Goris and Vaught, 2002).

One main reason why communication has become quite crucial in organizations is because in the last decade most companies have been undergoing changes such as take-overs, mergers and acquisitions. During such major changes, what is common is that, employees become redundant hence lose their jobs. These usually causes panic among employees. Rumours that flow among employees can cause a drop in performance, employee movement to competitors and morale problems (Edmunds, 2012). In the telecommunication industry of Kenya today, there is great need for strategic energy directed at ensuring that existing employees are satisfied with their jobs. There is need to mend retention rates and decrease the associated costs of high turnover (Odemba, 2011). Voluntary turnover is a huge problem for many organizations (Mitchell et al., 2001). Communication between top management and supervisors plays a key role in ensuring that the precise employees are hired and retained in an organization. It also sustains productivity by keeping the workforce continually motivated. All these can only be possible if an organization maintains an efficient communication channel.

Abugre (2011) indicates that organizational communication helps to produce a cohesive corporate identity by increasing employees' knowledge about the overall organization's philosophy and its strategies which brings satisfaction and commitment. One of the major problems experienced in the organizations is the voluntary turn over especially for the new talent in the market. These leads to lack of dependence from the employers side which also impacts on the costs of training new labor.As Buck & Waston (2002) indicate, lower productivity, increase in training costs and loss of organizational knowledge makes it cumbersome for most organizations to be successful due to the high turnover. All this could be attributed to lack of job satisfaction and employees are hopping from one organization to the other in search of this virtue. Job satisfaction is a person's attitude towards their job. This denotes to all the positive attributes that employees hold about their daily duties. It encompasses Job descriptions, procedures, policies, payment and communication among others (Jahani 2009).

According to Conservation of Resources (COR) theory (Hobfoll 2001), any efforts by an organization geared towards protecting against resource loss, recover from losses, and gain resources, should start by investing resources, which they possess or which are available to them from their environment. Therefore, workstations which employees dwell might be able to offer valued resources to help employees to cope with job dissatisfaction. This COR theory enables us to look at both employees and the organizations concurrently and find precautionary methods that could help minimize employees' turn-overs. One of the best resources we could use is the organizational communication. Bulutlar (2008) advises that, communication was found to have the strongest impact on job satisfaction if the immediate supervisor is involved and women were observed to have more positive perceptions about quality communication at the work place. An article which featured widely on social media on 8th January 2016 through a blog known as "kenyabittertruth.com" indicated the five worst companies to work for in Kenya in the year 2016. The article listed this five companies and reasons why they are rated as worst by Glass door; it indicated that "Employees can now share their opinions about employers online.

As a result, companies face new reputation risks that can affect their customers and shareholders". Reading further, all the companies which were in this category had one feature in common- Poor communication. One employee indicated that, "the management is quite rigid and communication process is extremely bureaucratic and takes longer to make decisions" (Kenya bitter truth, 2016).As Bulutlar, (2008) puts it, high quality communication may give way to more realistic expectations. He further advises that open and trusted communication may result in decrease of inconsistencies between the expected and actual targets. If reasons for the discrepancies are clarified through high quality communication, then the employees may re-align their expectations as satisfactory despite the short comings. For that reason, it's quite important for organizations to realize that, information sharing through organizational communication may counter some of the worst negative experiences under conditions of Job dissatisfaction (Hobfoll 2001)

The telecoms industry in Kenya is one of the most vibrant industries in the country. One of the organizations under this industry – Safaricom limited has been rated as the best tax paying organization in Kenya for five years consecutively (Daily Nation, Tuesday, October 21, 2014).However, just like many other industries in the world, the industry has had to go through intense changes. In the past decade, technological development and regulatory reforms have seen the industry transform a great deal. Markets that were previously distinct and isolated, almost unique and monopolised have merged across their old boundaries with a huge investment of capital emanating from private sector practitioners. The end product of all this is an up surge of new markets, new players and new challenges which cuts across board. The biggest challenge has been the restructuring of staff which has caused a lot of job dissatisfaction and job insecurity (Odemba, 2011) .To alleviate such challenges, it is essential to address employee engagement and their job satisfaction rates through organizational communication. Therefore, it's quite evident from these studies and advisable that management should strive to communicate even though the responses to some questions may be unknown. The internal communications department should create and emphasize on two-way communication and feedback machineries always (Deloitte, 2007). Leaders require the feedback to quantify how well the organization is doing. This study is out to establish the attributes mentioned about organizational

communication and how they affect job satisfaction in telecommunication industry in Kenya. The study established that most of these studies were conducted in developed countries, and thus this study will fill the existing gap on the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya.

2.6 Research gaps

Wong (2017) in a study on the Moderating Effects of Organizational Tenure and Position on Employees' Perceptions of Corporate Social Responsibility and Organizational Commitment.

The concept of corporate social responsibility (CSR) had been spread over the world recently. The study considered the moderating effects of organizational tenure and position; the results showed that managers with relatively high organizational tenure seemed to have a stronger influence among the relationship between their perceptions of CSR and organizational commitment. According to Jain (2018) in the study of the Influence of Demographic Factors on the Satisfaction Level of Hospitality Employees with Special Reference to Age, Marital Status and Gender Diversity. A sample of 222 respondents was collected via simple random sampling from the hospitality industry. Data analysis revealed that the satisfaction level at the workplace was found to be above average in most cases. The results also revealed that there was no relation of job satisfaction with the age, gender and qualification of the employees in the hospitality sector. In conclusion, the study highlights the presence of several other factors that may affect the satisfaction level of the employees at the workplace in the hospitality industry, which can be studied in future.

A study by Ochieno (2013) indicated that an average of 3 retrenchments had been carried out at Telkom Kenya over 5-year period with approximately 16,000 employees being laid off. Level of engagement of employees in retrenchment was almost zero with the victims of the retrenchment taking a recipient role; their fate being decided by the management (Ochieno 2013). This resulted to an increased rate of job dissatisfaction, which made the rest of the employees taking a voluntary resignation from the organization. A considerable amount of research has been done

to find out the reasons for employee turnover, however very little has been done to find out the role of organizational communication on employee job satisfaction especially in the telecommunication industry in Kenya. Given this scenario, it was important to find out if organizational communication would make a difference on employee satisfaction in this industry. The study established that these studies failed to look on organizational communication on employee job satisfaction in telecommunication industry in Kenya.

2.7 Summary

It is important to note that Organizations that communicate considerate, open and authentic information to employees regardless of what the content is, receive better employee commitment and satisfaction from their work, according to the study findings. Commitment could be vital during a major change and could give management more chances in acclimatizing to changes. Top management might choose to ignore the vital role of communicating to employees' regularly, which could turn out to be quite expensive later on (Brahma & Srivastava, 2007). Study findings established that top leadership and middle level management leaders should also consider communicating frequently to their direct employees, which could boost morale at work. Middle level managers could decide to respond to any enquiries on behalf of management and clarify why some questions cannot be responded to. The study found out that, communication should emphasize on extents of specific concern from employees at any time. This is crucial in raising and maintaining employee job satisfaction.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter addressed the research design, study population, sampling frame, sample size, sampling techniques, data collection instruments, data collection methods and procedures that was used to investigate the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya.

3.2 Research design

In order to evaluate the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya, the study adopted the descriptive research design. According to Kothari (2004), descriptive research design is concerned with describing, recording, analyzing and reporting conditions that exist or existed. Creswell (2009) advises that, social science researchers try to address problems that are complex in nature and so, the use of either quantitative or qualitative approaches on their own is inadequate.

Creswell (2011) further explains that, when using this design, the researcher collects and analyses thoroughly and convincingly both quantitative and qualitative data. These should be founded on research questions. The researcher then goes ahead to mix the two forms of data simultaneously by merging them or by having one build on the other consecutively in a way that gives significance to one or both. This design centres on research questions that appeal for real-life experiences, multi-level viewpoints, and cultural influences (Creswell ,2011). It uses thorough quantitative research measuring magnitude and regularity of constructs and exhaustive qualitative research exploring the connotation and understanding of constructs.

3.3 Target Population

This study was conducted in the telecommunication industry of Kenya. Target Population thus consisted of 4850 employees spread across the three-telecommunication companies in Kenya. The participants were randomly selected from the three organizations that is Safaricom, Telkom and Airtel. The

telecommunication industry was purposely chosen due to the rate of layoffs and turnovers that have been experienced in this industry in the last 10 years according to the KPMG report of 2015. According to the same report, Safaricom had the largest share of subscribers to a tune of 67.3%, followed by Airtel at 19.6% and Telkom came last at 13%.

3.4 Sampling Frame

Approximately 4,850 employees across the three different organizations of the telecommunication industry in Kenya comprised the population. For this study even the top management level of the organizations was included. From the Safaricom sustainability report released in September 2015 and KPMG audit report on Case Study Safaricom Limited (2015) the organization has a total number of 3,000 employees. Telkom Kenya has a population of approximately 1,600 employees according to a report by Price Water coopers auditing firm (2015) and Airtel Kenya has a staff number of 250 employees(KPMG report 2015). The sample included a wide variety in terms of gender, education level, number of years in service, and job classification. The participants represented a wide range of departments. The information used in the study to rank employees was sourced from Human Resources Offices of the Organizations.

3.5 Sample and sampling techniques

Stratified random sampling was used since the population was drawn from three different levels (Top level management, middle level management and lower level employees). As a result, the researcher had three strata in total. After determining the sample size to be used for the three organizations (Safaricom, Airtel, and Telkom), simple random sampling was used to guarantee that all employees had an equal chance of being picked to avoid sample bias and ensure that the results are dependable enough to be generalized.

3.5.1 Sample size

In this study, the quantitative sample size was determined according Cochran (1977) and Daniel (1999) formulae. Johnson *et al* (1977) indicate that, a population is called finite if it is possible to count its individuals. It may also be called a countable population. Therefore, the below formula for determining the sample size from the

telecommunication industry applied since the population could be counted.

$n=z^2 .p.q/e^2 (N-1) +z^2.p.q$

Where; n = sample size, z = the value at the chosen confidence interval (1.96 for a confidence interval of 95%), p = estimated population with attributes of interest which if finite p = 0.5, q
= 1- p, and e = degree of desired precision (0.05 was used in this study).
Therefore, the sample size n for this study was: 356 from the below calculation; n= $(1.96)^2$ x0.5x (1-0.5).N/ $(0.05)^2$ (4850-1) + $(1.96)^2$x0.5x (1-0.5)
=3.84 x0.5x0.5x4850/ (0.0025x4849) + (3.84x0.5x0.5)
=4658/13.08
=356

The level of precision, sometimes called sampling error, is the range in which the true value of the population is estimated to be. This range is often expressed in percentage points (e.g., ±5 percent)

According to Smith 2013, a sample size can be determined using the following formula; Sample Size = (Z-score) ² – StdDev*(1-StdDev) / (margin of error) ². In this study, a commonly used confidence level of 95% which usually corresponds to a Z-score of 1.96 was used, the standard deviation will be picked as 0.5 as it is the most accommodating figure, and the most common margin of error of +/- 0.05 was used. The sample size will therefore be:

n= $(1.96)^2$x0.5 (1-0.5)/ $(0.05)^2$ = 384. But since the population is finite, the number can be slightly adjusted using the finite population correction (fpc) to reduce the sample figure using the below formula:

$n= n_0/1+ (n_0-1)/N$; =384/1+ (384-1)/4850; = 356

Therefore, the two formulae brought the same results, which confirmed that a minimum quantitative sample of 356 respondents from the telecommunication

industry was to be used.

However, since the sampling frame targets a stratified sample of three strata, it was important to choose the sample by using the method of proportional allocation whereby, the sizes of the samples from the various strata are kept proportional to the sizes of the strata (Kothari 2013). This means that if "*P* "represents the proportion of population included in stratum "*1*", and *n* signifies the total sample size, the number of participants chosen from stratum *1* is "*n. P1*."

Therefore, since our sample size n= 356 was drawn from a population size of N= 4850 which was divided into three groups of size N_1= 3000(Safaricom), N_2= 1600(Telkom), N_3= 250(Airtel), getting proportional allocation, we got the sample sizes as follows for the different strata:

For strata N_1=3000, we have P_1= 3000/4850 therefore, n_1= n.P_1= 356(3000/4850) = 220

For strata N_2=1600, we have P_2 = 1600/4850 n_2 = n.P_2 = 356(1600/4850) = 118

For strata N_3=250, we have P_1= 250/4850 n_3= n.P_3=356(250/4850) = 18

Therefore, 356 participants were sampled with the following allocations for each stratum: Safaricom 220, Telkom 118 and Airtel 18.Proportional allocation is believed to be most efficient and an ideal design when the cost of choosing an item is equivalent for each stratum, there is no dissimilarity in within-stratum variances, and the reason of sampling is to estimate the population value of some characteristic (Kothari 2013).

3.5.3 Sampling Techniques

Stratified random sampling was used in stage one since the population of each stratum consists of top management, middle and lower employees (Daniel 1977). Then simple random sampling was used for middle level management and lower level employees. Finally purposive sampling was used for the top level management.

3.5.3.1 Sample size

Out of the sample size of the proportion allocation for each stratum (Safaricom 220, Telkom 118, Airtel 18) each level of management was chosen based on the

percentage method representing 5% of top level management, 20% middle level management and 75% lower level employees for each stratum.

Table 3.1 Sampling size

Strata	Proportion allocation	Top level 5%	Middle level 20%	Lower level 75%
Safaricom	220	11	44	165
Telkom	118	6	24	88
Airtel	18	1	4	13
Total	356	18	72	266

3.5.3.2 Purposive sampling

The sample of 18 key top-level management was chosen for detailed interviewing based on certain features, which enabled the researcher to meet the expected objectives at best. Individuals with ranks of “Chief Managers” or “senior managers” who have two or three departments under them were selected based on the Human resource records from each organization.

3.6 Data Collection Method

Two instruments were used to collect data for this study. A questionnaire was used to do the survey for quantitative data collection and an interview guide was used to collect qualitative data from chief managers and senior managers who led two or three departments in the organization.

3.6.1 Self-administered questionnaire

A questionnaire was developed and administered by the researcher to the sampled employees of each organization. The demographic items was put in section A and the questions on objectives was in section B. each item in section B was measured on a 5 points Likert scale ranging from strongly agree (5) to strongly disagree (1).The participants were required to tick the most suitable option. The demographic details of the participants included gender, age, marital status, qualification, and duration with present employer. Organizational communication was measured by using the four specific variables constructed by the researcher using the indicators from each variable. The scale measured aspects of the four objectives namely: Organizational flow of information (upward, downward, horizontal), communication climate

(Closed & open), Nature of information being shared (accuracy, trust, transparency) and information load on employees (overload & Underload). Job satisfaction was measured using a 36- item" Job satisfaction survey" created by Spector (1994).

The measure consisted of 5 dimensions namely: working conditions, pay, co-workers relations, promotion, supervision, and communications. The job satisfaction survey was chosen due to its elaborate measuring indicators that dig deep on how communication assist to ensure job satisfaction.

3.6.2 Interview guide for the Chief Managers and senior managers

The interview was used to get in-depth information. This was quite instrumental in interviewing the Chief Managers and senior managers. The interview guide was prepared way in advance so as to certify that all information was captured comprehensively. This instrument was brief but exhaustive to ensure quick purposive conversations that focused towards collection of qualitative data in order to meet the study objectives. The interview was used for top management only appendix 3.

3.7 General procedures and ethical considerations

Permission to carry out the study was sought by the researcher from all the management authorities of the three telecommunication industries in Kenya. This was done through an introduction letter of the researcher as a PhD student in the Department of Media Technology and Applied Communication (MTAC) of the Jomo Kenyatta University of Agriculture and Technology (JKUAT). Confidentiality was assured for the survey data provided on as well as the interview conversations.

3.8 Pilot test

According to Mugenda and Mugenda, (2003), a pilot test is a method that is used to test the design and/or methods and/or instrument before carrying out the research. It involves conducting an initial test, the protest sample is between 1% and 10 % depending on the sample size. The pretest was done to 12 respondent who were out of the sample size, questionnaires were distributed equitably to the selected respondents in order to gather a cross-sectional feeling of respondents. This helped in ascertaining the reliability and validity of the instrument.

3.8.1 Reliability analysis

Pilot test results were subjected to a reliability test. This test was done to indicate the level of consistency between various measurements of a variable (Kothari 2013). The key reason for this test was to measure the internal uniformity of the study elements in the survey questionnaire. To measure internal consistency and reliability, Cronbach's Alpha method was used. An alpha coefficient of 0.75 or higher indicated that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population. The study used SPSS

3.8.2 Validity of the test

According to Healy & Perry (2000), validity defines whether the research accurately measures what it was intended to measure or how candid the research outcomes are. It approximates how accurately the data acquired in the study signifies a given variable or hypothesis in the study (Mugenda, 2008).

3.9 Data processing, analysis and presentation

According to Kothari (2013), the analysis of data permits the researcher to consolidate data collected during the study in order to evaluate and assess the findings and to reach some valid, sensible and significant conclusion. Cooper & Schindler (2009) indicate that this method permits a researcher to comprehend and digest huge quantities of data and efficiently communicate their significant traits in a research study. Descriptive statistics involved computation of mean scores, standard deviation, percentages, cross tabulation and frequency distribution was used. Inferential statistics was used to determine the relationships and significance between independent and dependent variable. On the other hand linear regression analysis was done to analyze the contribution of each independent variable to the dependent variable. Regression analysis was utilized to establish the relationship between a range of variables, these including an error term, whereby a dependent variable is expressed as a combination of independent or explanatory variables, and the unknown parameters in the model are estimated, using observed values of the dependent and explanatory variables (Cooper & Schindler, 2009). The data was presented using tables, graphs and charts.

Kothari (2013) indicates that the method permits researchers to classify the information and arrange them into themes and assortments for easy explanation. Results from qualitative data was used to verify and validate answers received from quantitative data from a number of perspectives. The information also helped to ensure that there are no gaps to the data collected from quantitative method and remove any pre-existent assumptions from the researcher. Results from quantitative data and Qualitative data were merged according to Creswell (2011).

Multiple regression analysis technique was used to test the hypotheses. The following represents the regression equation,

$$Y= B_0+B_1X_1+B_2X_2+B_3X_3+B_4X_4+ B_1X_1Z + B_2X_2Z+ B_3X_3Z+ B_4X_4Z +\varepsilon$$

Where:

Y = Employee job satisfaction

X_1 = Organizational flow of information

X_2 = Communication climate in the organization

X_3 = Nature of organization communication

X_4 = Organization Communication load

Z= Demographic factors

ε= Error Term

CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter analyses and interprets data that was collected to enable appraisal of the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya in relation to the specific objectives of the study. Clear communication of the collected data and comprehensive examination of the findings in view of the five research objectives was done in order to provide answers to the research questions. Bar graphs, tables and notes were used to present data. Qualitative data and quantitative data were triangulated to heighten the validity and reliability of the study results.

4.2 Response rate

The targeted quantitative sample was 356(100%) individuals out of which 333 survey questionnaires were filled and returned from the three sampled telecommunication companies in Kenya. The qualitative data targeted 18(100%) respondents but only 14(78%) were reached. According to Creswell (2002) any data collection percentage above 70% is considered as sufficient for analysis. Online delivery and collection of the questionnaires by the researcher greatly improved the outcome.

4.3 Socio- demographic profiles of survey respondents.

The following consists the demographic profiles (gender, age, marital status, level of education, number of years worked in the organization, position/rank in the organization) of the 347 respondents.

Table 4.1 Socio-demographic profile of respondents

Demographic factors	Description	Frequency	Percentage
Gender	Male	80	23
	Female	264	76
	No response	3	1
	Total	341	100
Age(Years)	Below 30	68	20.4
	30-39	117	35.2
	40-50	122	36.6
	51-60	32	7.8
	Total	347	100
Marital Status	Married	226	67.9
	Single	98	27.6
	Separated	16	3.0
	Divorced	4	0.9
	No response	3	0.6
	Total	347	100
Number of years worked	Below 1	14	4.2
	1-5	152	42.2
	6-10	134	39
	Above 10	42	13.5
	No response	5	1.1
	Total	347	100
Level of education	Secondary	1	0.3
	Diploma	32	9.6
	Degree	211	63.4
	Masters	70	18.9
	Professional	27	6.9
	No response	6	0.9
	Total	347	100
Current position	Clerical	181	52.2
	Supervisor	90	25.5
	Managerial	70	21
	No response	6	1.3
	Total	347	100

The researcher found out that a majority of the respondents were between 30 to 50 years while few were between 51- 60 years. According to OECD Labour force statistics (2015), people with ages between 25 to 50 years are considered to be in their prime working lives. Therefore, they are most likely to be experiencing different stages of their life cycles at work. Since majority of the responses were in the prime age, this was a good group to work with for the study.

The researcher intended to have an equal representation of both male and female, however, this was not achieved as indicated on table 4.3.A majority of respondents were female (76%), while male respondents accounted for 23% which was almost half the female. According to a study conducted by LeanIn.Org and McKinsey & Co. in 2015, men tend to be choosy when it comes to jobs. Female workers would be willing to pick clerical jobs without a promise of promotion more easily than their male counterparts. From the demographic statistics in this study, 52% of respondents were clerical officers and most of them were female hence the difference in percentage on male and female respondents. This was further confirmed by the KPMG report (2015) which showed that there are more female staff (60%) in the telecommunication organizations as compared to their male counterparts. Regrettably, 1 % of the respondents were not willing to reveal their gender for reasons that the researcher could not establish. A majority of the respondents were married (66.9%) while less than half of the respondents were single. The researcher attributed this to the age bracket of the respondents which was majorly between 30 to 50 years. A popular percentage (61%) of the respondents had a bachelor's degree, while a good number (10.7%) had professional qualifications. This means that they had attained the master's degree and had been trained to a professional level.19% of the respondents had Masters Degrees while very few (0.3%) of the respondents had attained formal secondary education. These literacy levels was consistent with the

IJARAI report of 2015 which indicated that the telecommunication industry in Kenya has vibrant and educated individuals working as employees. The literacy levels helped the respondents to answer the survey questions objectively. Most of the respondents (50.1%) were found to be clerical officers; those who did not have any employee reporting to them.24.5% were supervisors and 20.2% had the managerial positions. 4% consisted of the key managers in the organization mostly referred to as the chief managers. These are the top brass of the organization and most decisions were made by them. The 4% contributed towards the qualitative data that was done through telephone interviews. A bulk of respondents (69.8%) had worked between 1 to 5 years. This is congruent with a report by Odemba (2011) who indicated that employees in the telecommunication industry in Kenya keep switching jobs. They

were followed by a distant 15.5% of those who had worked for 6 to 10 years. Very few (7.5) had worked for less than a year and more than 10 years (7.2%) respectively. Looking at the percentages, it was sufficient for the study to find out reasons why they did not stay for long in one organization.

4.4 Analyses of study Variables

This section involves the use of inferential and descriptive statistics to analyse and present quantitative data collected in regard to study variables. Triangulation of the same with emerging portrayals from qualitative data for the purpose of interpretation of study results and findings was done. The study objectives were used to organize the section.

4.4.1 Organizational flow of information and employee job satisfaction

The first objective of this study was to assess the role of organizational flow of information on employee job satisfaction in telecommunication industry in Kenya. This was founded on the premise that in order to assess the role of organizational communication on employee job satisfaction, it was necessary to first understand the general flow of information in the organization which includes; vertical, diagonal, horizontal and grapevine plus any steps taken to improve this. To achieve this, the survey respondents were asked a set of questions. First, they were asked if they understood what organizational communication meant, their responses were tallied and recorded as follows;

Table 4.2 Knowledge about Organizational Communication

Answer	Frequency (n)	
Yes	324	93
No	6	1.9
Not Sure	4	1.3
No response	13	3.8
Total	**347**	**100**

93% of the respondents acknowledged that they understood what organizational communication meant. A minimal percentage (3.2%) of the respondents did not understand or were not sure of what Organizational communication was all about.

This was a good indication as the questions that followed were detailed enough to bring out the awareness of this concept. According to Moorcroft (2003) who carried out a study from three telecommunication companies in Jordan, results showed that, it does not matter how brilliant the business strategy sounds, the most crucial thing is whether this information reaches and wins employees' support so as to achieve its optimum effectiveness. This can only be possible if employees have the knowledge of organizational communication. Sanchez (2004) further indicates that, employees need a fundamental story that reliably links strategy into context of the mission and vision of the organization. This aids them to feel as part of the organization.

To investigate the role of organization flow of information on employee job satisfaction, respondents were asked to indicate how satisfied they were with the amount and quality of each style of flow of communication. Their responses were as indicated in figure 4.1

4.4.1.1 Receiving information on time to do one's job and how satisfied they are with this

*All the above responses were on Likert scale where; very satisfied (5), satisfied (4), Dissatisfied (3), very dissatisfied (2), No response (1)

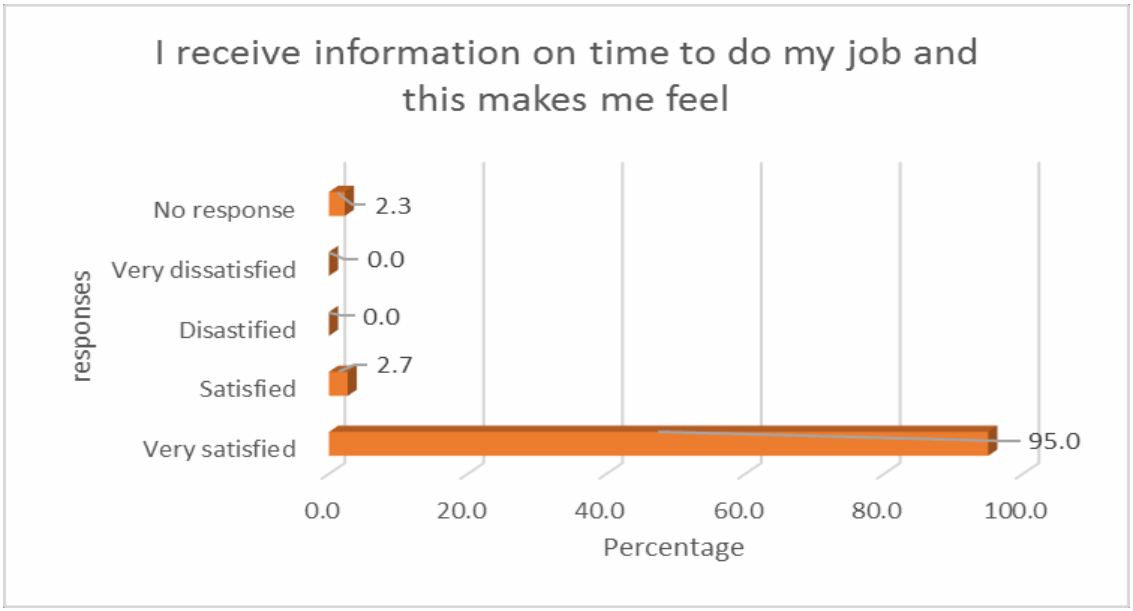


Figure 4.1 receiving information on time to do one's job

Results portrayed that 95% of the respondents were very satisfied when they received information on time to do their job. 2.7 % of the respondents indicated that they were satisfied when they received information on time to do their job. This is an element of downward communication that forms a part of organizational flow of information. Downward flow of communication concerns a great number of matters in an organization which include daily instructions to workers, directives, and information regarding processes policies and procedures to give directions for implementing goals, strategies and objectives (Verma, et al 2013).Therefore, it is quite crucial for employers to ensure that such information is passed to employees in good time.

A study conducted by Candace (2004) on employees of large, diverse organizations in the United States indicate that the most crucial source of communication is direct from the head of the organization and should be passed on time. This improves job satisfaction by a great percentage. Directives coming directly from the top, whether it is from the manager or the supervisor is quite important in that, if the reasons of the inadequacies at workplace are explained well through downward communication and in good time, then employees may read just their expectations hence perceive their working conditions as satisfactory (Bulutlar 2008, Giri & Kumar 2007, Abugre 2010).Therefore, results from this study shows that most employees in the telecommunication industry in Kenya would appreciate and feel satisfied if they received information in good time to do their jobs hence failure to do this could spell some reasons for job dissatisfaction.

4.4.1.2 Receiving information from management on how the organization is performing

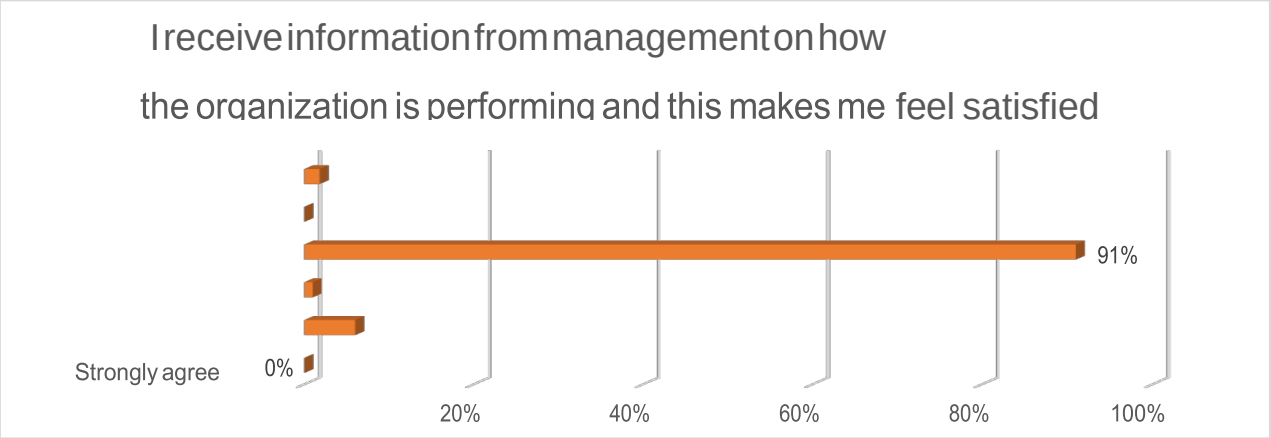


Figure 4.2 Responses on receiving information from management on how organization is performing

A majority of respondents (91%) disagreed with the statement that they receive information from management on how the organization is doing. 2% gave no response while 6% agreed. This is another element of downward communication where top management communicates to employees on how the organization is performing. It is considered as part of vertical communication forming the downward organizational communication. According to Abugre (2010) vertical flow of information which entails top-down & down- top communication, have their own distinct advantages when it comes to employee job satisfaction.

Larkin and Larkin (1994) argue that, organizational performance boosts the confidence of employees and helps them to have job satisfaction. Therefore, this should be done regularly through downward communication. The same scholars further suggest that downward communication works promptly if top managers communicate directly with immediate supervisors who in turn communicate with their staff about organizational performance on a regular basis. Bordia et al., (2004b) in their study illustrate that, when employees receive information on how the organization is performing, it facilitates honesty and positive attitudes towards the organization which helps to manage job satisfaction and in turn, company productivity grows. From the results recorded in this study, employees do not seem

to be content with how management communicates organizational performance. Therefore, steps should be taken promptly to ensure this is corrected if the telecommunication companies in Kenya want to record an improved rate of loyalty.

4.4.1.3 My supervisor is available for feedback and ideas on how organization is performing and this makes me feel satisfied.

Table 4.3 Availability of supervisors for feedback

Responses	Frequency (n)	Percentage (%)
Strongly agree	0	0
Agree	2	0.6
Not sure	3	0.9
Disagree	301	90
Strongly disagree	22	7
No response	5	1.5
Total	**333**	**100**

A good number of respondents (90%) disagreed with the statement that "My supervisor is available for feedback and ideas on how organization is performing and this makes me feel satisfied". This question was asked from all levels of the management except the top management. Therefore, each respondent whether a manager being supervised by a top chief was to respond according to how he/she feels about their supervisor's availability for feedback. This is an element of upward communication which is key in inspiring employees to take part in forming policies for the organization hence helping them feel as part of the organization (Giri and Kumar 2009).

Additionally, upward communication is usually used by employees for providing feedback and asking questions. Save for that, it's also a perfect way of making suggestions. All these avenues when left open, more often than not, improves employee attitude towards their work and morale (Goldhaber, 2008, Bulutlar

2008).The results indicated that supervisors were not available for feedback, which is a negative indicator as it denies management a chance to receive information concerning the organization from the lowest level. Furthermore, upward communication through the supervisors could also entail reports, complaints, grievances and even rumors which flow from subordinate to superior management. With time, job satisfaction increases as employees feel that someone is listening to them (Giri and Kumar 2009). Since respondents were asked if they had contact with their supervisors for feedback, the study wanted to find out further if meetings were held. The results were tallied and recorded as shown on Table 4.11

Table 4.4 Meetings with supervisors

Responses	Frequency (n)	Percentage (%)
Strongly agree	9	2.7
Agree	5	1.5
Not sure	1	0.3
Disagree	284	85.3
Strongly disagree	34	10.2
No response	0	0
Total	**333**	**100**

Respondents (88%), disagreed that meetings with the supervisor were well structured and organized, while 9 % strongly agreed. This was a clear indication that a majority of the employees felt that meetings were not taken seriously in the organizations. Meetings are regarded as part of upward communication that allows employees to air their views concerning the organization to management. Daft and Lengel (1984) indicate that one of the best ways to increase job satisfaction is through rich communication channels such as face-to-face meetings with management. This allows employees to be themselves and express their likes and dislikes openly.

Moreover, when there is uncertainty in the organization and employees are unable to predict their job security accurately, research by Milliken (2007) shows that, a face-

to-face meeting would be the best way to iron out such problems. Hansen and Alexander (2010) advise that, ideally, the more difficult or the more crucial the message is the more probable that a face-to-face communication is necessary. This should then be accompanied by an electronic or printed version for accuracy and uniformity of message. Therefore, meetings in companies should be taken with the seriousness that they deserve. A further step was taken by the study to investigate if the Chief Executive Officer takes time to speak to employees at any one time or at least when major changes are happening in the organization. Results were as shown in figure 4.3

4.4.1.4 I receive information directly from the CEO when a major change is happening in the organization and this makes me feel satisfied

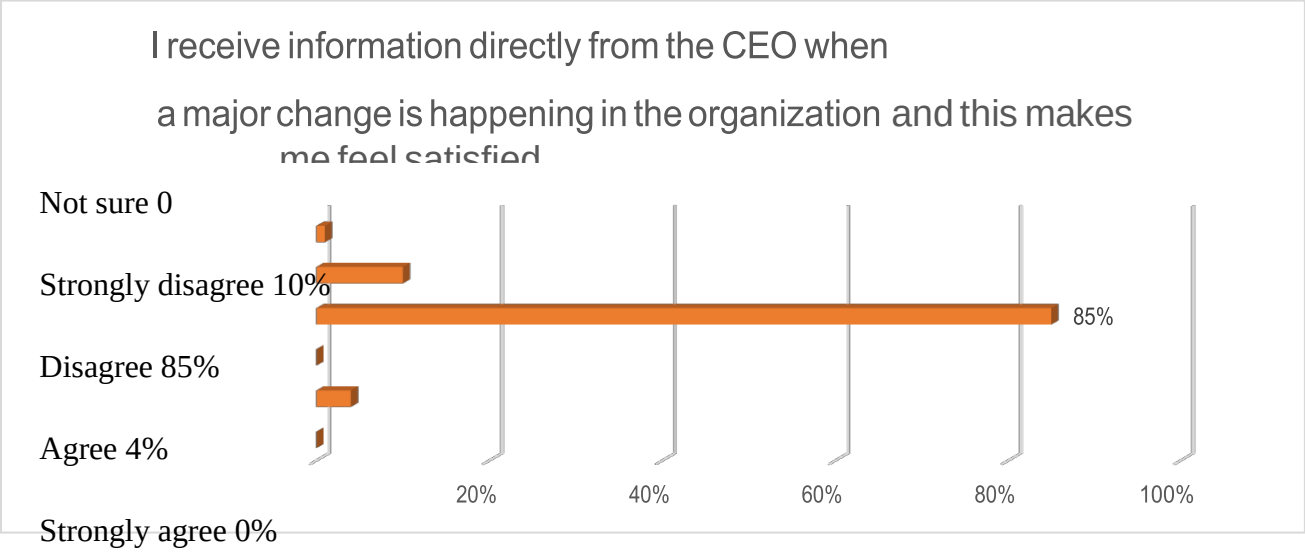


Figure 4.3 receiving information directly from CEO

Most of the respondents (85%) stated that they do not receive information directly from the CEO, 10% of respondents strongly disagreed with the statement. Few of them 4 % agreed that the CEO informs them directly when there is a major change in the organization. Bulutlar (2008) states that, when the CEO takes time to speak to employees, it boosts their morale and allows employees to concentrate on their work even when there is a lot of uncertainty about the organizations performance. Harris

(2002) also advises that, for the purposes of trust and influence of the information being shared, could receive such from their direct supervisor, nevertheless "big picture" news may be more suitable coming from senior management or the chief executive office himself. Information such as take-overs, mergers and acquisitions, layoffs or retrenchments need to be relayed directly from the governing body of the organization. It helps to control emotions or empower employees to ask valid questions and be answered promptly. Pettit et al., (2002:81) explain that, the basic rule on timing is that employees must know about anything that touches on them before anyone else knows. This makes employees to feel more respected and valued if they become cognizant of information before it is relayed to the public. This can only be possible if the CEO addresses employees directly and promptly when necessary.

The study sought to investigate if horizontal flow of communication takes place and if grapevine was evident. Respondents were asked if they sought clarification from other departments and if informal communication was active and accurate. The results were as indicated in figure 4.4

4.4.1.5 Informal communication is active and accurate and this makes me feel satisfied Informal communication is active and accurate and this makes me feel satisfied

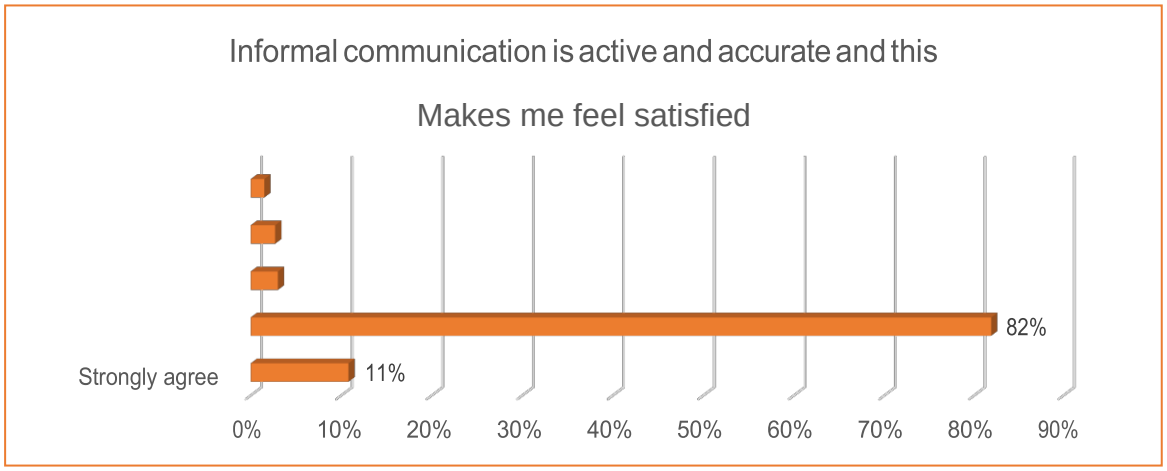


Figure 4.4 Accuracy of informal communication

A majority of the responses (82 %) agreed with the statement that informal Communication was active and accurate and this satisfies them. A further 11% strongly agreed with it. 3% disagreed and an equivalent percentage of 3 % were not

sure about this.This is a clear indication that employees sought alternative ways of filling in the gaps left by their supervisors and top management. Callan & Monaghan (2001) indicate that, it is important to avoid communication underload as grapevine which seals that gap usually leads to aggression between management and employees. This then impedes the goodwill of the organization as it carries false and negative information concerning the top rank management of the organization. Employees will always seek ways and means of satisfying the information gap. The study assessed another aspect of horizontal flow of information by asking whom the employees spoke to in case of a problem. The study asked if the employees spoke to their peers more than their supervisors in case of a problem. The results were as shown on Table 4.12 I communicate more with my peers than my supervisor in case of a problem and this makes me feel satisfied

Table 4.5 Communication with peers

Responses	Frequency (n)	Percentage (%)
Strongly agree	79	23.7
Agree	222	66.7
Not sure	0	0
Disagree	3	0.9
Strongly disagree	9	2.7
No response	20	6.0
Total	**333**	**100**

A total of 90.4 % (Strongly agree 23.7% and agree 66.7%) supported the assertion that they communicate more with their peers as opposed to their supervisors in case of a problem and this makes them feel satisfied. Only a few of the respondents (3.6%) disagreed with the statement. A further 6 % preferred not to respond to this statement. The results confirmed the previous contention that informal communication is active and accurate. When communication is suppressed and given below the employee's capability to process them, this is called under-load (Goris & Vaught 2007). Scholars clarify that communication underload usually results to

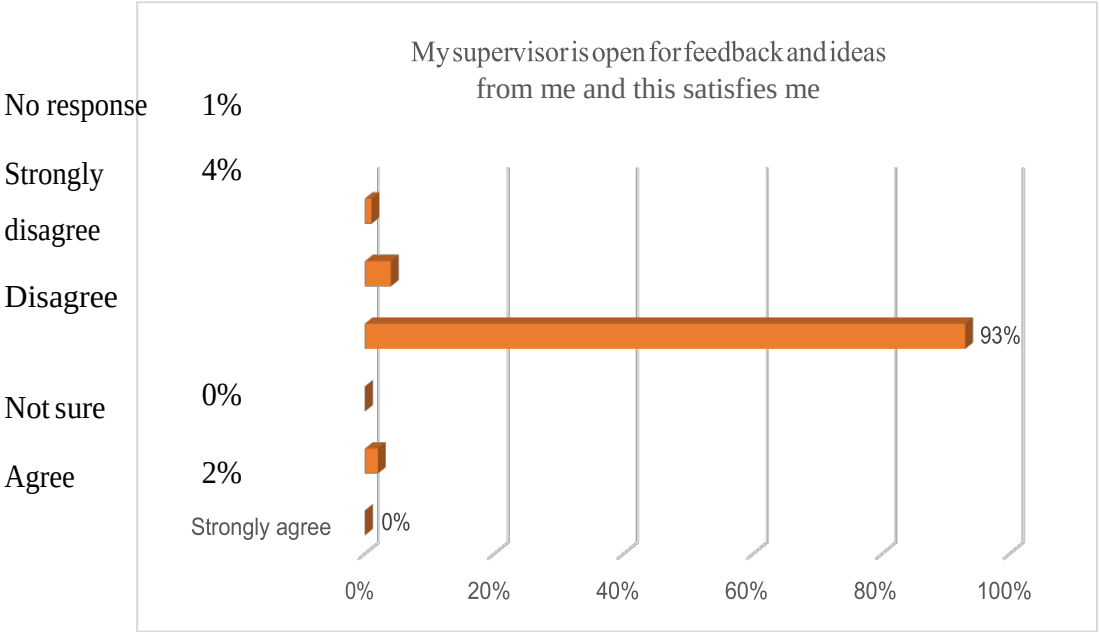
grapevine. Grapevine is an unofficial way of communication in an organization and it will always be active as long as the right channels of communication are not active. It is referred to in that manner because it spreads all through the organization in various directions regardless of the authority levels. However, it exists more at lower ranks of the organization and it's quite dangerous as it carries partial information most of the time hence leading to uncertainty that results into job dissatisfaction Kramlinger (1999).

Results from the first objective "*Organizational flow of information on employee job satisfaction"* were quite candid and gave an eye-opening outcome that would help the telecommunication industry in Kenya to improve on the way they conduct vertical communication. The results for the next component of organizational communication under the objective of communication climate was analysed as below.

4.4.2 Communication climate in the organization

The second objective of the study was to *examine the role of organizational communication climate on employee job satisfaction in telecommunication industry in Kenya*. To achieve this, a number of questions were asked to help evaluate whether the communication climate was open or closed. The organization's communication climate may impact the atmosphere in and around the organization which could either boost or hamper upward, downward and horizontal communication among the employees (Azrai Abdullah et al 2013).Respondents were asked several questions that would help evaluate if the communication climate is open or closed. The responses were tallied and recorded as follows.

4.4.2.1 My supervisor is open for feedback and ideas and this satisfies me.

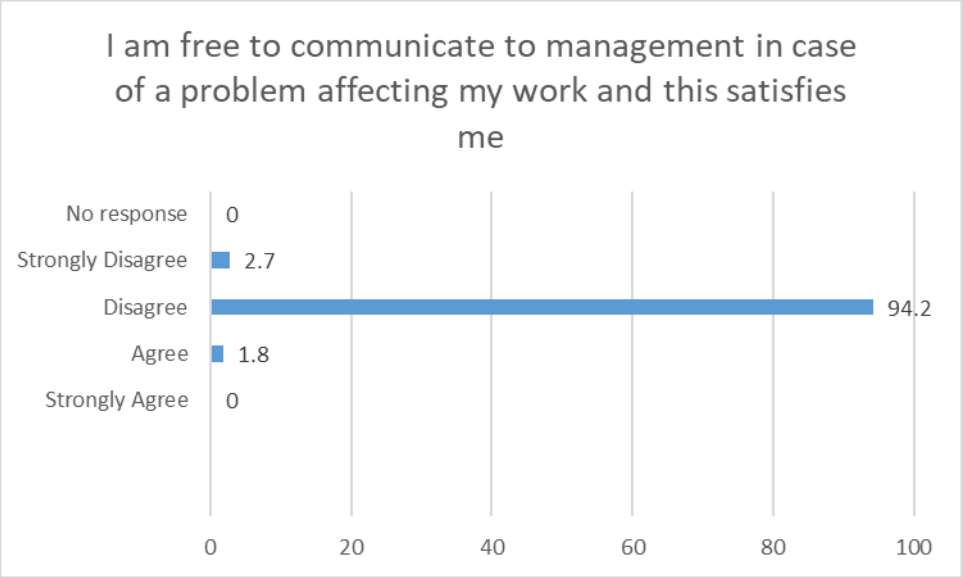


**All the above responses were on Likert scale where; strongly agree (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1)*

Figure 4.5 Supervisor is open for feedback and Ideas

97% of the respondents disagreed with the view that the supervisor is open for feedback from them while 2% agreed with the statement. The concept of Open communication involves allowing "open door policy" in an organization whereby, employees are free and feel at ease in expressing honest feedback to their colleagues and management (Trombetta 2008). From the above results, there is a clear indication that employees do not have the free will to speak to their supervisors in case of feedback. Studies conducted by Neves& Eisenberger 2012 show that, employees who experience open communication in their organizations are led to increased performance and job satisfaction. Therefore, it is imperative that the telecommunication industry in Kenya strive to cultivate the culture of free will feedback and supervisors should be open to it.

The study asked another question on whether the employees were free to communicate to management in case they faced a problem. The responses were tallied and recorded as shown on figure 4.6.



**All the above responses were on Likert scale where; strongly agree (5), Agree (4), not sure (3), disagree (2), strongly disagree (1)*

Figure 4.6: Freedom to communicate to management about one's work

Findings indicated that, the respondents (94.2%) refuted the claim that they are free to communicate to management about issues affecting their work, while 2.7% strongly disgreed.1.8% agreed that they are free to communicate. This partly explains the previous statement that the supervisor is not open for feedback from employees. Miller (2006) states that, organizations with open communication climate encourages workers to participate, be free and exchange information without fear of intimidation. Petit & Vaught (2002) through their study of two manufacturing firms in India indicate that when employees do not feel free to communicate at work, particularly about bad news or negative information, then the climate is closed. They further explain that, an organization with closed communication doors always results to poor feedback from employees for fear of reprisal. The organization then loses treasured information about how it functions. This in turn will result to high turn-over as employees will be dissatisfied with their jobs.

In case of any major changes in the organization, information is relayed to me on time and this satisfies me.

Table 4.6: Relay of information during major changes

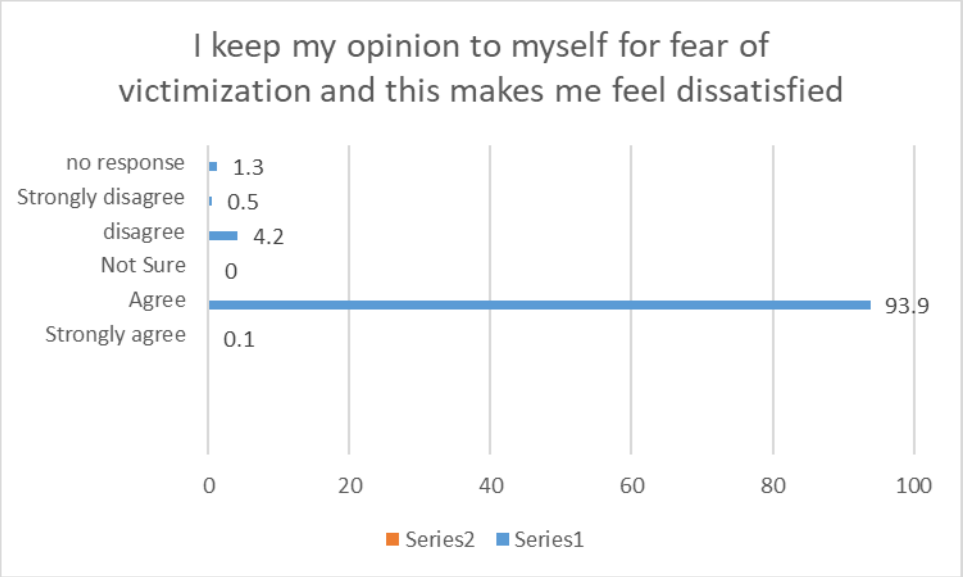
Responses	Frequency (n)	Percentage (%)
Strongly agree	0	0
Agree	7	2.1
Not sure	9	2.7
Disagree	213	64
Strongly disagree	100	30
No response	4	1.2
Total	**333**	**100**

Out of a successful 329 responses, 213 (64%) disagreed with the fact that information is relayed to them on time during any changes in the organization.100 employees which translates to 30 % strongly disagreed with this statement. Only 2.1% agreed while 2.7% and 1.2% were not sure and had no response respectively. This meant that when changes happened in the organization, employees were not informed on time and one would want to assume that employees would scout around for information in order to kill uncertainty. Open communication climate permits employees to be more involved in organizational matters and understand that their engagement is important in achieving the success of the organization (Abugre 2011). When major changes happen in the organization and employees are not informed on time as results indicate above on table 4.13, it causes devastation that translates into continued turnover, indifference in the ranks and bad customer service. All of this can transform into reduced sales and profits (Triveni, Rao & Prasad 2007). Additionally, scholars further note that, such kind of laxity on information sharing always lead to major decisions being made at the top level and then pushed down the line hence causing poor relations across the organizations. This can be detrimental to the survival of an organization. I receive no intimidation when I speak directly to the heads of the organization and this satisfies me

Table 4.7: Communicating directly to heads of the organization

Responses	Frequency (n)	Percentage (%)
Strongly agree	0	0
Agree	11	3.3
Not sure	0	0
Disagree	308	92.4
Strongly disagree	9	2.7
No response	5	1.5
Total	**333**	**100**

A bulk of respondents (95.1%) disagreed with the statement while only 3.3 % indicated that they received no intimidation when they speak directly to the heads of the organization.1.5% decided to remain silent about it and gave no response. According to Abugre (2011) a highly interactive and collaborative work environment where employees can speak directly to the top management encourages employee creativity, inspiration and productivity. Lack of open communication channels cause lack of enthusiasm from employees while carrying out their daily assignments hence translates to the value of an organization's products and services. Pincus (1986b) also advises that, intimidating lower cadre employees would result in inadequate management of important projects,which can cripple the organization's innovation and ability to make positive influences to the society. He further notes that, the ability to invent is proportional to the ability to communicate irections, and pass new and exciting concepts and improvements directly to the top management. If this is curtailed by intimidation, then an organizations' capacity of development dies slowly. The results from this question shows that most employees received intimidation when they spoke directly to the heads of the organization. Questions to evaluate the degree of closed communication were also asked as follows: The First question was on how employees treat their opinions in the company. The results were tallied and recorded as shown on figure 4.7 below.



**All the above responses were on Likert scale where; strongly agree (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1)*

Figure 4.7: Fear of Victimization

Findings indicate that**,** 93.9% of respondents agreed with the view that they keep their opinions to themselves for fear of victimization and this makes them feel dissatisfied and a few (4.2%) disagreed with this statement while 1.3% gave no response. The apparent risks of speaking up could be very private and immediate to employees, while the possible future advantage to the organization from airing this opinion could be uncertain.

According Bagheri, Zarei and Aeen (2012), employees silence is a consequence of managers' fear of negative opinions and a set of implied beliefs frequently held by managers. So employees often intuitively play it safe by keeping quiet. Their frequent assumption always seem to be, “When in suspicion, have your mouth shut” (Bowen and Blackmon 2003). However, Stephen & Judge, 2007, explain that, employees themselves can establish

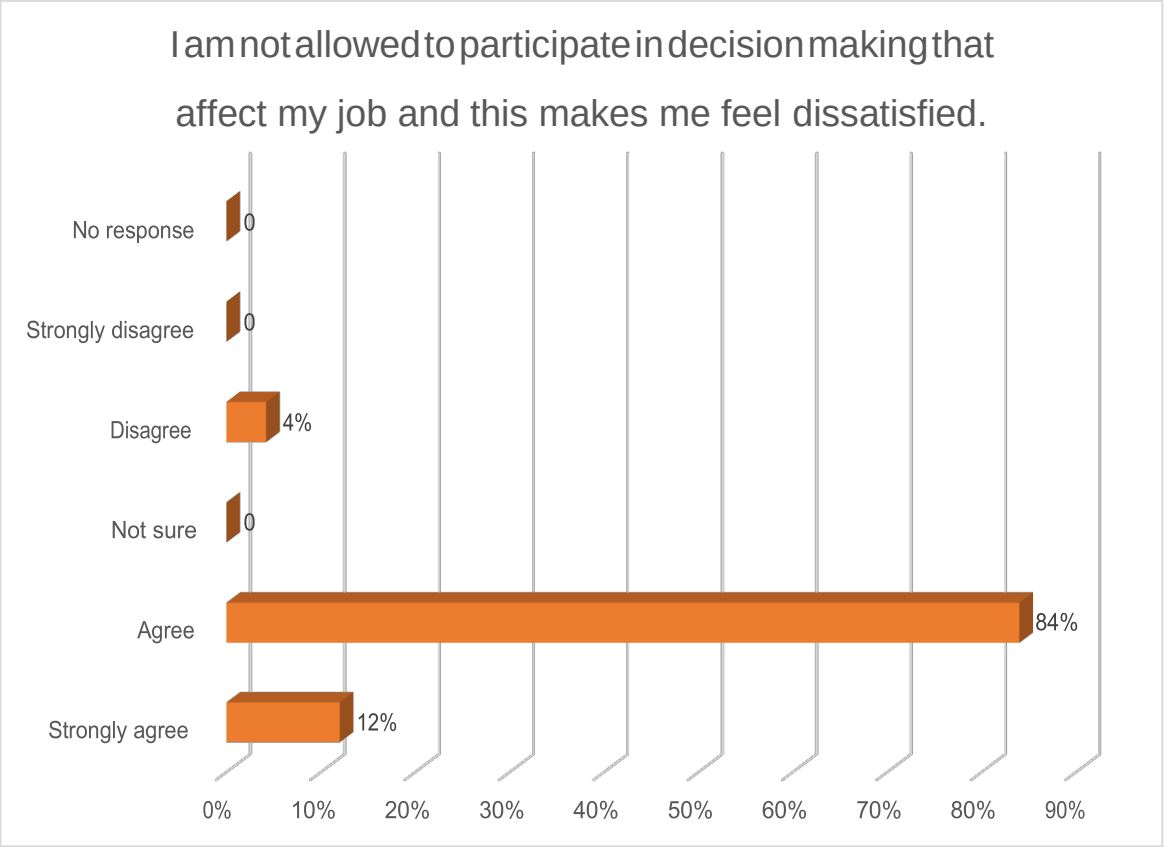
rules and norms on how their colleagues should react to their own opinions in the organization. A common philosophy that supports this is the theory of spiral of silence, which contends that employees will avoid airing their opinions unless they are sure to have support from their colleagues. If employees are not assertive of

support from their colleagues, or if they feel that opposition to opinion is likely, they would rather keep silent or give dishonest responses (Bowen & Blackmon, 2003).

The study had more questions on closed communication. Respondents gave answers as shown on figure 4.8.They were asked if they thrive on shielded statements when airing their views at work and if this causes dissatisfaction. 94.1% of respondents agreed that they thrive on shielded statements to avoid intimidation, while 4.2% of respondents gave no response and a small percentage (1.7%) disagreed with the statement. This was a clear indication that closed communication climate was present in the three-telecommunication companies in Kenya and this increases the rate of job dissatisfaction.

According to Morrison & Milliken (2000) management views and actions that portray employees as untrustworthy and self-interested causes employees to hide their views on shielded statements in order to protect themselves from intimidation. All these is because employees want to speak out but at the same time, they need to cover themselves. With time, it affects commitment to work, causes stress and eventually the level of trust. All these work together to bring job dissatisfaction that makes employees quit.*All the above responses were on Likert scale where; strongly agree (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1)* Figure 4.8: Thriving on shielded statements to avoid intimidation

To dig deeper about closed communication the study asked a question on how decisions affecting their jobs are made and the results were recorded as shown in figure 4.9 below.



**All the above responses were on Likert scale where; strongly agree (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1)*

Figure 4.9: Participation on decisions that affect one's job.

Findings show that 96% of respondents indicated that they are not allowed to participate in decision making that affect their jobs while 4 % disagreed. This is shows that, decisions are made from elsewhere and imposed to employees. Employees feel that major decisions are only made by top level management and pushed down the line hence this leads to poor relations across the organizations, leading to labour turn over or lack of commitment and loyalty (Petit & Vaught 2002). Noah (2008) illustrates that, employees participation is a crucial form of designation which the lower rank employees gain greater freedom and control of choice with

respect to connecting the communication gap between the top level management and the workers.it is also a way of lobbying for the view of these employees in decision making process. When it lacks, then job satisfaction is greatly affected.

McFarland and associates (1980) conducted elaborate research studies at the University of Michigan whose results stressed and recommended participative group management system as globally acceptable and characterized by high degree of confidence, trust and participation.

The seven attributes of communication climate that were evaluated through the employees were taken through the Pearson correlation matrix to determine their significance. Correlation Matrix for checking if there is a significant relationship between communication climate and job satisfaction was done. Job satisfaction was measured by use of Job Descriptive Index (JDI by Smith, Kendall, and Hulin, 1969).The JDI evaluates five dimensions of job satisfaction namely :Satisfaction a) With Pay b)Work c)Supervision d)Promotion e)Co-workers. To do this, the first hypothesis of the study (*Ho1: There is no significant relationship between organizational communication climate and employee job satisfaction in telecommunication industry in Kenya)* was split into seven (*Ho1a, Ho1b, Ho1c, Ho1d, Ho1e, Ho1f, and Ho1g*) using the seven highly rated attributes and tested at 0.05 level of significance (95% confidence interval).The following results were recorded.

Ho1a: There is no significant relationship between a supervisor being open for feedback and ideas from employees and employee job satisfaction

Table 4.8: Pearson Correlation of coefficient between supervisor being open for feedback & ideas from employees and job satisfaction

		Job satisfaction Job satisfaction(work, pay, supervision, promotion,co-workers,)	My supervisor is available for feedback and ideas on how organization is performing
Job satisfaction Job satisfaction(work, pay,supervision,promotion,co-workers,)	Pearson Correlation	1	.262**
	Sig. (2-tailed)		.000
	N	330	328
My supervisor is available for feedback and ideas on how organization is performing	Pearson Correlation	.262**	1
	Sig. (2-tailed)	.000	
	N	328	330

**. Correlation is significant at the 0.01 level (2-tailed).

Since the *r value is: .262 and the p-Value is < 0.001*.The result is significant at $p < 0.05$. The r value shows that there is a positive correlation, between the two variables. Therefore, the null hypothesis was rejected and it was concluded that there is a relationship between the supervisor being open for feedback and ideas and job satisfaction, although the relationship was weak.

Ho1b: There is no significant relationship between an employee being free to communicate to management in case of a problem affecting their work and Job satisfaction

Table 4.9: Pearson Correlation of coefficient between employees being free to communicate to management in case of a problem affecting their work and Job satisfaction

		Job satisfaction Job satisfaction(work, pay, supervision, promotion,co-workers,)	I am free to communicate to management in case of a problem affecting my work
Job satisfaction Job satisfaction (work, pay, supervision, promotion, co- workers,).	Pearson Correlation	1	.157**
	Sig. (2-tailed)		.004
	N	330	327
I am free to communicate to management in case of a problem affecting my work	Pearson Correlation	.157**	1
	Sig. (2-tailed)	.004	
	N	327	328

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.16 illustrates that there is a positive correlation between an employee being free to communicate to management in case of a problem affecting their work and job satisfaction. The *r-value is: .157 and the p-Value is < 0.004.*The result is significant at $p < 0.05$. Therefore, it was concluded that freedom to speak to management was quite important.

Ho1c: There is no significant relationship between information being relayed on time in case of any major changes in the organization and job satisfaction

Table 4.10: Pearson Correlation of coefficient between information being relayed on time in case of any major changes in the organization and job satisfaction

		Job satisfaction satisfaction(work, supervision, promotion,co- workers,)	**Job** pay,	Relay of information on time in case of major changes
Job satisfaction Job satisfaction (work, pay, supervision, promotion, co-workers,).	Pearson Correlation	1		.528*
	Sig. (2-tailed)			.000
	N	330		319
Relay of information on time in case of major changes	Pearson Correlation	528*		1
	Sig. (2-tailed)	.000		
	N	319		328

**Correlation is significant at 0.05 level (2 Tailed)*

Table 4.17 indicates that there is a high correlation between information being relayed on time in case of any major changes in the organization and job satisfaction. The *r value is:*

0.528 and the p-Value is < 0.001.The result is significant at p < 0.05.Since the p<0.001 is way below the 0.05 the null hypothesis was rejected. Therefore, when there is a major change in the organization and information is relayed on time, this boosts job satisfaction.

Ho1d: There is no significant relationship between intimidation when an employee speaks directly to the heads of the organization and job satisfaction

Table 4.11: Pearson Correlation of coefficient between intimidation when an employee speaks directly to the heads of the organization and job satisfaction

		Job satisfaction satisfaction(work, pay,supervision,promotion,co-workers,)	Job intimidation when an employee speaks directly to the heads of the organization
Job satisfaction Job satisfaction (work, pay, supervision, promotion, co-workers,).	Pearson Correlation	1	.591*
	Sig. (2-tailed)		.000
	N	330	328
intimidation when an employee speaks directly to the heads of the organization	Pearson Correlation	591*	1
	Sig. (2-tailed)	.000	
	N	328	328

**Correlation is significant at 0.05 level (2 Tailed)*

Since *Pearson correlation =.591, p –value = 0.001* which is < 0.05, the null hypothesis was rejected. This shows that there is a positive relationship between intimidation and job satisfaction. Therefore, it was concluded that, when employees are intimidated because of speaking directly to the heads of the organization, this affects their job satisfaction directly.

Ho1e: There is no significant relationship between employees keeping their opinions to themselves for fear of victimization and job satisfaction

Table 4.12 Pearson Correlation of coefficient between employees keeping their opinions to themselves for fear of victimization and job satisfaction

		Job satisfaction Job satisfaction(work, pay,supervision,promotion,co- workers,)	employees keeping their opinions to themselves for fear of victimization
Job satisfaction Job satisfaction (work, pay, supervision, promotion, co- workers,).	Pearson Correlation	1	.871*
	Sig. (2-tailed)		.005
	N	330	329
employees keeping their opinions to themselves for fear of victimization	Pearson Correlation	.871*	1
	Sig. (2-tailed)	.005	
	N	329	328

**Correlation is significant at 0.05 level (2 Tailed)*

Pearson Correlation of coefficient was at 0.*871 and p-value =0.1*, the null hypothesis was rejected. There is a very high correlation between employees keeping their opinions to themselves for fear of victimization and job satisfaction. Therefore, employees who keep their opinions to themselves are greatly dissatisfied with their jobs

Ho1f: There is no significant relationship between employees thriving on shielded statements to avoid intimidation and job satisfaction

Table 4.13 Pearson Correlation of coefficient between employees thriving on shielded statements to avoid intimidation and job satisfaction

		JS	employees thriving on shielded statements to avoid intimidation
JS	Pearson Correlation	1	.713*
	Sig.(2 tailed)		.001
	N	319	319
employees thriving on shielded statements to avoid intimidation:			
Pearson correlation	Sig.(2 tailed)	.713*	1
N		.001	
		319	319

*Correlation is significant at 0.05 level (2 Tailed)

Table 4.20 illustrates that there is a positive and significant relationship between employees thriving on shielded statements to avoid intimidation and job satisfaction at a significant value (0.713) at level 0.05. Therefore, the null hypothesis was rejected.

Ho1g: There is no significant relationship between allowing employees to participate in decision making that affect their jobs and job satisfaction.

Table 4.14 Pearson Correlation of coefficient between allowing employees to participate in decision making that affect their jobs and job satisfaction

		JS	allowing employees to participate in decision making that affect their jobs
JS	Pearson Correlation	1	.658*
	Sig.(2 tailed)		.046
	N	333	333
allowing employees to participate in decision making that affect their jobs:			
Pearson correlation Sig.(2 tailed)		.658*	1
N		.002	
		333	333

*Correlation is significant at 0.05 level (2 Tailed)

Table 4.21 demonstrates that there is a high and positive relationship between allowing employees to participate in decision making that affect their jobs and job satisfaction at a significant value (0.658) at level 0.05. Therefore, the null hypothesis was rejected. This is a clear indication that when employees are allowed to participate in decisions that affect their jobs, they become satisfied.

Table 4.15 Summary of Pearson Correlation of coefficient for Ho1

supervisor is open for feedback and ideas	free to communicate to management in case of a problem affecting work	In case of any major changes in the organization ,information is relayed on time	no intimidation when employees speak directly to the heads of the organization	keeping opinions to oneself for fear of victimization	thriving on shielded statements to avoid intimidation	allowing employees to participate in decision making that affect their job
0.4726	0.6576	0.5286	0.5916	0.8716	0.7136	0.6586
0.01	0.002	0.001	0.001	0.005	0.002	0.002

As observed, all the seven attributes had significant positive relationship with job satisfaction in telecommunication industry in Kenya. The results were further supported by the findings from qualitative interviews conducted to the senior officers in the organization. Below is an excerpt from one of the interviews.

Q: Does the top management communicate to employees directly when there is a major change in the organization?

Participant 3: *Rarely, when there is a major change in the organization, management prefers to use other sources of communication like emails to communicate. I have never witnessed any direct communication in my 8 years of service here.*

Q: Does top management allow feedback from low cadre employees without going through their supervisors?

Participant 9: *No it doesn't. If it allows such kind of communication, there will be lots of confusion and insubordination. Therefore, management prefers that all*

employees communicate through their immediate supervisors. This way, there shall be order at all levels.

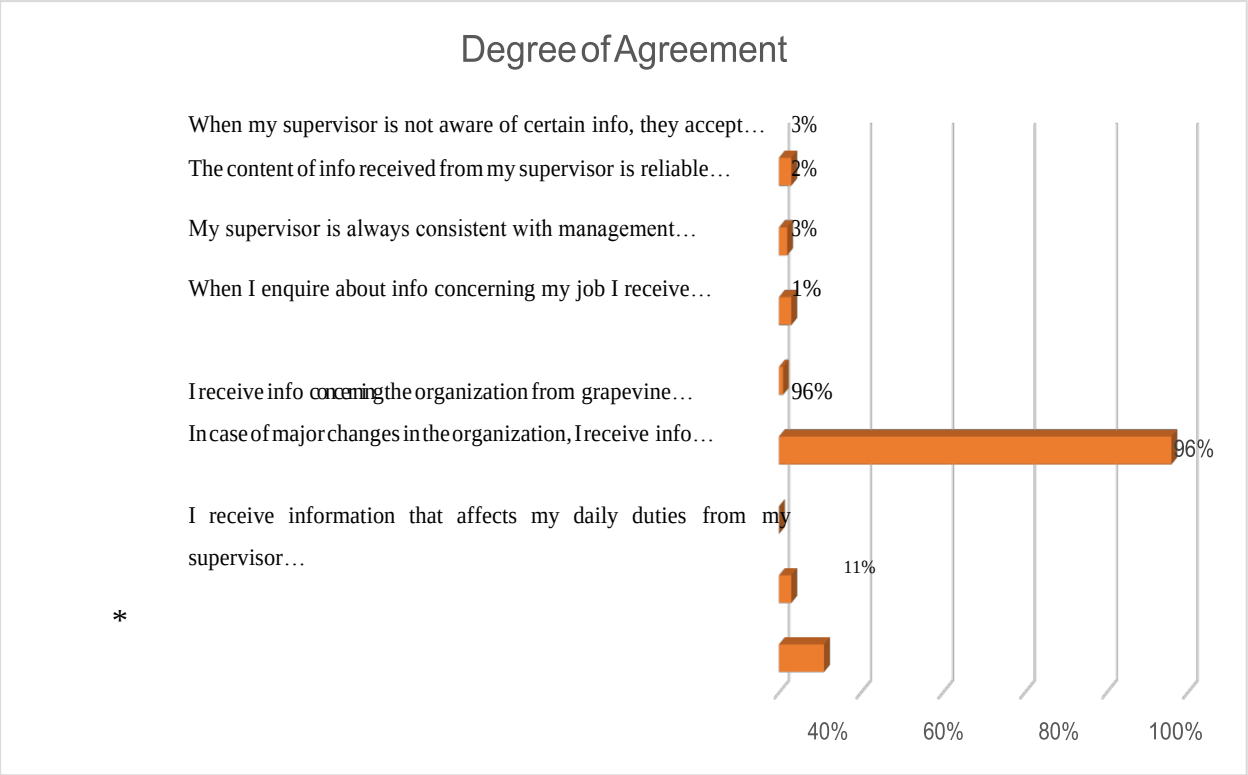
Q: 4.Does top management hold regular meetings with employees?

Participant 11: *Top management hold meetings with heads of department whom they communicate to, for onward transmission to the rest of the employees. That way, information reaches to the wider organization in an orderly manner.*

Certainly, these top management officers were quite open and candid with their answers. They portrayed exactly how top management reasons about communication in the organization. It brought out what most organizational communication scholars call closed communication climate, which contributes to a major cause of job dissatisfaction. Trombetta (2008) indicates that, the concept of open communication involves allowing "open door policy" in an organization whereby, employees are free and feel at ease in expressing honest feedback to their colleagues and management. The process needs to work from either side in that, both management and employees are considerate in the communication and applaud feedback that helps in achieving greater success. DeSimone et al. (2002) indicate that, if employees spoke openly, management could receive feedback that can be valuable in improving the organization. The scholars suggested that, in this kind of organization everybody would be engaged in detecting and solving problems to continuously improve performance.

Nature of information being shared with employees

The third objective of the study was to *investigate the role of nature of organizational communication on employee job satisfaction in telecommunication industry in Kenya*, in an attempt to establish if there is a perceived influence from what the organization communicates. To achieve this, questions were asked on the accuracy and trustworthiness of information being shared from management. Creating clear guidelines of what needs to be communicated, and by whom in an organization is the most important value that will foster trust and perceived influence in organizational communication (Goldhaber 2008).The results were recorded and tallied as below;



*

*All the above responses were on Likert scale where; strongly agree (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1).Responses were picked according to the degree of agreement (**Choice 4**)*

Figure 4.10: Nature of information being shared with employees.

Results indicated that only 3% of employees from the three telecommunication organizations in Kenya agreed to the fact that, when their supervisor is not aware of certain information they accept it. A further 2% and 3% agreed that the content of information being passed by the supervisor was reliable and consistent with management consecutively.1 % of the employees agreed that when they enquired about some certain information regarding their employment they receive it fast. On the contrary, 96% of employees indicated that they receive information regarding their organization from grapevine. None (0%) of the employees agreed that they are usually informed about major changes before it goes to the media.Atleast 11% of the employees agreed that they receive information concerning their daily duties from their supervisor.

These results were further supported by the findings from qualitative interviews

conducted with the senior officers in the organization. Below is an excerpt from three of the interviews.

Q: Does the top management communicate to employees directly when there is a major change in the organization?

Participant 1: *It does yes, but not always. When there is a major change in the organization, uncertainty is usually quite high hence, I believe, management prefers not to scare the employees further by communicating directly. However, grapevine will always have its place in any organization and media will be there to confirm such rumours.*

Q: .Does top management hold regular meetings with employees?
Participant 6: *What I have noticed for the last 10 years that I have worked here is that, management holds meetings with the heads of department who will in turn hold meetings with their respective teams. Therefore, most often than not, cases of broken telephone has been witnessed whereby, the content of information being passed is not quite consistent. This is something that management has been looking into and wants to change.*

Q: Does top management clarify information to employees in case of doubt?
Participant 3: *I have never seen this happen before. What I noticed is that in case an employee wants to clarify any information, they are usually sent to the Human Resource Office to enquire from there. I do not know whether they get clarification, but that is what usually happens.*

From the above results, it is clear that the level of accuracy and trustworthiness of information from management does not influence employees' belief. Finch and Hansen (2010) advise that, Leaders must strive to be good communicators in that, they should endeavor to convey their ideas convincingly. This will ensure that employees are easily convinced with the kind of information they put across at any given time. Hansen and Alexander (2010) recommend that, ideally, the more challenging or the more crucial the message is, the more probable that a face-to-face communication is necessary.

Top management's behaviour must be reliable at all times and be consistent with

what they are communicating, both officially and unofficially. A face to face communication as recommended should always be accompanied by an electronic or printed version for accuracy and uniformity of message. It is also directed that, for the purposes of influence and trust of the information being shared, Employees usually prefer to receive from their direct supervisor, nevertheless “big picture” news may be more suitable coming from senior management or the chief executive officer himself. Information such as take-overs, mergers and acquisitions, layoffs or retrenchments need to be relayed directly from the governing body of the organization (Harris 2002).

To ascertain if the ratings by the employees had any significant relationship with job satisfaction, the three worst rated attributes at (0%, 1% & 2%) and the most highly rated attribute at 96% were taken through a correlation matrix to determine their significance. To do this, the second hypothesis of the study (*Ho2: There is no significant effect of organizational nature of communication on employee job satisfaction in telecommunication industry in Kenya*) was split into eight

(*Ho2a,Ho2b,Ho2c,Ho2d,Ho2e,Ho2f,Ho2g,Ho2h*), then the three attributes with the lowest percentage of agreement (*Ho2b, Ho2d,Ho2f*) were tested and one with the highest percentage of agreement (*Ho2e*) was also tested , at the significance level of 0.05 and the following results were obtained

Ho2b: There is no significant relationship between the reliability of information received from the supervisor concerning the organization and employee job satisfaction

Table 4.16 Correlation of coefficient between reliability of information received from supervisor concerning the organization and employee job satisfaction

	JS	**Reliability of information from supervisor**
JS Pearson Correlation Sig.(21 tailed)		.511* .002
N	313	313
Reliability of information from supervisor:		
Pearson correlation Sig.(2 tailed)	.511*	1
N	.002	
	313	313

Correlation is significant at 0.05 level (2 Tailed)

Since *correlation =.511, p –value = 0.001* which is < 0.05, the null hypothesis was rejected. This shows that there is a positive relationship between reliability of information received from supervisor regarding the organization and employee job satisfaction.

Therefore, it was established that, when employees receive reliable and accurate information from their supervisor, this increases their satisfaction at work.

Ho2d: There is no significant relationship between receiving of information about one's employment fast and employee job satisfaction

Table 4.17: Correlation of coefficient between receiving of information about one's employment fast and employee job satisfaction

		JS	Receiving of information about one's employment fast
JS	Pearson Correlation	1	.123*
	Sig.(2 tailed)		.001
	N	311	311
receiving of information about one's employment fast:			
Pearson correlation Sig.(2 tailed)		.123*	1
N		.001	
		311	311

Correlation is significant at 0.05 level (2 Tailed)

Since *correlation = .123, p –value = 0.001* which is way far below < 0.05, the null hypothesis was rejected. This shows that there is a positive although weak relationship between receiving of information about one's employment fast and employee job. Therefore informing employees about issues to do with their employment spells trust which translates to job satisfaction.

Ho2e: There is no significant relationship between receiving information concerning the organization from grapevine and employee job satisfaction

Table 4.18: Correlation of coefficient between receiving of information concerning the organization from grapevine and employee job satisfaction

		JS	receiving of informatio concerning the organizatio from grapevine
JS	Pearson Correlation	1	.792*
	Sig.(2 tailed)		.001
	N	331	331
receiving of information concerning the organization from grapevine:			
Pearson correlation Sig.(2 tailed)		.792*	1
N		.001	
		331	331

Correlation is significant at 0.05 level (2 Tailed)

Table 4.25 illustrates that there is a strong positive and significant relationship between employees receiving information concerning the organization from grapevine and job satisfaction at a significant value (0.792) at level 0.05. Therefore, the null hypothesis was rejected

Ho2e: There is no significant relationship between receiving information concerning the organizational changes from media and employee job satisfaction

Table 4.19: Correlation of coefficient between receiving of information concerning the organization from media and employee job satisfaction

		JS	receiving concerning changes	Information organizational from the media
JS Correlation	Pearson	1	.659*	
	Sig.(2 tailed)		.002	
	N	313	313	
receiving information concerning the organizational changes from media: Pearson correlation	Sig.(2 tailed)	.659*	1	
		.002		
N		313	313	

Correlation is significant at 0.05 level (2 Tailed)

Since *correlation = .659, p –value = 0.001* which is below < 0.05, the null hypothesis was rejected. This illustrates that there is a positive and strong relationship between receiving information concerning the organizational changes from media and employee job satisfaction. This is a clear indication that employees would be much more satisfied with their jobs if the CEO informed them about the organizational changes before the information goes to media.

Table 4.20 Summary of Correlation of Coefficient for Ho2

	Reliability information from supervisor	receiving information about one's employment offast	of receiving information concerning the organization from grapevine	of receiving information concerning the organizational changes from media
Pearson Correlation of coefficient				
	0.511	0.123	0.792	0.659
Df	3	3	3	3
Sig.(2 Tailed)	0.002	0.001	0.001	0.002

The study concluded that the nature of information being shared with employees should be consistent, accurate and trustworthy. The basic rule on timing is that employees must know about anything that touches on them before anyone else knows. This makes employees to feel more respected and valued if they become cognizant of information before it is relayed to the public. Barnard (2008) indicates that, this way, management is able to react with feedback that is trustworthy and accurate so as to clear the air within the organization before information reaches the public. Pincus (2003) advises that, accuracy of information in an organization proved to be a predictor of quality and productivity in the organization hence job satisfaction.

Communication Load on employees

The fourth objective of the study was *to evaluate the role of organizational communication load on employee job satisfaction in telecommunication industry in Kenya*. Most organizations assume that, if information flow is high, that's good

enough, so long as they are communicating continuously. Studies conducted by O'Reilly (2006) indicate that, unrestricted flow of information within the organization is perfect. However, when the information received by employees exceeds the optimum amounts, the recipients may not give the attention required to this information. Therefore, to achieve this, questions were asked on the quantity of emails received by employees and if they are able to read and understand all of them. Questions were also asked on whether management takes time to explain the emails and if employees were bothered by who sent the email. The results were recorded and tallied as below.

Question: Ability to read and understand all the information received from the supervisor

A majority (83.3%) of respondents disagreed with the statement that they are able to read and understand all the information received from their supervisors. A number of them (6.3%) agreed, while (5.4%) were not sure and (4.5%) of the respondents decided not to respond to this statement.

Table 4.21: Ability to read and understand all the information received from the supervisor

Responses	Frequency(n)	Percentage (%)
Strongly Agree	0	0
Agree	21	6.3
Not Sure	18	5.4
Disagree	279	83.8
Stronglydisagree	0	0
No response	15	4.5
Total	**333**	**100**

Pettit and Vaught (2000) point out that, one of the greatest issues of information repetition to curtail breakdown in the communication method is possible overload. Therefore, from the above results, it is evident that management has been pushing huge loads of information to employees without finding out if employees read and

understand them. It is recommended that management needs to be quite careful in order to capture the attention of the employees without possibility of ruining the worthwhile course of communication (O'Reilly 2006). The researcher asked further if employees are supposed to respond to all emails received from their supervisor. The results were as shown on figure 4.10

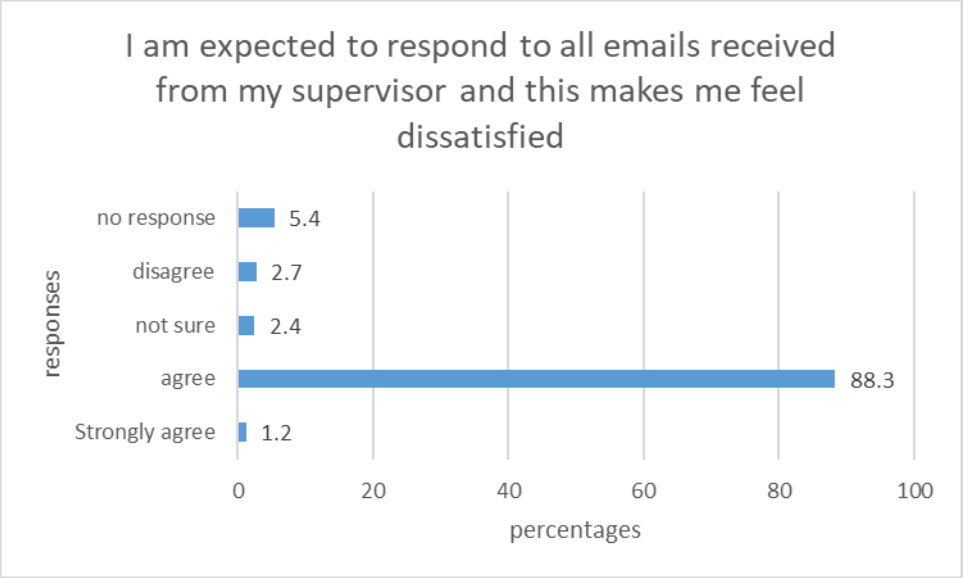


Figure 4.10 Responding to all emails from supervisor.

Respondents 88.3% agreed that they are expected to respond to all emails received from their supervisors and this dissatisfies them, while 5.4% gave no response. Only 2.7 % disagreed with this statement. The responses confirm that employees were required to respond to all emails received from their supervisor. Goris & Vaught (2007) explain that when an employee receives too much information in a short time which causes them to slow down on their productivity in order to respond to such information, this could result to low

performance hence further repercussions. Information that is difficult to process and requires more time to unravel the meaning could also lead to overload. Due to this loads, taking into consideration an employee's motivation to finish a task, they may take such as excess work, which can be negative to job satisfaction rates. Therefore, management needs to weigh on which emails need to be responded to and which ones can go without response and communicate the same promptly.

Employees from the three organizations were also asked if Management takes time to explain every information sent to them, the responses were as below on **figure 4.11**

Figure 4.11 Management explanation about major changes in the organization

Results indicated that 92.1 % of respondents disagreed with the statement that

management takes time to explain every information sent to them. 2.8% of employees gave no response, 2.7% agreed that management takes time to explain every information sent.

Goris and Vaught (2007) further indicate that, Information that is difficult to process and requires more time to unravel the meaning could also lead to overload hence job dissatisfaction. Therefore, management needs to take some time and explain such information for it to make sense. Rao and Prasad (2007) recommend that, for an organization to be successful in managing communication loads, management should use filtering techniques in order to check what information is important and needs to be disseminated without any delay.

The researcher went further to enquire if employees receive important information directly from management. The results were as indicated on Table 4.29

Table 4.22: Receiving information directly from supervisor

I receive important information directly from management and this makes me feel satisfied

Responses	Frequency (n)	Percentage (%)
Strongly agree	0	0
Agree	8	2.4
Not sure	2	0.6
Disagree	313	94
Strongly disagree	4	1.2
No response	6	1.8
Total	**333**	**100**

A majority (94%) of respondents disagreed with the statement that they receive important information directly from management. A smaller percentage (2.4%) of employees agreed while 1.8% of employees gave no response. This is a clear indication that important information is not sent to employees directly. Such would lead to grapevine as management would expect that supervisors would disseminate information on time yet the same supervisors would not be efficient. Due to the gap created, grapevine would kick in. Grapevine which fills that gap usually leads to hostility between management and employees. This then impedes the goodwill of the organization as it carries false and negative information concerning the top rank management of the organization (Giri & Kumar 2007, Callan & Monaghan 2001, Kumar BP 2008).The result is disgruntled, aggravated, and discontent employees who experience low level of job satisfaction.

From these findings, it is evident that communication underload or over-load may result to an employee not receiving sufficient input to conduct their jobs. These may then lead to job dissatisfaction.

The three attributes of communication load that were evaluated through the employees were taken through the correlation matrix to determine their significance. Correlation Matrix for checking if there is a significant relationship between

communication load and job satisfaction was done. To do this, the third hypothesis of the study (*Ho3: There is no significant relationship between organization communication load and employee job satisfaction in telecommunication industry in Kenya)* was split into three (*Ho3a, Ho3b and Ho3c*) using the three highly rated attributes and tested at 0.05 level of significance (95% confidence interval).The following results were recorded.

Ho3a: There is no significant relationship between being able to read and understand all the information received from the supervisor and employee job satisfaction in telecommunication industry in Kenya

Table 4.23 Pearson Correlation of coefficient between being able to read and understand all the information received from the supervisor and employee job satisfaction.

		JS	being able to read and understand the information received from the supervisor
JS	Pearson Correlation Sig.(2 tailed)	1	.221*
N			.001
		333	333
being able to read and understand all the information received from the supervisor:			
Pearson correlation Sig.(2 tailed)		.221*	1
N		.001	
		333	333

Correlation is significant at 0.05 level (2 Tailed)

Since the r value is 0.221 and the p-value is < 0.001.The result is significant at p < 0.05. The r value shows that there is a positive correlation between the two variables. Therefore, understanding all information received from the supervisor affects job satisfaction.

Ho3b: There is no significant relationship between being able to respond to all emails received from my supervisor and employee job satisfaction in telecommunication industry in Kenya

Table 4.23 Pearson Correlation of coefficient between being able to respond to all emails received from my supervisor and employee job satisfaction and employee job satisfaction.

	JS	Being able to respond to all emails received from my supervisor
JS Pearson Correlation	1	.121*
Sig.(21 tailed)		.001
N	333	333
Being able to respond to all emails received from my supervisor: Pearson correlation	.121*	1
Sig.(2 tailed)	.001	
N	333	333

Correlation is significant at 0.05 level (2 Tailed)

Since the r value is 0.121 and the p-value is < 0.001.The result is significant at p < 0.05. The r value shows that there is a positive correlation between the two variables. However, the relationship is too weak. Therefore, the null hypothesis was rejected and it was concluded that there is a relationship between being able to respond to all emails received from my supervisor and employee job satisfaction.

Ho3c: There is no significant relationship between receiving important information directly from management and employee job satisfaction in telecommunication industry in Kenya

Table 4.24 Pearson Correlation of coefficient between receiving important information directly from management and employee job satisfaction.

	JS	receiving important information directly from management
JS Pearson Correlation Sig.(21 tailed)		.360* .001
N	333	333
receiving important information directly from management: Pearson correlation Sig.(2 tailed)	.360* .001	1
N	333	333

Correlation is significant at 0.05 level (2 Tailed)

Table 4.32 illustrates that there is a positive and significant relationship between employees receiving important information directly from management and job satisfaction at a significant value (0.360) at level 0.05. Therefore, the null hypothesis was rejected.

Table 4.25 Summary of Correlation of Coefficient for Ho3

	being able to read and understand all information received from the supervisor	Being able to respond to all the emails received from my supervisor	Management takes time to explain every information sent to employees	Being able to respond to all emails received from my supervisor
Pearson Correlation of coefficient	0.221	0.121	0.623	0. 360
Df	3	3	3	3
Sig.(2 Tailed)	0.001	0.001	0.001	0.001

The study concluded that communication load has a relatively positive relationship with job satisfaction. Therefore, management needs to have a strategy of how to send messages when it comes to communication load .Information repetition should be avoided. Consequently, management needs to be quite careful in order to capture the attention of the employees without possibility of ruining the worthwhile course of communication (Wheeless$ Wheeless 2003). Experts advise that, for an organization to be successful in managing communication loads, management should use filtering techniques in order to check what information is important and needs to be disseminated without any delay. Delegation and decentralization in decision-making methods should be key to ensure that not all messages go to a particular executive. Careful selection of vital information sources and eradicating of the unreliable and inaccurate ones should be a daily function (Rao & Prasad 2007).

4.5 Moderating effects of demographic factors on the role of organizational communication on employee job satisfaction

The fifth objective of the study was *to evaluate the moderating effects of demographic factors on the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya*. Under this objective, the study sought to establish how demographic factors moderated the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya. To do this, the survey respondents were asked whether certain demographic factors influenced how they were satisfied with their jobs. The results were as indicated below in Table 4.34 Demographic factors affecting employee job satisfaction

Table 4.26 Moderating effects of demographic factors on the role of organizational communication on employee job satisfaction

Demographic factors	Frequency (n)	Percentage (%)
Job position/rank at in the organization	218	65%
The treatment I receive as a lady	79	23.7%
The respect I receive as a man	78	23.4%
The number of years I have worked in the organization	173	51.9%
The promotion I have received recently	22	6.6%
Others (age, type of assignment, working conditions)	296	88.8%
No answer	11	3.3%

**The above were in multiple responses*

The study observed that demographic factors have a significant effect on the relationship between organizational communication and employee job satisfaction. As earlier indicated (Table 4.3), majority of respondents (68.8%) are between 30years and 50 years.

This is a prime age where most people struggle with family responsibility and to make meaning out of life through a meaningful employment. This closely agrees with 88.8% of respondents who pointed out that age, the type of assignment and

working conditions determines their job satisfaction at the organization. Job position/rank in the organization was highly pointed out as well (65%) as one of the factors influencing job satisfaction. Table 4.7 indicates that a majority 50.1% of respondents are on the clerical position, while Table 4.8 indicates that a majority (69.8%) had worked in their respective organization for an average of 5 years. This implied that, most employees are still on the entry position which shows lack of career growth, that translates to monotony and dullness hence poor job satisfaction.23.4 % of male respondents which translates to 97.5 % of total male who took the survey according to Table 4.4 indicated that the treatment they receive as men contributed to job satisfaction.

This inferred that male employees emphasized on extrinsic aspects of their jobs such as promotions and pay more than female. 3.3 % of the respondents gave no feedback.

During the interviews with the top management, similar factors were found to affect the role of organizational communication on employee job satisfaction and one chief officer who was successfully interviewed indicated the below sentiments as factors which could help to improve job satisfaction: "All employees who get employed usually feel excited as fresh entrants' hence positive attitudes regarding their job. Therefore, this motivation should be kept alive by encouraging career growth so as to avoid stagnation and encourage job satisfaction. Additionally, all employees should be given proper working conditions and be treated with due respect. By due respect I mean, good pay and good allowances. Loyalty to the company should be appreciated. By this I mean, those employees who have worked for more than five years consecutively should be recognized for their consistent service".

His sentiments pointed out that age, position/rank and promotion mattered a lot when it comes to job satisfaction.

However, to further ascertain these findings, background information collected from the study was used to perform a correlation coefficient to determine whether specific demographic factors (age, gender and designation) moderated the role played by organizational communication on employee job satisfaction in telecommunication industry in Kenya. To do this, the fourth hypothesis of the study(*Ho4:There is no significant relationship between demographic factors and the role of organizational communication on employee job satisfaction in telecommunication industry in*

Kenya) was split six times(*Ho4a,Ho4b,Ho4c, Ho4d, Ho4e, Ho4f*) since two factors from each of the three socio-demographic factors was correlated with job satisfaction. The six were correlated at the significance level of 0.05 and the following results were obtained:

Moderating effects of gender

Ho4a: There is no significant relationship between treatment received by an employee as a lady and the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya

Table 4.27 Pearson Correlation of coefficient between treatment received by an employee as a lady and role of organizational communication on employee job satisfaction

		JS	Treatment received by an employee as a lady
JS	Pearson Correlation	1	.278*
	Sig.(2 tailed)		.001
	N	79	79
Treatment received by an employee as a lady:			
Pearson correlation Sig.(2 tailed)		.278*	1
N		.001	
		79	79

Correlation is significant at 0.05 level (2 Tailed)

Ho4b: There is no significant relationship between treatment received by an employee as a man and the role of organizational communication on job satisfaction in telecommunication industry in Kenya

Table 4.27: Pearson Correlation of coefficient between treatments received by an employee as a man and the role of organizational communication on employee job satisfaction

		JS	Treatment received by an employee as a lady
JS	Pearson Correlation	1	.671*
	Sig.(2 tailed)		.001
	N	79	79
Treatment received by an employee as a lady:			
Pearson correlation Sig.(2 tailed)		.671*	1
N		.001	
		78	78

Correlation is significant at 0.05 level (2 Tailed)

From Tables 4.35 and Table 4.36, since correlation of coefficient for female *=.278, p- value <0.001* and correlation of coefficient for male *=.671, p-value <0.001* are both below 0.05, the null hypothesis that "*There is no significant relationship between treatment received by an employee as a lady and the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya* and *There is no significant relationship between treatment received by an employee as a man and the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya* were rejected. Therefore, there was similar relationship of gender on job satisfaction. Which means that gender did not have moderating effects on the role of organizational communication on employee job satisfaction.

Moderating effects of age

Ho4c There is no significant relationship between age of an employee and the role of organizational communication on job satisfaction in telecommunication industry in Kenya

Table 4.29: Pearson Correlation of coefficient between age of an employee and job satisfaction

		JS	age of an employee
JS	Pearson Correlation	1	.376*
	Sig.(2 tailed)		.001
	N	296	296
age of an employee:			
Pearson correlation Sig.(2 tailed)		.376*	1
N		.001	
		296	296

Correlation is significant at 0.05 level (2 Tailed)

Ho4d: There is no significant relationship between number of years worked in the organization and the role of organizational communication on job satisfaction in telecommunication industry in Kenya

Table 4.30: Pearson Correlation of coefficient between numbers of years worked in the organization and the role of organizational communication on job satisfaction

		JS	number of years worked in the organization
JS	Pearson Correlation	1	.413*
	Sig.(2 tailed)		.001
	N	173	173
number of years worked in the organization:			
Pearson correlation Sig.(2 tailed)		.413*	1
N		.001	
		173	173

Correlation is significant at 0.05 level (2 Tailed)

Table 4.37 and 4.38 indicate a positive correlation between age and the role of organizational communication on job satisfaction. Since the correlation of coefficient were $p<0.05$ for the two categories, the null hypothesis was rejected for age. Hence, there was similar relationships from both categories on relationship between age and the role of organizational communication on job satisfaction. Therefore, age did not have any moderating effect on the role of organizational communication on employee job satisfaction *Moderating effects of Rank/position*

Ho4e: There is no significant relationship between employee job position/rank in the organization and the role of organizational communication on job satisfaction in telecommunication industry in Kenya

Table 4.31: Pearson Correlation of coefficient between employee job position/rank in the organization and job satisfaction

		JS	employee job position/rank in the organization
JS	Pearson Correlation	1	.210*
	Sig.(2 tailed)		.001
	N	218	218
employee job position/rank in the organization:			
Pearson correlation Sig.(2 tailed)		.210*	1
N		.001	
		218	218

Correlation is significant at 0.05 level (2 Tailed)

Ho4f: There is no significant relationship between promotions received recently and job satisfaction in telecommunication industry in Kenya

Table 4.32: Pearson Correlation of coefficient between promotions received recently and job satisfaction

		JS	promotions received recently
JS	Pearson Correlation	1	.629*
	Sig.(2 tailed)		.001
	N	22	22
promotions received recently:			
Pearson correlation Sig.(2 tailed)		.629*	1
N		.001	
		22	22

Correlation is significant at 0.05 level (2 Tailed)

From Table 4.39 and Table 4.40 the correlation of coefficient for position/rank in the organization =.290, p <0.001 and that for promotion received recently =.629, p <0.001 are

both below 0.05, hence the null hypothesis that *There is no significant relationship between employee job position/rank in the organization and the role of organizational communication on job satisfaction in telecommunication industry in Kenya* and *There is no significant relationship between promotions received recently and the role of organizational communication on job satisfaction in telecommunication industry in Kenya* were both rejected. Therefore, there was similar relationship of rank/position on job satisfaction. Which means that rank/position did not have moderating effects on the role of organizational communication on employee job satisfaction

The study therefore concluded that a number of demographic factors could influence a person's degree of job satisfaction. These factors could be narrowed down to age, position of employee in the organization which could influence their compensation and benefits level and the perceived objectivity of promotion at place of work. However, if organizational communication is carried out effectively, it helps alleviate dissatisfaction. Abugre (2011) indicates that organizational communication helps to produce a cohesive corporate identity by increasing employees' knowledge about the overall organization's philosophy and its strategies which brings satisfaction and commitment. Bulutlar (2008) advises that, communication has been found to have the strongest impact on job satisfaction if the immediate supervisor is involved and women were observed to have more positive perceptions about quality communication at the work place.

4.6 Test of Assumptions of the Study Variables

The study performed tests on statistical assumptions i.e. test of regression assumption and statistic used. This included test of sampling adequacy, normality, linearity, independence and multicollinearity.

4.7 Sampling Adequacy Tests

Kaiser-Meyer-Olkin Measure (KMO) of sampling adequacy and Bartlett's Test of Sphericity tests were conducted to establish data's sampling adequacy. KMO measure varies between 0 and 1, and values closer to 1 are better with a threshold of 0.5. Williams, Brown and Onsman (2012) stated that KMO of 0.50 is acceptable degree for sampling adequacy. (Ahadzie et al. 2010) recommends accepting values greater than 0.5 as acceptable. The KMO measures of sampling adequacy produced values of 0.564, which had a consistent significance of p <
.000 which depicted and confirmed sampling adequacy.

Table 4.33: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.564
Bartlett's Test of Sphericity	Approx. Chi-Square	89.529
	df	6
	Sig.	.000

4.8 Normality Test

Normality was tested using the Shapiro-Wilk test, which has power to detect departure from normality due to either skewness or kurtosis or both. Its statistic ranges from zero to one and its p values less than 0.05 indicate the data is normal (Razali & Wah, 2011). Shapiro-Wilk test assesses whether data is normally distributed against hypothesis that:

H_0: Sample follows a Normal distribution,

H_a: Sample does not follow a Normal distribution.

When the p-value is less than the alpha value, then one fails to reject the null hypothesis and don't accept the alternative hypothesis. From the table 4.1, one cannot reject the null hypothesis H_0 since Information flow (p = .001), communication climate (p = .000), Nature of information (p = .010) and Information load (p = .003). This shows that p-value is less than 0.05.

Table 4.34 Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Information flow	.216	332	.000	.461	332	.001
communication climate	.123	332	.000	.830	332	.000
Nature of information	.131	332	.001	.941	332	.010
Information load	.163	332	.000	.935	332	.003

4.9 Multicollinearity Test

Multicollinearity was tested by computing the Variance Inflation Factors (VIF) and its reciprocal, the tolerance. It is a situation in which the predictor variables in a multiple regression analysis are themselves highly correlated making it difficult to determine the actual contribution of respective predictors to the variance in the dependent variable. Thus, collinearity diagnostics measure how much repressors' are related to other regressors and how this affects the stability and variance of the regression estimates. The existence of multicollinearity is a vital problem in applying multiple time series regression model. Multicollinearity is a situation when independent variables in the regression model are highly inter-correlated. Multicollinearity inflates the variances of the parameter estimates and hence this may lead to lack of statistical significance of individual predictor variables even though the overall model may be significant.

To detect for multicollinearity, the study examined the correlation matrix by using Variance Inflation Factor (VIF) as shown in Table 4.3 below. The Variance Inflation Factor (VIF) quantifies the severity of multicollinearity in an ordinary least- squares regression analysis. VIF's greater than 10 are a sign of multicollinearity; the higher the value of VIF's, the more severe the problem. Results show that all the variables

had a variance inflation factors (VIF) of less than 10: Information flow (1.245), communication climate (1.314), Nature of information (1.602) and Information load (1.346). This implies that there was no collinearity with the variables thus all the variables were maintained in the regression model.

Table 4.35 Collinearity Statistics

Variables	Tolerance	VIF
Information flow	.857	1.245
communication climate	.997	1.314
Nature of information	.820	1.602
Information load	.748	1.346

4.10 Test of Linearity

ANOVA was used as it compares group means by analysing comparisons of variance estimates; that is, whether or not the means of several groups are all equal. Linearity was tested by use of ANOVA test of linearity which computes both the linear and nonlinear components of a pair of variables whereby nonlinearity is significant if the F significance value for the nonlinear component is below 0.05 (Zhang *et al*., 2011). This helped the study establish whether there is a significant relationship between the dependent and independent variables. ANOVAs are helpful as they possess an advantage over a two-sample t-test which might results in an increased chance of committing a type I error (error of rejecting a null hypothesis when it is actually true). Table 4.38 shows that the ANOVA results of the variables were all significant: Information flow (p=.000), communication climate (p=.000), Nature of information (p=.000) and Information load (p=.000)

Table 4.36: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Information flow	Between Groups	43.678	156	.280	48.864	.000
	Within Groups	1.008	176	.006		
	Total	44.687	332			
communication climate	Between Groups	20.866	156	.134	7.397	.000
	Within Groups	3.183	176	.018		
	Total	24.049	332			
Nature of information	Between Groups	27.474	156	.176	5.014	.000
	Within Groups	6.182	176	.035		
	Total	33.656	332			
Information load	Between Groups	42.288	156	.271	4.315	.000
	Within Groups	11.058	176	.063		
	Total	53.345	332			

4.11 Heteroskedasticity Test

Heteroskedasticity test was used to examine the assumptions of homoscedasticity in the residuals. According to this assumption, residuals in the regression model must have constant variances. If they are not constant, the situation can be defined as heteroskedastic.

Table 4.37 Heteroskedasticity Test

F-statistic	5.34742	Prob. F(4,103)	0.0013
Obs*R-squared	0.78708	Prob. Chi-Square(4)	0.0009
Scaled explained SS	16.32303	Prob. Chi-Square(4)	0.0024
Prob(F-statistic)	0.000000		

To confirm for Heteroscedasticity assumption in the error term of the regression model, this study applied heteroscedasticity test by Breuch-Pagan-Godfrey test. If the P-value of the observed* R-squared is greater than 5 percent, then null hypothesis

which state that residuals was not heteroskedastic would not be rejected. If P-value is less than 5 percent, the null hypothesis would be rejected, it would be concluded that there is significant evidence of heteroscedasticity, so that it is not plausible to assume that the variance of the errors is constant in this case.

4.12 Regression Analysis

A multiple regression analysis was applied to establish the relationship between the roles played by organizational communication and employee job satisfaction. Thus, the job satisfaction was regressed on independent variables (critical factors). The results are presented in table 4.46, 4.47 and 4.48.

Table 4.38 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892[a]	.796	.793	.09219

a. Predictors: (Constant), Information load, communication climate, Information flow, Nature of information

Results in Table 4.46 shows that study variables (as measured by the four sub-variables or attributes) explained 79.3% of the roles of organizational communication which lead to job satisfaction (adj R^2=79.3, F=319.229, P<0.000[b]). This means 20.7% of the roles of organizational communication were not included in this study. The results of this study concur with (Almaney 2004) who found that the flow of information affects employee job satisfaction.

Table 4.39 Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.852	4	2.713	319.229	.000[b]
	Residual	2.787	328	.008		
	Total	13.639	332			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Information load, communication climate, Information

flow, Nature of information

The ANOVA results in table 4.47 show F-value of 319.227, which is significant at 0.000[b]<0.05. This signifies a model fit. It also implies a match between the regression model and the data. This means that the use of regression analysis was justified. Regression coefficients are presented in table 4.8. All the coefficients of the four study variables or attributes were statistically significant at p<0.05.

Table 4.40 Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.230	.071		3.228	.001
	Information flow	.256	.014	.463	17.793	.000
	communication climate	.254	.019	.337	13.437	.000
	Nature of information	.206	.018	.324	11.535	.000
	Information load	.174	.014	.344	12.530	.000
	Demographic factors	.115	.040	.146	12.383	.002

a. Dependent Variable: Job Satisfaction

The established regression equation was

$Y = 0.230 + 0.256X_1 + 0.254X_2 + 0.206X_3 + 0.174X_4 + 0.115X_5$

The regression equation above established that holding all the independent variables constant or at zero, other roles of organizational communication influencing job satisfaction will be 0.230 (p = 0.001< 0.05). The findings also show that taking all other independent variables at zero, a 1% improvement on the information flow between employees and employers will lead to 0.256 (t=17.793, 0.001< 0.05) increase in the job satisfaction. A unit advancement in communication climate was found to lead 0.254 (t=13.437, 0.000< 0.05) increase in the employees job satisfaction. On the other hand, the nature of information being shared with employees, when increased by 1% it leads to a 0.206 (t=11.535, 0.000< 0.05)

increase on the employees job satisfaction while the decrease of information load on employees will lead to 0.174 (t=11.535, 0.000< 0.05) increase on the employees job satisfaction, demographic factor increase on the employees job satisfaction with.115. This infers that the role of organizational flow of Information influences employees' job satisfaction most followed by communication climate, Nature of information and Information load to employees. The study also established a significant relationship between employees job satisfaction and the independent variables; organizational flow Information (p=0.000<0.05), communication climate (p=0.000<0.05), Nature of information (p=0.000<0.05) and Information load to employees (p=0.000<0.05). The regression coefficients were tested for significance at Alfa = 0.05. Significance occurs at p-values less than 0.05. From the above results, all the predictors are good predictors for the employees' job satisfaction.

4.13 Correlation

Correlation is a term that refers to the strength of a relationship between two variables. A strong or high correlation means that two or more variables have a strong relationship with each other while a weak or low, correlation means that the variables are hardly related. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00 means that there is no relationship between variables being tested (Mugenda & Mugenda, 2003). A Pearson Product-Moment Correlation Coefficient was computed to assess the relationship between the role of organizational communication and employee job satisfaction in telecommunication industry in Kenya. Table 4.9 presents the findings: It indicates that there was a strong correlation between the role of organizational flow of information and employees' job satisfaction, where r = .629, p=0.000 and N=333. The results imply that there is a positive correlation between organizational flow of information and employees' job satisfaction. A positive correlation means that an increase in one variable leads to an increase in the other variable. Further, the sig 2-tailed, which is the p-value, is less than 0.05. (p=0.000<0.05). This implies that statistically, there is a significant relationship between the organizational flow of information and employees' job satisfaction.

Table 4.49 further indicates that there was a positive correlation between the role of organizational communication climate and employee job satisfaction where r = 0.364, p = 0.000, n = 333. The results also revealed that the p-value was 0.000, which is less than 0.05. This implies that statistically there is a significant relationship between the two variables. A positive correlation means that an increase in one variable leads to an increase in the other variable. In this case, an increase in the provision of a good communication climate will lead to an increase job satisfaction. The study indicates that there was a positive correlation between the demographic factors and employee job satisfaction where r = 0. 078, p = 0.002, n = 333.

A Pearson Product-Moment Correlation Coefficient was further computed to assess the relationship between the role of nature of organizational communication and the employee job satisfaction. The findings are shown in table 4.17 indicates that there was a strong positive correlation, where r = 0.578, p=0.000 and N=333. Further, the sig 2-tailed, which is the p- value, is less than 0.05. (p=0.000>0.05). This implies that statistically, there is a significant relationship between the two variables. Lastly, a Pearson Product-Moment Correlation Coefficient was further computed to assess the relationship between the roles of organizational communication load on employee job satisfaction in telecommunication industry in Kenya. Table 4.47 indicates that there was a positive correlation between the two variables, where r = 0.523, p = 0.011, n = 333. The results also revealed that the p-value was 0.000, which is less than 0.05. This implies that statistically there is a significant relationship between the two variables.

Table 4.41 Correlations

		Job Satisfaction	Information flow	communication climate	Nature of information	Information load	Demographic factors
Job Satisfaction	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	333					
Information flow	Pearson Correlation	.629**	1				
	Sig. (2-tailed)	.000					
	N	333	333				
communication climate	Pearson Correlation	.364**	.064	1			
	Sig. (2-tailed)	.000	.242				
	N	333	333	333			
Nature of information	Pearson Correlation	.578**	.263**	-.030	1		
	Sig. (2-tailed)	.000	.000	.586			
	N	333	333	333	333		
Information load	Pearson Correlation	.565**	.172**	.021	.413**	1	
	Sig. (2-tailed)	.000	.002	.704	.000		
	N	333	333	333	333	333	
Demographic factors	Pearson Correlation	.078	.105	.074	.025	.296	1
	Sig. (2-tailed)	.002	.030	.060	.884	.072	
	N	333	333	333	333	333	333

**. Correlation is significant at the 0.01 level (2-tailed).

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of major findings of the research, applicable discussions and conclusions. It also outlines relevant recommendations which have been derived from the research findings. The research sought to examine the Role of Organizational Communication on Employee Job Satisfaction in Telecommunication industry in Kenya. Specific objectives of the research included assessing the role of organizational flow of information on employee job satisfaction ,examining the role of organizational communication climate on employee job satisfaction ,investigating the role of nature of organizational communication on employee job satisfaction, evaluating the role of organizational communication load on employee job satisfaction and determination of the moderating effects of demographic factors on employee job satisfaction in telecommunication industry in Kenya. As is the norm, each recommendation traced right back to each conclusion

5.2 Summary of findings

Findings from the four objectives of the study were summarized as follows, based on the output of quantitative and qualitative data analyses so as to test the research questions.

5.2.1 Organizational flow of information on employee job satisfaction in telecommunication industry in Kenya

Research findings indicated that a majority (93%) of the respondents understood what organizational communication was all about. This was a good percentage since the research was based on detailed concepts of communication that required understanding of organizational communication. According to Moorcroft (2003), it does not matter how brilliant the business strategy sounds, the most crucial thing is whether this information reaches and wins employees' support so as to achieve its optimum effectiveness. On factors concerning organizational flow of information, most employees (95%) indicated that they did

not receive information on time to do their daily duties ,(91%) pointed out that that they did not receive information from management on how the organization is doing and (90%) indicated that their supervisor was not available for feedback on how the organization was doing. When respondents were asked if Meetings with supervisor are well structured and organized so that they could discuss more about their job expectations and how to work better, 88% of them disagreed that meetings with the supervisor were organized. Therefore, the researcher wanted to find out how employees communicated with management and most of the respondents (82 %) showed that informal communication within the organization was active and accurate. This was a clear indication that employees sought alternative ways of filling in the gaps left by their supervisors and top management. Callan & Monaghan (2001) indicate that, it is important to avoid communication underload as grapevine which seals that gap usually leads to aggression between management and employees.

The research findings show that there was a gap in the organizational flow of information in telecommunication industry in Kenya. Studies conducted by Abugre (2010), Goldhaber (2008), Goris &Petit (2002) across various organizations in the United States specified that flow of information from top management downwards and the extent to which employees are informed have a direct link to employee job satisfaction .Therefore, vertical flow of information which entails top-down & down-top communication, horizontal and diagonal communication have their own distinct advantages when it comes to employee job satisfaction. Employees need a fundamental story that reliably links strategy into context of the mission and vision of the organization (Sanchez 2004).This helps them to feel as part of the organization. Their feedback to management on how the organization is performing also makes them feel respected and that they are contributing towards the success of the organization (Hannegan 2004, Candace 2004, Giri & Kumar 2007).

5.2.2 Organizational communication climate on employee job satisfaction in telecommunication industry in Kenya

Findings on communication climate in the telecommunication industry in Kenya indicated that, the communication climate was largely closed. 97 % of research respondents showed that their supervisor was not open for feedback from employees.

94.2% of employees indicated that they were not free to communicate to management about issues affecting their work and 95.1 % pointed out that they received intimidation when they spoke directly to the heads of the organization. A majority of the respondents (93.9%) also pointed out that, they kept their opinions to themselves for fear of victimization and preferred to thrive on shielded statements when airing their views at work.

These findings are congruent with various studies carried out by other scholars in the telecommunication industry in Jordan and India. Azrai Abdullah et al (2013) advise that, an organization's communication climate may affect the atmosphere in and around the organization, which could either boost or hamper upward, downward and horizontal communication among the employees. In this research, most employees (96%) specified that, they were not allowed to participate in decision making that affect their jobs. This was dangerous, as studies point out that, employees who experience open communication in their organizations are led to increased performance and job satisfaction (Neves& Eisenberger 2012). Abugre (2011) indicates that, open communication permits employees to be more involved in organizational matters and understand that their engagement is important in achieving the success of the organization. He further notes that, open communication ensures that employees conceive the bigger picture and the portion they contribute in the success of the organization. Therefore, if a decision was made, employees would be in a position to better understand and comprehend how it would affect them specifically .This would in turn reduce job dissatisfaction and uncertainty in cases such as retrenchments. McFarland and associates (1980) conducted elaborate research studies at the University of Michigan whose

results stressed and recommended participative group management system as globally acceptable and characterized by high degree of confidence, trust and participation.

Consequently, open communication should be embraced at all times if an organization is to succeed in maintaining employees' commitment and loyalty.

5.2.3 Nature of organizational communication on employee job satisfaction in telecommunication industry in Kenya

Research findings indicated that, only 3 % of employees in telecommunication industry trusted their supervisor to accept the fact that they were not aware of certain information. Very few (3%) indicated that their supervisor gave them consistent and reliable information, while 96% of employees said that they received information regarding their organization from grapevine. All (100%) of employees pointed out that nobody bothered to inform them about major changes in the organization before it went to the media. Only 11% of the employees consented that they received information concerning their daily duties from their supervisor. One of the **Participant**s also said that, management preferred to be quiet about major changes, as they believed that grapevine would play its role and the media would confirm at some point. This would help in avoiding too much pressure to the management.

The above findings, was a clear pointer that the level of accuracy and trustworthiness of information from management did not influence employees' confidence. Pettit et al., (2002:81) explain that an employee's perception of a supervisor's communication pattern, content and accuracy plus the organization's communication structure will to some degree influence the amount of satisfaction he or she gets from the job. In addition to trustworthiness and accuracy of information from the management, Barnard (2008) specifies that, the official structures of the organization has been incompetent in covering some significant aspects of communication in an organization. Leaders should be bold enough to listen to grapevine in the organization. This kind of communication serves as a means of staff to release their emotions. It would provide a means through which the management would grasp what the climate is like in the organization. That way, management has the ability to react with feedback that is trustworthy and accurate so as to clear the air within the organization (Stevenson and Gilly 2006). Pincus (2003) in his study found out that, accuracy of information in an organization proved to be a predictor of quality and productivity in the organization hence job satisfaction. Haris (2002) explains that, top management's behaviour must be trustworthy at all times and be consistent with what they are communicating, both officially and unofficially. A face-to-face

communication as recommended should always be accompanied by an electronic or printed version for accuracy and uniformity of message.

Information such as take-overs, mergers and acquisitions, layoffs or retrenchments need to be relayed directly from the governing body of the organization (Bulutlar 2008).

5.2.4 Organizational communication load on employee job satisfaction in telecommunication industry in Kenya

Research findings indicated that a majority of employees received information through email hence (83.3%) were not able to read and understand all the information they received from their supervisors.88.3% of the employees pointed out that, even though they did not understand the information received, they were expected to respond to all of them.

92.1 % of employees also said that management did not take time to explain every information sent to them. However, they were eager to point out that, even though the information was a lot, they would appreciate to receive the most important ones directly from the Chief executive Officer. Most important information included retrenchments, changeovers, mergers and acquisitions, change of management among others. This was a response from one of the interviews carried out.

Gold Haber (2008) indicates that, successful organizations and enterprises give prominence to a few key messages. Management in such organizations are always accurate and consistent in their messages and certify that everyone involved comprehends the goals and how to attain them. Most organizations assume that, if information flow is high, that is good enough, so long as they are communicating continuously. Studies conducted by O'Reilly (2006) indicate that, unrestricted flow of information within the organization is perfect. Nevertheless, when this information exceeds the optimum amounts, the recipients may not give it the attention required. This would result to most important information being over-looked at times.

Therefore, management needs to be quite careful in order to capture the attention of the employees without possibility of ruining the worthwhile course of communication (Pettit and Vaught 2000).At the same time, management should

always filter information that requires further explanation in order to avoid what the respondents pointed out as “not being able” to understand all the information.

Goris & Vaught (2007) clarify that employees in an organization can experience communication over-load or communication under-load. Both scenarios could have undesirable effects on their job satisfaction. When an employee receives an extreme flow of information in a short time, this could cause them to slow down on their productivity in order to reply to such information, which translates to low performance hence further repercussions. Information that is difficult to process and requires more time to unravel the meaning could also lead to overload. Due to this loads, taking into consideration an employee’s motivation to finish a task, they would interpret such as excess work, which can be negative to job satisfaction rates. For that reason, delegation and decentralization in decision-making methods should be key to ensure that not all messages go to a particular executive. Careful selection of vital information sources and eradicating of the unreliable and inaccurate ones should be a daily function (Rao & Prasad 2007).

5.2.5 Social demographic factors on employee job satisfaction in telecommunication industry in Kenya

Findings from the research study indicated that, majority of respondents (68.8%) were between 30years and 50 years. This is a prime age where most people struggle with family responsibility and to make meaning out of life through a meaningful employment (LeanIn.Org and McKinsey & Co.2015). This closely agreed with 88.8% of respondents who pointed out that age, the type of assignment and working conditions determined their job satisfaction at the organization. Job position/rank in the organization was highly regarded as a pointer to job satisfaction as well (65%). Findings also indicates that, a majority 50.1% of respondents are on the clerical position, and (69.8%) had worked in their respective organization for an average of 5 years. This implied that, most employees were still on the entry position which showed lack of career growth, that translated to monotony and dullness hence poor job satisfaction (Sek and Khin 2009).23.4 % of male respondents which translated to 97.5 % of total male who took the survey according to Table 4.3 indicated that the treatment they receive as men contributed to job satisfaction. This inferred that male

employees emphasized on extrinsic aspects of their jobs such as promotions and pay more than female.

These findings were congruent with a case study that was conducted between two Malaysian universities on factors influencing jobs satisfaction. The study showed that demographic factors which include gender, age and designation (position/rank) of employees had a great influence on how an employee is satisfied with their work. According to Hooi 2012, Kosteas 2009, Hanif & Kamal 2009, and Chimanikire et al.2007, there is a U-shaped relationship between age and job satisfaction. This means that, fresh entrants feel positive regarding their job, however after a few years, they lose motivation, probably due to lack of career growth, monotony and dullness in their job. Afterward, when the employees are promoted to different desirable positions, they become pleased and therefore, their satisfaction goes up again. According to a study conducted in one of the United Kingdom companies, findings showed that female employees get less pay and less viable working conditions, nevertheless, they seemed to be more content with their jobs compared to male employees, since females have fewer expectations(Chiu and Mason 2008).These findings corresponded with the researchers findings in the telecommunication industry in Kenya where 97.5 % of total male who took the survey indicated that the treatment they received as men contributed to job satisfaction while their female counterparts were not bothered about this. Female employees put more value on social factors while male employees emphasize on extrinsic aspects such as financial benefits, promotions and pay (Hooi 2012). Notwithstanding all the moderating factors, the role of organizational communication plays a significant role in determining the level of job satisfaction in organizations. Abundant knowledge on the impact of organizational communication on employee job satisfaction was established.

5.3 Conclusions

The research concluded that, a majority of employees at the telecommunication industry in Kenya are aware of what organizational communication entails. They therefore anticipate that management would use this tool to improve job satisfaction. From the findings, it was clear that good quality communication would work well in enhancing positive relationships in the organizations hence job satisfaction.

However, very little was being done in the telecommunication industry in Kenya to enhance this. Many corporations fail to realize how significant it is to assimilate communication programs or processes that will make their employees content. The research findings also pointed out that workers feel appreciated and glad when there is a face to face communication with their managers and organizational executives. If a company pays attention on cultivating the way it communicates with its employees, production will definitely go higher leading to job satisfaction. Therefore, managers and supervisors at the telecommunication industry in Kenya should re-think of how best they can re-launch their organizational flow of information in order to achieve good qualities of communication that ensure employees feel appreciated.

Secondly, employees at the telecommunication industry in Kenya appreciate clear, direct, open and consistent communications by company leadership. These help employees to stay focused on their work, remaining productive and motivated during any transition period, whether its change-over of a CEO or a take-over of the company, a time filled with unpredictability. This is what scholars such as Renata Figueiredo term as open authentic organizational communication. Open communication does not mean positive aspects of an employees work life only, it also involves the negatives. But, when giving the negative aspects, be positive and polite. When a mistake has been committed, speak in calm tones, using sensitive language openly. The objective of being open is for the employee to accept correction, improve and be satisfied.

5.4 Recommendations

The study recommended that communication flow inspire employees to participate in developing policies for the organization and ultimately enables the acceptance of the same. Therefore, managers and supervisors at the telecommunication industry in Kenya should strive to have means of receiving information concerning the organization from the lowest level and disseminating the same downwards.

With time, job satisfaction will increase. Vertical, horizontal and diagonal communication should be encouraged for purposes of improving task-related processes, periodic reports concerning departments and individual performance cutting across the organization. The telecommunication industry in Kenya should

invest in communication experts from various Public relations companies to train their managers on how effective communication should be carried out. This will help in equipping them with knowledge that will be used extensively.

The study also recommended that managers and supervisors should work towards open communication climate. An open door policy where employees feel free in expressing honest feedback to their colleagues and management should be highly encouraged. The process needs to work from either side in that, both management and employees are considerate in the communication and applaud feedback that helps in achieving greater success. This will not only bring job satisfaction, but also encourage innovation.

Further, the study also recommended managers and supervisors must ensure that they are good communicators in that; they strive to convey their ideas persuasively. Their behavior must be dependable at all times and be consistent with what they are communicating, both officially and unofficially. This will ensure that employees are easily convinced with the kind of information they put across at any given time, whether negative or positive.

5.5 Suggestions for further research

This research was restricted by various factors and therefore there is a lot more that can be researched on in the subject of organizational communication. Further studies should be done on:

a) Other organizations in Kenya which are different from telecommunication industry

b) Other factors that affect job satisfaction in an organization.

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APPENDICES

APPENDIX 1: Letter of Introduction

Anne Maureen Syallow,

Jomo Kenyatta University of Agriculture and Technology, Department of Media Technology and Applied Communication P O Box 62000 – 00200,

NAIROBI.

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: COLLECTION OF RESEARCH DATA

I am a post graduate student at Jomo Kenyatta University of Agriculture and Technology, School of Communication and Development Studies, Department of Media Technology and Applied Communication pursuing a Doctor of Philosophy degree in Mass Communication. Undertaking a research study is required for award of the doctorate degree.

I am carrying out a research entitled "*The Role of Organizational Communication on employee Job satisfaction in Telecommunication Industry in Kenya*."

Enclosed in this mailing you will find a questionnaire which I am requesting you to fill out. The purpose of this study is to investigate communication perceptions towards job satisfaction in organizations. It takes about 20 minutes to complete the questionnaire.

All research reports will only contain data in forms that do not permit individual responses to be identified.

Let me thank you in advance for the time and effort required to fill out the questionnaire and to assure you that your participation is greatly appreciated.

Sincerely,

Anne Maureen Syallow Cell phone: 0770965996

Email: maureensyallow@gmail.com

APPENDIX 2: Questionnaire

The questions have been divided into sections based on the objectives of the study. Section A asks questions on general information about the employees. Section B (Part I - VI) asks questions based on research objectives.

SECTION A – PERSONAL INFORMATION

Please tick the appropriate box that corresponds with your answer.

1. What is your gender? Male ☐

Female ☐

2. What is your age? Below 30 years

30 – 39 years ☐

40 – 50 years ☐

51 – 60 years ☐

3. What is your marital status?

Married ☐

Single ☐

Separated ☐

Divorced ☐

4. How long have you worked with your current organization?

Below 1 year ☐

1 – 5 years ☐

6- 10 years ☐

Above 10 years ☐

5. What is your level of education?

Secondary ☐

Diploma ☐

Degree ☐

Masters ☐

Professional ☐

Others (Please specify)……..

6. What is your current position?

Clerical ☐

Supervisory ☐

Managerial Chief managerial ☐

Others (Please specify)…….

SECTION B: FACTORSWHICH CONTRIBUTE TO ORGANIZATIONAL COMMUNICATION & JOB SATISFACTION

Listed below are several styles of communication associated with an individual's job. Please indicate how satisfied you are with the amount and quality of each style of communication by using the appropriate number (1, 2, 3, 4, and 5) which corresponds with your extent of

agreement. Strongly agree (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1)

7. Organizational flow of information

Index	Definer	Degree of Agreement
Vertical flow of information(downward)	I receive the information needed to do my job on time and this makes me feel satisfied	
downward	I receive information from management on how the organization is performing and this makes me feel satisfied	
upward	My supervisor is available for feedback and ideas on how organization is performing and this makes me feel satisfied	
upward	Meetings with supervisor are well structured and organized and this makes me feel satisfied	
Diagonal flow of information	I receive information directly from the CEO when a major change is happening in the organization and this makes me feel satisfied	
Diagonal flow of information	I have the opportunity to seek clarification from other departments that impact on my daily duties and this makes me feel satisfied	
Horizontal flow of information	Informal communication is active and accurate and this makes me feel satisfied	
Horizontal flow of information	I mingle freely with my colleagues as we coordinate on our daily duties and this makes me feel satisfied	
Horizontal flow of information	I communicate more with my peers than my supervisor in case of a problem and this makes me feel satisfied	

8. Communication climate in the organization

Index	Definer	Degree of Agreement
Climate (open communication)	My supervisor is open for feedback and ideas from me	
Climate (open communication)	I am free to communicate to management in case of a problem affecting my work	
Climate (open communication)	In case of any major changes in the organization ,information is relayed to me on time	
Climate(open communication)	I receive no intimidation when I speak directly to the heads of the organization	
Climate (closed communication)	I keep my opinions to myself for fear of victimization	
Climate (closed communication)	I thrive on shielded statements to avoid intimidation	
Climate (closed communication)	I cannot dare to give honest feedback to my colleagues or supervisor	
Climate (closed communication)	I am not allowed to participate in decision making that affect my job	

9. Nature of information being shared with employees

Index	Definer	Degree of Agreement
Nature - accuracy	When my supervisor is not aware of certain Information, he accepts it.	
Nature - transparency	The content of information received from my supervisor is always reliable.	
Nature - Transparency	My supervisor is always consistent with management on the information being passed to me	
Nature - Transparency	In case of major changes in the organization, I receive information from the CEO before it goes to media	
Nature - trustworthy	I receive information concerning the organization from grapevine	
Nature - trustworthy	When I enquire about information concerning my employment, I receive in fast	
Nature - accuracy	My supervisor is always consistent with management on the information being passed to me	
Nature - transparency	I receive information that affects my daily duties directly from my supervisor	

10. Information load on employees

Index	Definer	Degree of Agreement
Information load	I am able to read and understand all the information received from my supervisor	
Information load	I am to respond to all emails received from my supervisor	
Information load	Management takes time to explain every information sent to me	
Information load	I receive good amounts of information from both management and my supervisor	
Information load	I receive important information directly from management.	

11. Which of the following factors influence how satisfied you are with your work? (*Tick as many as possible*)

a) My job position/rank at in the organization ☐

b) The treatment I receive as a lady ☐

c) The respect I receive as a man ☐

d) The number of years I have worked in the organization ☐

e) The promotion I have received recently ☐

f) Others (Specify)……..

12. In your own opinion, how do you think the factors you have identified above can be managed in order to improve job satisfaction? (*Outline in the spaces provided below*)

1. ……..

2. ……

3. …….

13. Job satisfaction

The work you do at present how well would you rate each of the following phrases in a scale of 1 to 5:(1, 2, 3, 4, and 5) Strongly agree (5), Agree (4), Not sure (3), Disagree (2), strongly
disagree (1)

	JOB SATISFACTION SURVEY By Paul E. Spector					
	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
2	There is really too little chance for promotion on my job.	1	2	3	4	5
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5
4	I am not satisfied with the benefits I receive.	1	2	3	4	5
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5
7	I like the people I work with.	1	2	3	4	5

8	I like the lighting of my work place	1 2 3 4 5
9	I have been provided with all the tools I need for my work	1 2 3 4 5
10	I like the way I am supervised	1 2 3 4 5
11	I sometimes feel my job is meaningless.	1 2 3 4 5
12	Communications seem good within this organization.	1 2 3 4 5
13	Raises are too few and far between.	1 2 3 4 5
14	Promotions are consistent every year	1 2 3 4 5
15	I receive acknowledgement after a job well done	1 2 3 4 5
16	My supervisor is consistent will appraisals	1 2 3 4 5

APPENDIX 3: Interview Questions for top management

The following questions will be asked to the 6 top managers on telephone

1. How frequent does management update employees on how the organization is performing? ……
2. Does the top management communicate to employees directly when there is a major change in the organization?
3. …….....
4. Does top management allow feedback from low cadre employees without going through their supervisors?
5. Does top management hold regular meetings with employees?
6. Does top management clarify information to employees In case of doubt?

APPENDIX 4: Nacosti Research Authorization

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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Ref: No. **NACOSTI/P/17/83658/16387**

Date: **27th March, 2017**

Anne Maureen Syallow
Jomo Kenyatta University of Agriculture
And Technology
P.O. Box 62000-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"The role of organizational communication on employee job satisfaction in telecommunication industry in Kenya,"*** I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **27th March, 2018.**

You are advised to report to **the Chief Executive Officers of the selected Telecommunication Companies, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Chief Executive Officers
Selected Telecommunication Companies.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified