THE ROLE OF INTERNAL PUBLIC RELATIONS TOOLS ON EMPLOYEE RELATIONS AT KENYA'S NATIONAL ASSEMBLY

A RESEARCH DISSERTATION

PRESENTED TO

THE SCHOOL OF COMMUNICATION AND COMPUTER STUDIES

IN PARTIAL FULFILLMENT

OF THE REQUIREMENTS FOR THE DEGREE OF

MASTER OF ARTS IN COMMUNICATION

BY

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JUNE, 2024

DECLARATION

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DEDICATION

This dissertation is dedicated to my late dad George Nyapere, my mother Monica Nyapere and my spouse, Eunice Achieng'. To my family, a token of appreciation for the moral support and patience they accorded me while doing this research study.

ACKNOWLEDGEMENT

I take this opportunity to thank several key people who contributed significantly to the writing of this dissertation and offered me the support I needed. These are my supervisors, Dr. Winnie Ndeta and Dr. Faustin Chongombe, who helped in laying the foundation of the whole dissertation and guided me in everything I did during the research journey. God bless you for holding my hand to ensure that I succeeded in this endeavor. I also thank my friends for encouraging me to advance in my studies and my colleagues for their support during my studies. Last but not least, I express my appreciation to the very special people in my life, my family, for their continued support and encouragement during the research dissertation journey. God bless you.

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ABSTRACT

This study was conducted to analyze the role of internal Public Relations tools on employee relations at the Kenya National Assembly**.** This study adopted a descriptive survey design. The objectives of the study were: To investigate the value of internal employee social networks on employee relations, to determine the benefits of internal employee surveys system on employee relations, to establish the role of internal newsletters on employees and to analyze the benefits of internal employee events on employee relations at the Kenya National Assembly. Questionnaires were used to provide answers to the research questions. The study population comprised 173 participants and a sample of 78 was studied. The study findings indicated that internal employee social networks significantly influence employee relations, internal employee survey systems are important in improving employee relations, internal newsletters are an important tool for maintaining and improving employee relations and internal employee events are important in fostering strong relationships among staff members of the Kenya National Assembly. The study recommends that organizations should explore the various internal networks used for employee relations that are useful in enhancing employee relations initiatives and that organizations should embrace employee surveys as part of their management approach. Further research is needed on the various types of surveys used for employee relations and their influence on internal communication in organizations.

CHAPTER ONE

1.1 INTRODUCTION

This chapter contains the background to the study, the purpose of the study, objectives of the study, research questions, and justification of the study, the significance of the study and, the scope and limitations of the study.

1.2 Background of the Study

The role of internal Public Relations tools in enhancing employee relations in National Assemblies is a subject of immense importance and global relevance (Adanlaw & Chaka, 2023; Mishra, Boynton, & Mishra, 2014). It is also evident that the dynamics of employee relations in public institutions such as National Assemblies are complex, multifaceted and ever-evolving (Mishra, Boynton, & Mishra, 2014). This is due to the presence of many different stakeholders, such as members of parliament, government officials, members of the public, and the employees themselves. It is therefore imperative that effective internal public relations strategies are implemented to ensure the successful management of employee relations within the National Assembly (Mishra, Boynton, & Mishra, 2014).

The Kenya National Assembly is charged with the responsibility of representing the people of Kenya in matters of legislation and governance. This role has seen the institution become heavily reliant on effective internal public relations tools to enhance employee relations. To achieve this, a comprehensive internal public relations strategy must be developed to ensure the successful management of employee relations. Adagala and Michael (2017) contend that this strategy

should be developed in line with the unique cultural context of the National Assembly and should reflect the values, objectives and goals of the Assembly as an organization. It is also important that the internal public relations strategy encompasses a range of tools that can be used to enhance employee relations (Paul, 2016). Examples of such tools include employee surveys, focus groups, employee forums, newsletters and other communication channels (Mishra, Boynton, & Mishra, 2014).

Employee Relations are an important aspect of the growth and development of any organization. Employees are the major valuable assets of an organization in which without them it is hard to realize its basic objectives (Adanlaw & Chaka, 2023). To maximize on employee productivity, a conducive working environment which satisfies the needs of individual employees as well as the manager of an organization is required.

The Public Relations department of the organization is tasked with ensuring that employee relations are conducted effectively (Akuku, 2002; Adanlaw & Chaka, 2023). It is the department that mainly focuses on the relations of employees in the National Assembly. Adanlaw and Chaka 2023 stated that "Public Relations make organizations more effective by building long-term relationships with strategic constituencies," and more specifically, by "developing relations with stakeholders in the internal or external environment that constrain or enhance the ability of an organization to accomplish its mission" (p.117-118). Based on the importance of this relationship-building function in achieving organizational goals, it is only logical to deduce that building relationships with strategic publics is the primary objective of most public relations programs.

Internal public relations tools used by the National Assembly include newsletters, press releases, social networks and events (Burns, 2016). These tools are tailored towards providing employees with an understanding of the National Assembly's activities and objectives. Newsletters provide employees with a detailed overview of the latest developments and allow them to provide feedback or ask questions. Press releases inform citizens of the latest events and activities of the Assembly. Videos and podcasts provide a visual representation of the Assembly's activities and objectives, allowing employees to gain a better understanding of the work being done. Events and meetings provide an opportunity for employees to meet and interact with members of the Assembly.

The objectives of the internal public relations tools used by the National Assembly are fourfold. Firstly, they should be used to improve employee engagement and morale. Secondly, they should be used to create a better understanding of the Assembly's activities and objectives. Thirdly, they should be used to ensure that employee relations are enhanced. Finally, they should be used to ensure that the National Assembly's messages are effectively conveyed to the citizens it serves. By using internal public relations tools, the National Assembly can ensure that its messages are clearly understood and that employee relations are enhanced. This is essential for the successful functioning of the Assembly and for the well-being of the citizens it serves.

This study therefore attempts to advance the understanding of the tools of Public Relations used in employee relations at the National Assembly of Kenya. The objective of this research is to investigate what role internal public relations tools play in enhancing employee relations at Kenya's National Assembly. In particular, the research will also examine the effectiveness of internal public relations tools such as corporate newsletters, internal communications and staff

engagement activities in fostering better communication between employees and management, and ultimately improving employee relations at the National Assembly. The research seeks to identify current challenges and opportunities for improvement in the use of internal public relations tools for enhancing employee relations at Kenya National Assembly. The findings of the research will provide insights for the National Assembly to develop more effective and efficient strategies and programs for improving employee relations.

1.3 Statement of the Problem

Employee relations are a key aspect in any management of organizations whether public or corporate. When organizations engage in employee mistreatment, both the leaders of the organization and the organization itself are punished by a deterioration in their reputation, as well as an increase in disputes between the management and employees (L'Etang, McKie, Snow, & Xifra, 2015). Poor employee relations also result in stress among the workers. Employee relations is a role undertaken by the Public Relations department of any organization (L'Etang, McKie, Snow, & Xifra, 2015). It is through a good employee relations management system that employees are adequately informed about organization and they get a chance to safely express themselves whenever they feel like (Elrod & Fortenberry, 2020). A healthy employee relationship ensures that individuals take up their roles seriously and feel motivated enough to report to work as expected. Human satisfaction at the workplace is based upon a solid foundation of good and healthy relationships at work among employees of all spheres and cadres.

With the inception and operationalization of the Parliamentary Service Commission, the autonomy of Parliament was empowered to manage the affairs of the National Assembly without any influence from the executive. This was so as to provide services and facilitate members to

effectively function, supervise office holders including the recruitment of their own personnel, determine their terms of services which included salaries and other benefits (PSC Strategic Plan (2012), thus making parliament an attractive employer in the whole country by the year 2003. In 2003, (Parliamentary Service Commission, 2022) majority of Kenyans desired to be employed by the National Assembly and those who were lucky were absorbed in the institution thus enjoying the benefits and salaries offered within parliament. Surprisingly since 2019 according to (Parliamentary Service Commission, 2022), due to still unknown reasons the departure of staff from the National Assembly has been alarming and of great concern to the administration and to other stakeholders; The National Assembly has been losing a great chunk g staff to especially other public institutions a trend that is worrying and if unchecked could drastically affect the workings and operations of the National Assembly and by extension the society since parliament is a reflection of the society. Due to such loss of much-needed manpower as from 2019 to date, 204 members of staff have resigned from the National Assembly (Parliamentary Service Commission, 2022), the erosion of the gains made during the parliamentary reforms and independence of the institution. There is need to investigate the various reasons that affect employees that are the result of their exit from the Parliamentary service commission. The main purpose of this study therefore was to investigate the role of internal public relations tools used in parliament in employee relations among employees in Kenya's National Assembly.

1.4 GENERAL OBJECTIVE

To assess the role of internal public relations tools used in Parliament in enhancing employee relations in Kenya's National Assembly.

1.5 RESEACH OBJECTIVES

i. To investigate the role of internal employee social networks on the employee relations among staff of the Kenya National Assembly.

ii. To determine the benefits of internal employee surveys system on employee relations among staff of the Kenya National Assembly.

iii. To establish the role of internal newsletters on employee relations among staff of the Kenya National Assembly.

iv. To analyze the benefits of internal employee events on employee relations among staff of the Kenya National Assembly.

1.6 RESEACH QUESTIONS

i. What is the role of internal employee social networks on the employee relations among staff of the Kenya National Assembly?

ii. What are the benefits of internal employee surveys system on employee relations among staff of the Kenya National Assembly?

iii. What role do internal newsletters play on employee relations among staff of the Kenya National Assembly?

iv. What are the benefits of internal employee events on employee relations among staff of the Kenya National Assembly?

1.7 JUSTIFICATION OF THE STUDY

The study is important because it sought to investigate the internal public relations tools used in parliament in enhancing employee relations among staff in Kenya's National Assembly. It is

hoped that the findings of this study will impact on the employee relations model that is adopted at the National Assembly

The National Assembly brings in employees from different parts of the country and the legislators play a key role in representation of the Kenyans who vote them in. It means that good employee relations are crucial in ensuring that the legislators are able to function optimally and give quality service to the electorates.

The study findings are important to researchers who have interest in the field of Public Relations and employee relations and who may want to pursue similar research interests by providing literature for review. The study adds value to the field of academics because scholars can get research ideas or build on their existing ones. It also contributes to the field of communication by filling in gaps in literature from previous studies with regards to Public Relations tools used for employee relations in organizations. Communication scholars can identify any gaps in the conceptual framework and literature to help trigger further research.

Further to this, previous studies had looked at employee relations but had not specifically focused on employee relations in the Kenyan National Assembly (Waters, Bortree, & Tindall 2013; Stein, 2006; Liang Ma, Xin Zhang, Gaoshan Wang, & Ge Zhang, 2021; Grunig & Grunig, 2002; and Dreher, 2014). That showed that there was a need for more studies on public relations tools used for employee relations to encompass the National Assembly, being a key arm of Kenya's governance structure.

1.8 SCOPE OF THE STUDY

The study focused on internal public relations tools used in parliament in enhancing employee relations among staff in Kenya's National Assembly. The study was undertaken among members

of staff in the various departments of the National Assembly of Kenya. It focused on employee relations and the tools used by the Public Relations department in disseminating information to employees. It was undertaken in Nairobi where the National Assembly offices are situated. Members of the Communication and Public Relations department and the research officers in the National Assembly were included in the sample.

1.9 LIMITATION AND DELIMITATIONS OF THE STUDY

The study was limited in terms of time and resources. First, the researcher collected the data in July 2023 for a period of two weeks from the National Assembly employees. This limitation was mitigated by the researcher being able to liaise with the Heads of departments in the two sections to help access the study respondents within the stipulated time and thus the researcher was able to collect the data from an acceptable response rate. The resources were mainly in terms of printing the questionnaires and this the researcher was able to mitigate by gaining some paper donation from a well-wisher, this meant that the questionnaires were printed in good time and well distributed for filling up. The researcher was also limited by being a part time student and at the same time working, so during the data collection period, I had to ask for permission from work for a month to do data collection and analysis to enable me finish in good time.

1.10 OPERATIONALIZATION OF KEY TERMS

Public Relations: The study of how organizations create and maintain relationships that are mutually beneficial with their publics using communication.

Internal Public Relations tools: These are tools that help organizations communicate and connect with the employees internally. They aid the organization to connect with the needs of the employees.

Employee Relations: This refers to the efforts made by the organization to enable positive relationships between employers and employees.

Employee relationship management: This refers to the process of managing the relationships in the organization

Kenya National Assembly: It is where Elected and nominated members of Parliament undertake their constitutional duties of legislation, oversight and representation of the Kenyan electorates.

Parliament: It is where Elected and nominated members of Parliament undertake their constitutional duties of legislation, oversight and representation of the Kenyan electorates.

Employee Surveys: This refers to the type of survey questionnaire administered to employees to obtain their opinions and reviews and also used to evaluate employee mood and morale, a degree of engagement, and also monitor employee achievements.

Internal employee newsletters: This is a tool used by the National Assembly to share relevant and valuable information with their internal employees.

Employee events: This refers to the public Assembly of employees for the purpose of celebration, education, marketing or reunion.

Internal Employee Social networks: These consist of strategic interactions that form multilevel networks and intertwine with existing networks among employees of the National Assembly.

Organizational Culture: This is the collection of beliefs, values and methods of interaction that create the environment of the National Assembly. It encompasses the foundational values of the National Assembly.

Interpersonal Relationships: This refers to the associations between the employees within the National Assembly created by constant communication between the members.

Employee Welfare needs: These are the efforts that are made by the National Assembly to make life worth living for employees. It's a term that includes the benefits, services and facilities within the National Assembly.

CHAPTER TWO
LITERATURE REVIEW

2.1 INTRODUCTION

This chapter provides a critical analysis of previous studies on the role of internal public relations tools in enhancing employee relations, the empirical literature and theoretical framework, summary of the gaps and the conceptual framework adopted by the study.

2.2 Theoretical Review

2.2.1 Theoretical Framework

The study was guided by The Excellence theory in Public Relations which was developed in 1984 by James Grunig and Todd Hunt. The theory describes what communication professionals should do to achieve excellence in the practice of public relation. This is a general theory of Public Relations that "specifies how public relations makes organizations more effective, how it is organized and managed when it contributes most to organizational effectiveness, the conditions in organizations and their environments that make organizations more effective, and how the monetary value of Public Relations can be determined".

The Excellence Theory is an approach to management that focuses on creating and sustaining high levels of performance in all areas of an organization. The focus of the Excellence Theory is to manage the organization's behaviors in order to build mutually beneficial relationships with and/or form a positive reputation among publics. The theory is based on ten core tenets that emphasize the importance of collaboration, innovation, customer satisfaction, and continuous improvement. The ten tenets are as follows: The organization should establish and maintain a

sense of purpose and commitment to excellence, the organization should strive to continuously improve its processes and services, all employees should be responsible for their own performance and development, the organization should create and maintain a positive work environment, collaboration among employees should be encouraged and supported, the organization should strive to satisfy customer needs and expectations, the organization should be open to new ideas and approaches, the organization should embrace change and strive for continual improvement, the organization should strive to be a learning organization, the organization should strive to be socially responsible and ethical.

The Excellence Theory is a powerful tool for organizations looking to create and sustain high performance. By following the ten tenets outlined above, organizations can create an environment that is conducive to excellence and growth. According to this theory, for an organization to be effective, it must be sensitive to the needs of its stakeholders and be responsive to their needs at all times. If the organization does not respond, then the stakeholders will either pressure the organization to change or oppose it in ways that add cost and risk to organizational policies and decisions. Organizations therefore adopt the two-way symmetrical approach in communicating with the stakeholders in order to develop high-quality, long-term relationships with them. This theory was relevant to this study because the focus of the study was on the role of internal public relations tools used for employee relations in Kenya's National Assembly. The internal public relations tools refer to activities and strategies that organizations use to communicate symmetrically with employees in order to maintain positive relationships between them and to achieve excellence as espoused by the study. Examples of such internal public relations tools include newsletters, intranet, employee surveys, and other forms of communication.

The study focused on the strategic role of Public Relations tools used in employee relations activities by the National Assembly, and how that influences employee relations among the various departments in the national Assembly. The theory is useful because it helps explain the relevance of Public Relations to the excellence of an organization among employees. Employees are important stakeholders in any organization and it imperative for the managers to have good relations with them to enable the meeting of organizational goals and objectives.

The excellence theory was complemented by the Grunig and Hunt's two-way symmetrical model of Public Relations is a widely accepted model of public relations practice. This model was developed in 1984 by James Grunig and Todd Hunt, two Public Relations theorists. According to this model, communication between an organization and its publics should be two-way and symmetrical. This means that the organization should take into account the public's opinions and views when formulating its message and should also be open to feedback from the public. This model is also based on the idea that public relations is an ongoing process and should be planned and evaluated carefully. The two-way symmetrical model is based on four main elements/tennets: mutual understanding, mutual influence, mutual action, and mutual benefit. Mutual understanding refers to the idea that the organization and its publics should understand each other's needs and concerns. Mutual influence refers to the idea that the organization and its publics should have a mutual influence on each other. Mutual action refers to the idea that the organization should take the initiative and act to improve its relationship with its publics. Finally, mutual benefit refers to the idea that the organization and its publics should both benefit from the relationship. Grunig and Hunt's theory has been widely accepted in the field of public relations and is used by many organizations to improve their public relations strategies. Therefore, the

mutual benefits that organizations derive from engagement with their various stakeholders including employees is paramount in the achievement of its strategic objectives.

2.3 Empirical Review

2.3.1 Internal Employee Social Networks and Employee Relations

Employee social networks are becoming increasingly popular as a tool for internal public relations. Informal internal public relations tools include social media, internal communications, and employee events. These tools can be used to foster communication between the organization and its employees, as well as to create a sense of community and belonging among the employees. They can also be used to encourage participation in the organization's activities and to create a positive impression of the organization in the public eye.

It was observed in the study by Men, Neil and Ewing (2020) that the ability to quickly and easily communicate with employees across an organization has made these networks invaluable for keeping everyone informed and involved. The study mainly explored the influence of social media on employee engagement as a function of Public Relations in organizations. Employee social networks can be invaluable tools for internal public relations. By providing a platform for communication, recognition, resources, and feedback, these networks can help organizations foster a culture of engagement and collaboration, while also providing a way to quickly and accurately disseminate information. The study by Men, Neil and Ewing (2020) mainly collected the data using online surveys on 1150 employees from various organizations in the United States. Their study methodology differs with the one this study proposes because this will be a mixed methods study that will mainly focus on Kenya’s National Assembly.

The use of internal communication channels, in particular, how internal social media contributes to employee engagement has remained under explored (Men, Neil, & Ewing, 2020) and as such this study seeks to explore the connection between the use of social network and employee relations. Maintaining network links with various groups of individuals inside an organization has been linked to higher performance ratings and quick promotions. The level of participation in an organization may be essential not just for the individuals involved, but also for the greater collectivity. The higher the participation, the greater an organization's overall health. However, complex organizations consisting of distinct units functioning in different settings may be thought of as differentiated networks. These business unit networks thrive or fail based on how successfully the network exchanges knowledge, learning, and resources among the interconnecting units (Elrod & Fortenberry, 2020).

Previous studies by Ewing et al. (2019), Haddud et al. (2016) and Madsen (2016) used purely qualitative approaches that included in-depth interviews and case studies to investigate the influence of internal social networks on employee engagement. This study was different because it sought to collect data using the mixed methods approach by conducting interviews with key informants as well as having questionnaires at the National Assembly. The Kenya National Assembly being a multifaceted organization with an enormous and diverse pool of employees serving as intermediaries between the government and its populace and advancing legislations for the greater good of the citizen qualifies as a complex organization with a pool of differentiated networks and interconnected units supporting the institution.

In a study by Nguru and Ibrahim (2018), the focus was on how Public Relations influences employee performance in Nigeria and the main focus was on empirical review of studies in the area. The study concludes that Public Relations has a role in enhancing employee job satisfaction

and productivity. The study however does not investigate employee relations and also does not use field research to investigate the findings; it is based on empirical reviews only (Nguru & Ibrahim, 2018). This study proposes to collect empirical data from employees in the Kenyan National Assembly and to analyze it to find out the role of internal Public Relations tools in enhancing employee relations. Strong linkages between units enhance information sharing and the transmission of complicated knowledge (Elrod & Fortenberry, 2020). This is especially in the dynamic workforce of the National Assembly which has an interloop of permanent staff and new crop of legislators ever so often.

Martin and Van Bavel (2013) argue that social networking and social media technologies are commonly regarded as strong tools for governmental organizations to improve their communications, operations, and, ultimately, performance. They can promote communication and cooperation inside and between user communities, including government entities.

As applications, social networking technologies enable users to build profiles inside a confined system and retain lists of other individuals and organizations with which they have a connection in order to observe and traverse these links. Similarly, social media technologies are programs that allow communication and social interactions among users and organizations, as well as those that rely on the creation and sharing of user-generated content.

Furthermore, the web and social media have proven to be critical tools for the implementation and success of several social entrepreneurship concepts and applications. These modes of communication and engagement enable ideas to be shared with a bigger and diverse audience, increasing the likelihood of these ideas being supported by any interested investor and expanding the stakeholders (Martin & van Bavel, 2013).

In the wake of the Covid-19 pandemic social media was embraced as a communication advocacy tool to enhance employee relations. The development of TikTok videos that showcase the interconnectedness of employees through short videos and development of dance videos such as *Jerusalema* fostered unity and good relations among employees. As a result, the importance of social networking in solving emerging issues in new governance models, participatory procedures, and concerns relating to public service delivery is growing (Martin & van Bavel, 2013).

Individuals' social networks also have significant implications for their short and long-term organizational performance. From information exchange and innovation to performance and promotions, social network relationships influence almost every element of corporate behavior. These makes social networks an intrinsically interpersonal phenomenon (Landis, 2016).

Employee relations can be seen as a tool of public relations which can help organizations to effectively communicate with their internal and external stakeholders. This tool can be used to improve the relationship between the organization and its employees, as well as to build the reputation of the organization in the public eye. Employee relations can be used to increase employee engagement, boost morale, and ensure that employees are treated fairly and equitably (Elrod & Fortenberry, 2020).

Employee relations can be used to foster a positive working environment. By providing employees with a safe and supportive environment, employers can ensure that their staff are productive and motivated. This can be done by providing employees with job satisfaction, recognition for their efforts, and a sense of accomplishment. Organizations should also ensure that employees are provided with a clear understanding of their roles and responsibilities and are

given the opportunity to develop their skills and knowledge. Employee relations can also be used to ensure that employees are being treated fairly and equitably. Employers should ensure that all employees are aware of the policies and procedures that are in place and that they are being followed. Employees should also be made aware of their rights within the organization and should be provided with the opportunity to voice any concerns they may have (Bajaj et al., 2013).

Employee relations can also be used to strengthen the organization's reputation in the public eye. By providing employees with a sense of job satisfaction and recognition, employers can demonstrate to the public that their organization is a desirable place to work. This can help to attract new employees and customers, as well as maintain positive relationships with existing customers (Noe, Hollenbeck, Gerhart, & Wright, 2017).

Employee relations can be used to improve communication between the organization and its stakeholders. By providing employees with the opportunity to voice their opinions and concerns, organizations can ensure that they are in tune with their stakeholders and that their opinions are taken into consideration. This can help to ensure that the organization is responsive to the needs of its stakeholders and that it is taking appropriate action to address any issues that arise.

Overall, employee relations can be seen as a tool of public relations which can help organizations to effectively communicate with their internal and external stakeholders. By providing employees with a safe and supportive environment, employers can ensure that their staff are productive and motivated. Additionally, employee relations can be used to strengthen the organization's reputation in the public eye and to improve communication between the organization and its stakeholders (Elrod & Fortenberry, 2020).

2.3.2 Internal Employee Surveys System and Employee Relations

Elrod and Fortenberry (2020) advances that the world is no longer in an industrial society but an information society. As a result, our "society" needs a timely and accurate flow of information on preferences, wants, and behavior. Surveys are heavily relied upon in response to the government's, businesses, and social organizations' crucial need for information. In a study on employee relations and community, L'Etang, McKie, Snow and Xifra (2015) assert that the field of employee relations has undergone drastic changes in the past two decades. Today's Public Relations has become part of the management decision that influences policy-making of any business organization. Organizations now realize that the establishment of a PR department is very important for the effective running of the organization.

The term "survey" is most commonly used to describe a process of obtaining information from a sample of people. Information is gathered using standardized protocols, such that each participant is asked the same questions in roughly the same way (L'Etang, McKie, Snow, & Xifra, 2015).

Employees may express themselves freely and offer valuable feedback when anonymous internal surveys are conducted on a regular basis. Once the findings are in, they may be used to discover deficiencies, initiate change management procedures, or, thankfully, confirm that staff are happy with their current situation.

As a public service institution, the national Assembly is supposed to be abreast with the needs and wants of its employees as its first publics. Being privy and sensitive to the needs and wants of its employees permeates to the wellbeing of the general publics.

2.3.3 Internal Newsletters on Employee Relations

Ifijeh et. al (2015) advance that organizations exist to pursue a certain purpose and a common aim. They do not exist in a vacuum. They are tied to connections both inside and outside of their settings. Accurate and appropriate communication is required for internal and external connections to thrive. As a result, firms have little choice but to distribute information through channels that will improve information diffusion, productivity, and public image. The newsletter is hence one of the most essential channels of information issued by organizations.

Ifijeh et. al (2015) define a newsletter as essentially a piece of content that is created and distributed on a regular basis by a group of persons, a body, or an organization that offers specific information for audience viewing. Newsletters act as official feedback conduits between the company and its stakeholders. They are an inexpensive way to communicate with employees, create connections with consumers, advertise new items, and obtain new markets.

Employee newsletters function as a link between employers and employees in a company. They are used to notify and update personnel about current events, activities, accomplishments, and goals of the organization (Ifijeh et. al, 2015). At the National Assembly newsletters may prove an important tool in the notification of a change in employees, regime, order of business and hierarchical order.

Internal newsletters may now be distributed digitally to staff, showcasing the most recent news and important material. Newsletters enable internal communications teams to include a range of assets and updates, making it one of the most often used internal communication platforms. The newsletter can be used to highlight staff successes or team project success. Newsletters may now

be sent via email or workplace intranet boards on both desktop and mobile devices thanks to advances in technology.

2.3.4 Internal Employee Events and Employee Relations

Rahman and Taniya (2017) define employee relations as the study of the rules, laws, and agreements that govern how employees are handled as individuals and as a collective group, with the importance given to the individual connection shifting from organization to organization based on management ideals. As such, it is concerned with how to earn people's commitment to an organization's business goals and objectives in a variety of settings.

An organization may use initiatives and tactics that help employees feel more a part of the organization, such as effective communication policies or the organization of social events and clubs (Rahman & Taniya, 2017).

Commemoration of birthdays and office parties make employees feel more connected to the organization and valued. These social avenues boost employee relations among organization and contribute to better work environments.

However, it is worth noting that most of the studies used as a base for this research focused on ideal institutions with proper structures and resources to successfully implement and actualize employee-oriented approaches. The Kenya National Assembly being a government institution in a third world country faces a myriad of challenges in structure and funding nature. The institution is also wrapped in levels of bureaucracies and red tapes for public accountability and transparency. It is therefore imperative that this study does not only look at the issues through a single lens but contextualizes the approaches to the realities we face as a developing country and as an institution of public service.

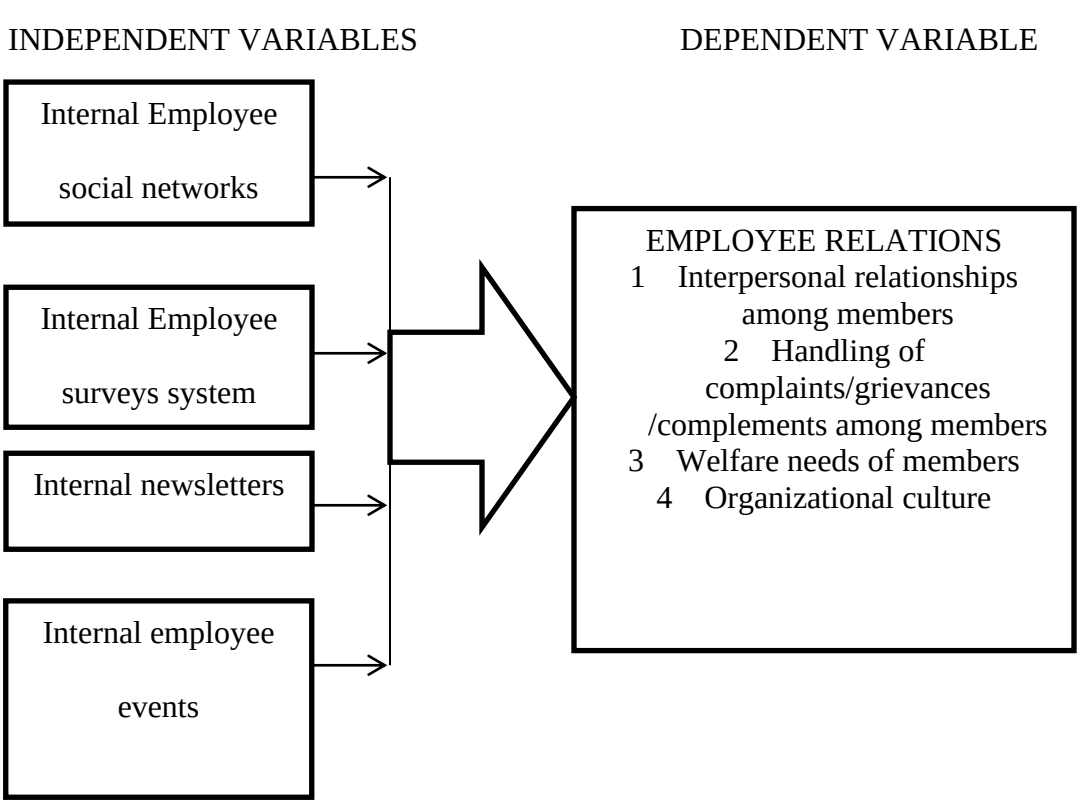
The dynamic, versatile and huge pool of employees in the Kenya's National Assembly is also a critical factor in the consideration of public relation tools in enhancing employee relations. The vast demographic requires a critical analysis of approaches with regards to age, level of education and cultural orientations. Kenya is a country of more than 40 tribes with each represented in Parliament.

2.3.5 Summary of the Gaps

A literature review of the role of internal public relations tools used in enhancing employee relations at Kenya National Assembly revealed several gaps in knowledge. First, there is a lack of research focusing on the effectiveness of internal PR tools, such as newsletters, blogs, and social media, in enhancing employee relations. While a few studies have been conducted on the impact of external PR tools, such as public relations campaigns and media relations, there is a need for more comprehensive research on the role of internal PR tools in employee relations. Second, there is limited research on how internal PR tools are implemented in the National Assembly and how they can be improved to address employee relations issues. There is a need to understand the challenges and opportunities of using internal PR tools in the National Assembly, as well as how they can be enhanced to better meet the communication needs of the employees. Third, there is a need for more research on the effectiveness of internal PR tools in promoting employee engagement and motivation. Despite the potential for these tools to foster a sense of employee satisfaction and commitment, there is a lack of research exploring how they can be used to promote these outcomes. Finally, there is a need to understand the impact of internal PR tools on employee morale, job satisfaction, and performance. While there is some evidence that internal PR tools can have a positive impact on employee relations, there is a need for further research to understand the long-term effects of these tools.

2.4 CONCEPTUAL FRAMEWORK

Figure 2.1 Conceptual Framework



Source Researcher (2023)

This framework mainly helps to show how the study variables influence each other. The independent variable is internal public relations tools used in the national Assembly which includes internal employee social networks used, internal employee survey system, internal newsletters and the internal employee events. Internal employee surveys are a particularly effective tool in enhancing employee relations in National Assemblies. Such surveys can help to identify the needs, wants and preferences of employees, as well as any issues or grievances that may exist. They can also be used to assess employee satisfaction and performance levels. This

information can in turn be used to inform the development of effective internal public relations initiatives. Internal employee events are another useful tool that can be used to gather information about employee relations in National Assemblies. Focus groups can be used during events to assess employees' feelings and opinions in relation to various aspects of the workplace. This information can be used to inform decision-making and to ensure that employees are treated fairly and equitably and through that, the organizational culture can be inculcated among the employees. Internal employee social media forums are an effective way of gathering valuable feedback from employees. Such forums can provide a platform for employees to voice their opinions and concerns in an open and transparent manner. This can help to identify areas for improvement and ensure that employees are listened to, and their concerns addressed.

Internal employee newsletters and other communication channels can be used to keep employees informed of developments and changes within the National Assembly. This can help to ensure that employees are kept up to date with any new initiatives or policies that may be implemented. This can also help to ensure that employee's feel valued and appreciated.

It is evident through studies that there is a wide range of internal public relations tools that can be used to enhance employee relations in National Assemblies. Such tools can help to ensure that employees are treated fairly and equitably, and that their views and opinions are taken into consideration. It is therefore essential that effective strategies are developed in order to ensure the successful management of employee relations within the National Assembly. This can in turn help to ensure that the National Assembly is an effective and successful public institution.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methods that were used to achieve the objectives of this study. It also discusses the description of the study area, the population and the sampling design the study adopted. Emphasis is laid on the methodology and data collection procedure. The research adopted quantitative approach for data collection and analysis.

3.2 Research Design

The study adopted the descriptive survey study design. The descriptive study is one that seeks to describe and interpret a certain phenomenon (Kumar, 2018). The study set out to describe the role of internal public relations tools used in parliament in enhancing employee relations among staff in Kenya's National Assembly.

The survey design was appropriate for the study because the researcher selected a sample of the population and studied it in detail with a view of generalizing the findings to the entire population (Booth, Wayne, Gregory, & Williams, 2017). A sample was selected in the study to be respondents. The survey consisted of staff selected from the various departments within the National Assembly. Generalizations were made based on the findings from the sample.

The study used the survey design also because surveys gather data at a particular point in time with the intention of describing the nature of existing conditions or identifying standards against which existing conditions can be compared, or determining the relationships that exist between specific events (Gary, Kimberley, Linda & John (2019). The purpose of the survey was to assist

explain the importance of internal public relations tools used in parliament in enhancing employee relations among staff in Kenya's national Assembly.

The study focused on the internal Public Relations tools used in the National Assembly for enhancing employee relations. The study also focused on the Communication and research departments which are the main departments tasked with communication to employees on the various matters that affect them.

3.3 Population of the study

The population of the study included 173 employees of the National Assembly. The information in Table 3.1 represents the departments and the number of employees in each department that constituted the total population for the study. The researcher focused on the two sections in order to give an objective view of the internal public relations tools and their influence on employee relations in the Kenya's National Assembly. Having the study population spread was helpful in eliminating any bias that may arise in the study.

Table 3.1: The study population

SECTION	**POPULATION**
Communication officers	60
Research officers in parliament	113
TOTAL	**173**

Source: Researcher (2023)

3.4 Sample and the sampling techniques

The section below discusses the sample size that was used in the study as well as the techniques that were used to arrive at the sample.

3.4.1 Sampling Techniques

The study adopted three sampling techniques namely, stratified sampling (involves grouping population in strata, proportionate sampling (considering percentages of the sample based on the population) and simple random sampling (selecting employees randomly) (Babbie (2015). Stratified sampling was used to select the departments to be the subjects in the study and the samples were drawn from the Communication department and the research department. Simple random sampling was then used to select 60 employees in the two departments in the National Assembly.

Table 3.2: A summary of sampling methods and sample size

Study population units	**Sampling method**	**Sample size**
Communication officers for the National Assembly	Stratified, simple random sampling	25
Research officers	Stratified, Simple random sampling	35
TOTAL		60

Constructed by the researcher (2023)

3.4.2 Sample Size

The study employed probability sampling techniques in selecting the sample. Probability sampling ensured that all participants stood an equal chance of being selected as part of the sample and it was used to select the employees in the study to fill in the questionnaires. This enabled the sample to be representative giving all employees and equal chance to be included in the study sample. In proportionate stratified sampling, sample should be at least 30% of a small population for it to be representative and give each subject an equal chance of being selected (Mildred & Newhart, 2017). The sample was therefore determined as follows:

$$\frac{30}{100} \times 178 = 54$$

Table 3.3: The sample of the study

SECTION	POPULATION	SAMPLE
Communication officers	60	25
Research officers in parliament	113	35
TOTAL	**178**	**60**

Constructed by the researcher (2023).

3.5 Data collection and Instruments for Data Collection

The study used quantitative techniques to obtain primary data. To collect the quantitative data, communication officers and the research officers at various levels filled in the questionnaires. The questionnaires addressed the key variables that the study was concerned with as per the study objectives.

3.6 Reliability and validity of research tools

This section addresses the mechanisms that the researcher used to ensure the data collection instrument was accurate.

3.6.1 Reliability

In research, reliability is the degree of consistency between two measures of the same thing. Reliability can also be confirmed through the test-retest method. Reliability in research as cited in Creswell and Creswell (2018) addresses the fact that a trustworthy research should have four factors that help build credibility/reliability. These aspects are: test-retest, multiple methods of data collection, audit trail, member checks and research team. An instrument is said to be reliable if it measures what it was supposed to measure (Creswell & Creswell, 2018). To ensure that the research instruments are reliable, a test re-tests pilot study was taken among employees who were not part of the study sample during a pilot study. Their responses were studied in order

to evaluate their consistency and accuracy in answering the objectives of the study. This enabled the researcher to correct questions that were unclear and also to add in sections that were not well captured in the sections of the questionnaire.

3.6.2 Validity

This is the ability of the tool to measure the different research variables and how they interact and influence each other. The validity of an instrument is acceptable if it produces consistent data (Creswell & Creswell, 2018). The researcher sought the critical advice of study supervisors and experts from Communication Studies Department, St. Paul's University on validity of the interview guide and the questionnaire as well as the supervisors of the study. This included question format, typology and ability of the questionnaire to capture information on the research problem. This process enhanced corrections on the questionnaire and made it more effective in the research process.

3.7 Methods of Data Analysis

Data analysis is the process is of inspecting, transforming, cleaning collected information. The objective is to highlight the useful information. Thereafter, coming up with conclusions that support decision-making process in an organization (Merriam & Grenier, 2019). For this research work, data was analyzed quantitatively. Quantitative data analysis using Statistical Package for the Social Sciences (SPSS) is a powerful tool that can be used to analyze the role of internal public relations tools used in enhancing employee relations at Kenya's National Assembly. This analysis involved the use of descriptive and inferential statistics. After data from the respondents was collected from questionnaires, the data analysis process began. First, the questionnaires were edited in order to make any corrections on identified errors. Questionnaires that were poorly filled in were not factored in in the final tally. The responses were coded to

facilitate their use and compatibility with the computer programme (Statistical Package for Social Sciences (SPSS). The independent variable responses were entered in one column and the dependent variable in the other. Data analysis was done using the computer program, SPSS version 12. Frequencies and percentages of the responses were used to analyze the obtained information which was then summarized and presented using tables and figures. The results of the analysis helped provide an understanding of the relationship between the variables and the overall impact that the use of internal public relations tools has on employee relations at Kenya's National Assembly.

3.8 Ethical considerations

The researcher in the study sought a clearance letter from the university indicating that they had successfully presented and passed the proposal presentation. The research proposal was subjected under ethical review for clearance after which a letter was issued to facilitate the researcher to get a permit from National Commission for Science, Technology and Innovation. During data collection, the researcher sought written consent from the respondents before involving them in the study. They filled in the consent form before participating in the study. This was during the visit to arrange for the interviews. Confidentiality and anonymity were maintained because the findings collected from the employees have not been attributed to their names. The data was collected from various departments in the National Assembly to give an objective analysis of the findings. The respondents were informed that the collected data from the interviews will only be used for the purposes of the study and not any other purpose, only those involved in the study would have full access to the data if they needed to.

CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter represents the findings and analysis of the data collected on the role of internal public relations tools used in enhancing employee relations at Kenya's national Assembly. The study had the following objectives: (1) To investigate the value of internal employee social networks on the employee relations among staff of the Kenya National Assembly, (2) To determine the benefits of Internal Employee surveys system on employee relations among staff of the Kenya National Assembly. (3) To establish the role of internal newsletters on employee relations among staff of the Kenya National Assembly and (4) To analyze the benefits of internal employee events on employee relations among staff of the Kenya National Assembly. This chapter therefore presents the data collected in a bid to provide the findings on the research objectives. The chapter will demonstrate the response rate that was achieved, the demographic details of the respondents, quantitative findings and the discussions drawn from the research data. This information will be presented in the form of tables, charts, figures and notes.

4.2 Response Rate

The response rate of a research study is a key measure of its success. It reflects the number of individuals who responded to the survey, out of the total number of individuals who were invited to participate. A good response rate is typically considered to be between 50% and 75%. According to Baruch and Holton (2008), "the level of response rate (RR) is an important, sometimes crucial, factor in assessing the value of research findings" (Baruch & Holton, 2008, p. 1140). The response rate is the percentage of the number of questionnaires filled and returned over the total questionnaires distributed. This percentage is computed in order to determine

whether the response is sufficient for further studies. In this study, 70 questionnaires were distributed by the researcher and 52 of them were returned duly filled by the respondents. This represents 74% of the respondents is a valid rate. The researcher also interviewed 4 heads of departments out of the projected 5.

Table 4.1 shows the response rate for this research.

Table 4.1: Response rate

Study population units	**Sample size targeted**	**Frequency**	**Percentage (%)**
Head of departments	5	4	7
Communication officers for the National Assembly	35	29	52
Research officers	35	23	41
TOTAL	75	56	100

Source: Research data (2023)

The frequencies in the above table were based on the number sourced from the study population and the responses as received from each category of the targeted respondents. The Communication officers for the National Assembly (51.75%), the research officers (41.07%) and the heads of departments represented (7.14%) is the response rate upon which the discussions of the study findings will be based.

4.3 Analysis of Demographic Information

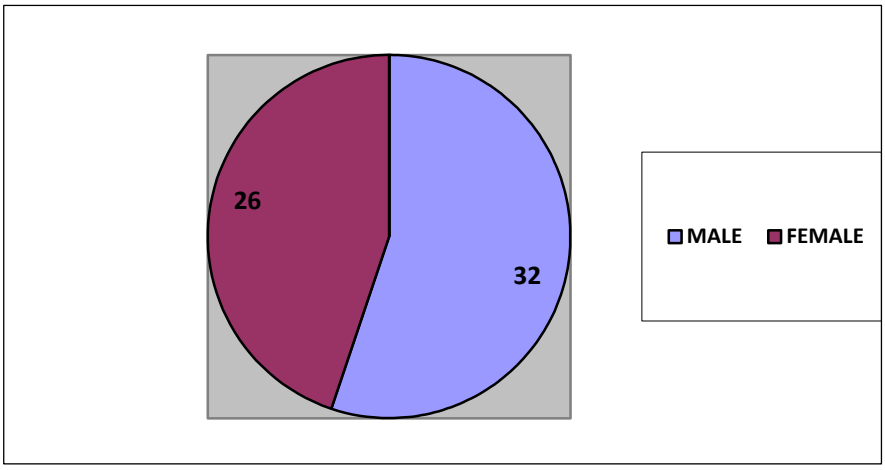
Presentation of respondent's demographic data gives readers a chance to analyze the background information of respondents. The researcher sought the following demographic details from the

respondents in the study: gender, age bracket, and the department that they belong to in the National Assembly.

4.3.1 Gender Response

The researcher sought to know the gender of the respondents in the study. This is because the National Assembly is an equal gender employer who absorbs both male and female employees. Gender is an important demographic data that should be taken into consideration when conducting a study on the use of internal public relations tools in employee relations in the National Assembly of Kenya. This is due to the fact that gender plays a huge role in how employees at the National Assembly of Kenya interact with each other and the public relations tools they use to engage on various welfare issues. The results are illustrated in Figure 4.1 below.

Figure 4:1: Gender response



Source: Author (2023)

From the findings of the research, majority of the respondent were male at 55% and the female respondents were 45%.

4.3.2 Age Group of Respondents

The researcher sought to know the age group of the respondents. This is because it enhances generation differences data segmentation and analysis which helps in gaining valuable insights into the respondents' numerous trends, behaviors, characteristics and preferences. Additionally, age can be used to determine the experience of the participants in the field of public relations. This information will help the researcher identify the most experienced public relations professionals in the National Assembly and determine the level of knowledge and skills of the participants on internal Public Relations tools used for employee relations. Therefore, age was an important demographic factor that helped the researcher better understand the role of public relations tools in enhancing employee relations at Kenya's National Assembly. The results on the age of the respondents are presented in Table 4.2 below.

Table 4.2: Age group of respondents

Age group (years)	**Frequency**	**Percentage (%)**
Less than 30	17	32.7
30-40 years	22	42.3
40-50 years	7	11.5
Above 50 years	6	13.5
Total	**52**	**100%**

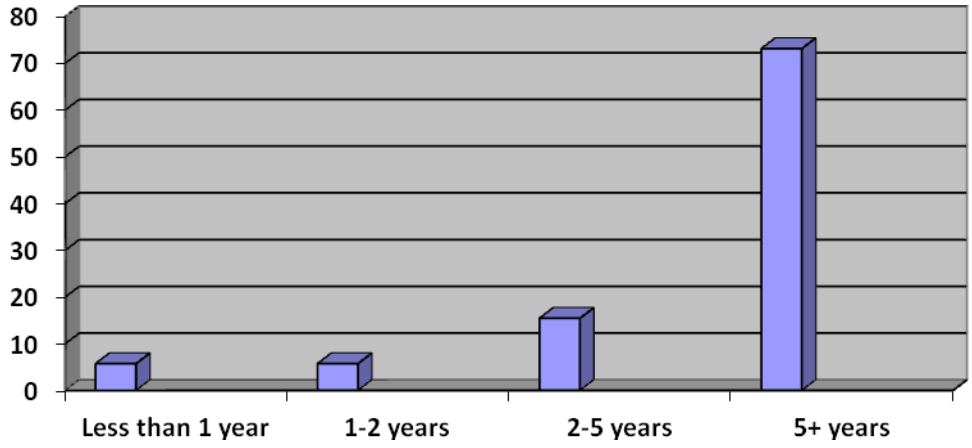
Source: Author (2023)

Majority of the respondents (42.3%) were within the age group of 30 to 40 and age group 20-30 (32.7%). This indicates that majority of employees within the research department and communication department in the National Assembly are young people while the minority are above 40 years.

4.3.3 Work Experience

The researcher sought data on the number of years that the respondents have been with the Kenya National Assembly. This is very essential in assessing valuable, reliable and valid information on the social media usage at work given the years of experience. Work experience information is of great relevance in research to understand the role of internal public relations tools used in enhancing employee relations at Kenya's National Assembly. This is because it helps to provide insight on the extent to which various public relations strategies have been employed by the National Assembly to build and maintain relationships with its employees over a period of time. Additionally, work experience information can provide insight on the success of the internal public relations tools used by the Assembly in developing and sustaining a positive and productive work environment. The results are presented in Figure 4.2 below:

Figure 4.2: Work experience at Kenya National Assembly



Source: Author (2023)

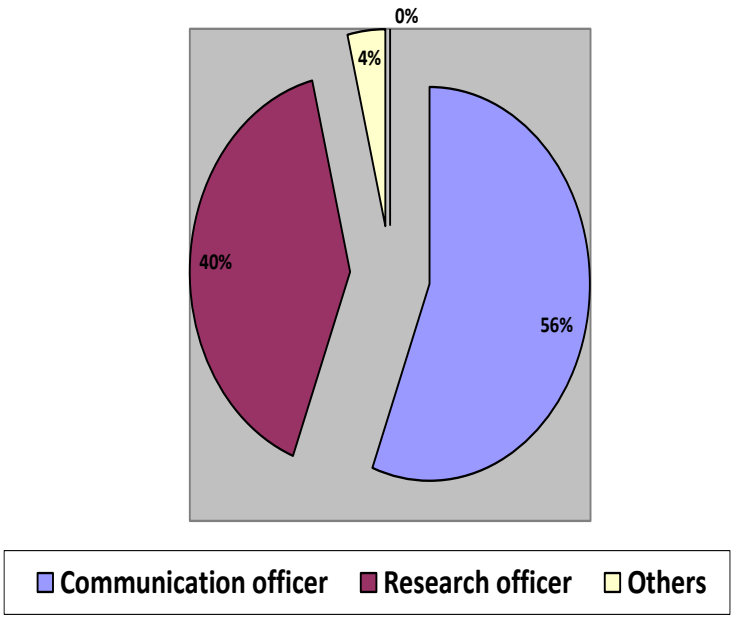
From Table 4.4, majority of the respondents (73.1%) have worked for Kenya National Assembly for more than 5 years, 5.7% have worked for less than one year, 5.7% have worked for 2 years and 15.4% have worked for 2-5 years in the National Assembly. This indicates that majority of

the respondents in this study had good knowledge of the institution and the information they provided is credible. Minority of the respondents had worked for less than two years in the Kenya National Assembly.

4.3.4 Department

The researcher also sought to know the department which the respondents worked in. The employees of the National Assembly are divided into different departments, depending on their job roles. Each department has different needs, interests, and concerns. The main departments targeted in the study are the sections that deal directly with employee relations matters. As such, their views on the use of internal public relations tools for enhancing employee relations are important in the study. The results are presented in Figure 4.3 below.

Figure 4.3: Years worked with the Kenya National Assembly



Source: Author (2023)

From the data, it was found that majority of the respondents are communication officers (55.8%), followed by research officers (40.4%). 3.8% of the respondents were from different departments. The findings imply that the target population was from the two departments targeted in the study as represented by the percentages above.

4.4 THE VALUE OF INTERNAL EMPLOYEE SOCIAL NETWORKS ON THE EMPLOYEE RELATIONS AMONG STAFF OF THE KENYA NATIONAL ASSEMBLY

The first objective of the study was to investigate the value of internal employee social networks on the employee relations among staff of the Kenya National Assembly and to answer this objective, the researcher sought responses from various questions as discussed below.

4.4.1 Social Network Used

The researcher sought to find out the social network type that the respondents used. This was to determine the validity of the information provided by the respondent because if the respondent does not use any of the social networks, they may not be able to provide credible information to the study. The results are presented in Table 4.6.

Table 4.3: Social Network used

SOCIAL NETWORK TYPE	**YES Frequency (percentage)**	**NO Frequency (percentage)**	**Total Percentage**
Facebook	(69.2%)	(30.8%)	100
WhatsApp	(94.3%)	(5.7%)	100
Twitter	(57.7)	(42.3)	100

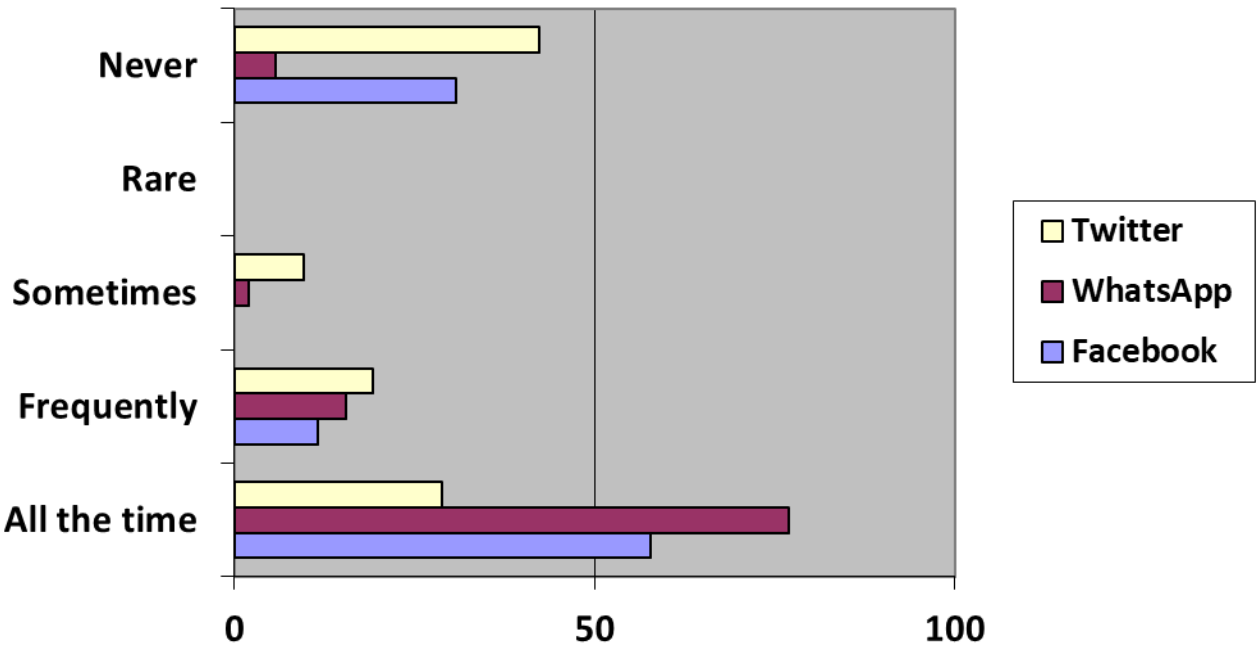
Source: Author (2023)

From the data, 69.2% use Facebook, 94.3% reported to use WhatsApp and 57.7 % said they use Twitter as social media sites. This indicates that the respondents each use social networks to a significant percentage that makes them viable respondents to the study. The particular social networks of interest to the study are those used by the National Assembly in engaging with the publics and the employees are internal publics. It was reported that the employees have WhatsApp groups for each department used for employee communications on various matters.

4.4.2 How Often the Respondents Used Social Network

The study also sought to investigate how often the respondents used the mentioned social networks for engagement. This was to determine the extent of use of social networks among employees of the National Assembly on Kenya. The results are presented in Figure 4.4 below:

Figure 4.4: **Frequency of using the Social Networks**



Source: Author (2023)

From Figure 4.4, majority of the respondents use WhatsApp all the time. This is followed by Facebook then twitter. From the data the least used social network is twitter. The reason could be because of the level of interaction associated the various social networks. Through interrogating how often the respondents use the social networks for engagement, the researcher gained insight into the amount of time the respondents used on social networks within the National Assembly and how that impacts employee relations.

4.4.3 Value of Internal Employee Social Networks to employee relations

The respondents were asked to indicate the extent to which they agree with given statements. The researcher used the likert scale to record the responses. This was to determine the value of internal employee social networks on the employee relations among staff of the Kenya national Assembly. The results are presented in Table 4.4.

Table 4.4: Value of Internal Employee Social Network

Statements	Mean	Std. Deviation
Internal employee social networks help in fostering better communication among the staff at the Kenya National Assembly	3.58	1.31640
Internal employee social networks are effective in increasing teamwork among the staff	4.32	0.51640
Internal employee social networks have an impact on the morale and productivity of the staff	3.90	0.08233
Internal employee social networks are useful in creating a better working environment	4.48	0.48795
Internal employee social networks have an impact on the employee relations among the staff of the Kenya National Assembly	3.70	1.0734
Internal employee social networks have a positive impact on the employee relations among staff of the Kenya National Assembly	3.52	0.99043
Internal employee social networks are helpful in increasing employee relations among staff of the Kenya National Assembly.	4.22	0.56061

Source: Author (2023)

The researcher sought to know if internal employee social networks help in fostering better communication among the staff at the Kenya National Assembly. The results show that majority of employees agreed that internal employee social networks help in fostering better communication among the staff at the Kenya National Assembly. This shows the importance of social networks in fostering better communication. The standard deviation (1.3164) was high enough showing varied opinions where some respondents disagree with the statement.

The researcher also sought to know if internal employee social networks are effective in increasing teamwork among the staff. Data returned a mean of 4.23 and standard deviation of 0.5164 indicating majority of respondents strongly agreed internal employee social networks are effective in increasing teamwork among the staff. This shows the importance of social networks in promoting teamwork.

The researcher also sought to know if internal employee social networks have an impact on the morale and productivity of the staff. The mean (3.9) indicates majority of the respondent agree that internal employee social networks have an impact on the morale and productivity of the staff. The standard deviation of 0.08233 indicates the variation was too small implying very few respondents were neutral or disagreed with the statement.

The respondents also were asked to indicate on their level of agreement on whether internal employee social networks are useful in creating a better working environment. This is because the researcher wanted to know if internal employee social networks are useful in creating a better working environment. The mean (4.48) indicate that majority of the respondents strongly agreed internal employee social networks are useful in creating a better working environment. This indicates that employee social networks are useful in creating a better working environment.

The researcher sought to know if internal employee social networks have an impact on the employee relations among the staff of the Kenya National Assembly. The results indicate that majority of the respondents agree that internal employee social networks have an impact on the employee relations among the staff of the Kenya National Assembly. Also, the researcher sought to know if internal employee social networks have a positive impact on the employee relations among staff of the Kenya National Assembly majority of respondents agree that internal employee social networks have a positive impact on the employee relations among staff of the

Kenya National Assembly. Lastly, the researcher sought to know if internal employee social networks are helpful in increasing employee relations among staff of the Kenya National Assembly and majority of the respondents and majority of the respondents strongly agreed that they do.

The study found out that internal employee social network has great impact on increasing teamwork among the staff, better working environment and increasing employee relations among staff of the Kenya National Assembly. This is supported by the calculated mean of 4.32, 4.48 and 4.22 respectively.

4.5 BENEFITS OF INTERNAL EMPLOYEE SURVEYS SYSTEM ON EMPLOYEE RELATIONS.

The respondents were also asked to indicate the extent to which they agreed with given statements. This was to ascertain the benefits of Internal Employee surveys system on employee relations. The results are presented in Table 4.9.

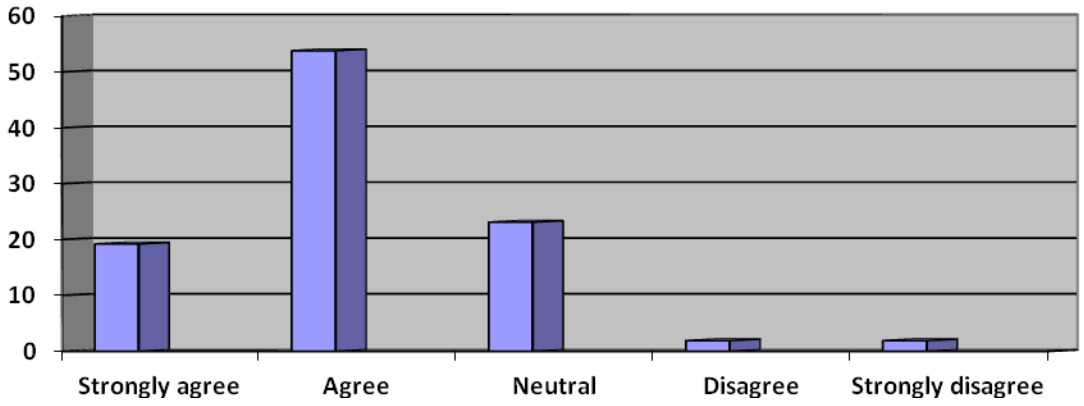
4.5.1 Benefits of Internal Employee Surveys System on communication among staff in the Kenya National Assembly

Data on the benefits of an internal employee surveys system was important in understanding the role of internal public relations tools in improving employee relations in the Kenya National Assembly.

The findings indicated that 19.2% strongly agreed that the employee surveys helped in fostering their communication with colleagues, 53.8% reported that they agreed that internal survey system on employee welfare aided in communication among staff in the National Assembly, 23.1% reported that they were neutral on the benefits of the surveys in employee communication, 1.9% disagreed with the role that employee surveys played in improving communication while

1.9% strongly disagreed with the role of internal employee welfare surveys in improving communication among staff of the National Assembly. This information is represented below:

Figure 4.5: Benefits of Internal Employee Surveys System on communication among staff in the Kenya National Assembly



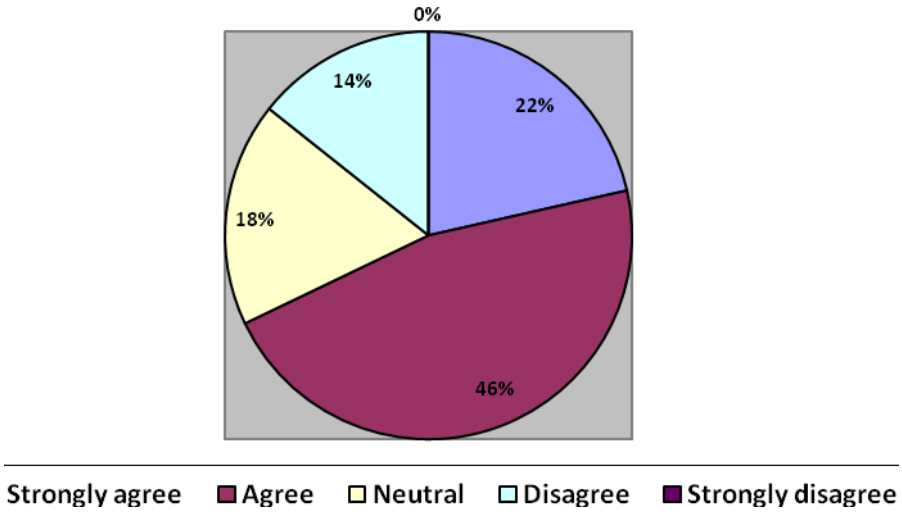
Source: Author (2023)

The data on the benefits of an internal employee surveys system is important because it portrays the level of agreement from employees on the importance of internal employee survey systems in supporting staff and improving employee relations.

4.5.2 Benefits of Internal Employee Surveys System on collaboration and teamwork among staff.

The study also sought to find out the importance of employee survey systems on the collaboration and team work among staff in the National Assembly. The researcher needed data on the extent to which internal employee surveys were beneficial in fostering collaboration and teamwork among staff. The findings indicated that 23.1 % strongly agreed, 50% agreed, 19.2% were neutral, 15.4 reported to disagree and 0% strongly disagreed. This data is represented below in Figure 4.6.

Figure 4.6 Benefits of Internal Employee Surveys System on collaboration and teamwork among staff.



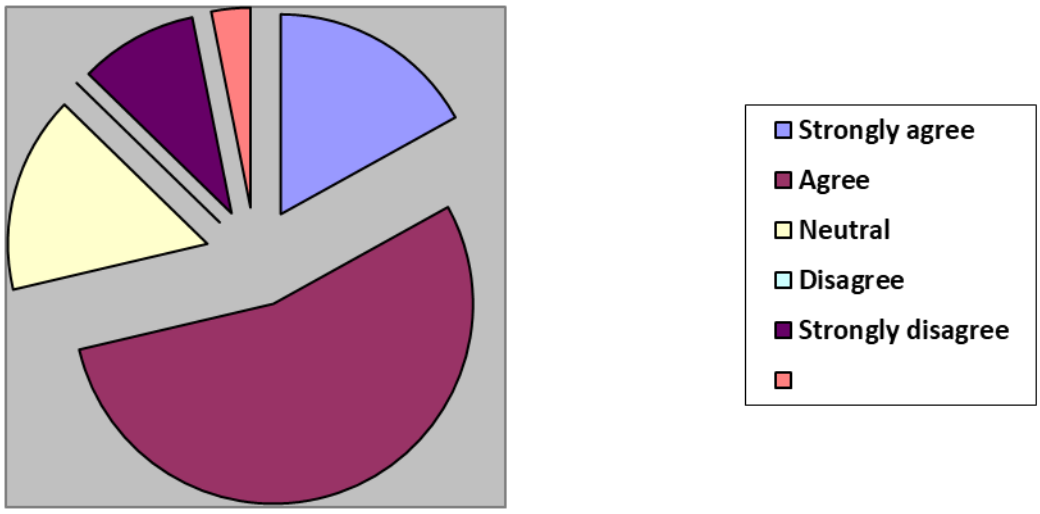
Source: Author (2023)

This data is significant because it shows that majority believe that the surveys are helpful in identifying areas where improvements can be made to boost collaboration and teamwork among employees in the National Assembly. This is relevant because the data can be used to develop new strategies for improving collaboration and teamwork among employees. Additionally, the data can be used to measure the effectiveness of existing strategies and to identify areas where additional resources may be necessary. Data on employee surveys benefits can be used by the organizations to help understand employees and improve their overall productivity and morale.

4.5.3 Benefits of Internal Employee Surveys System on increased employee engagement in the Kenya National Assembly

The researcher also sought data on the benefits of internal survey system on employee engagement in the Nation Assembly. It was reported that 65.4% strongly agreed, 19.2% agreed, 0% were neutral, 11.5% reported to disagree and 3.8% strongly disagreed. This data is represented below in Figure 4.7.

Figure 4.7 Benefits of Internal Employee Surveys System on increased **employee engagement in the Kenya National Assembly**



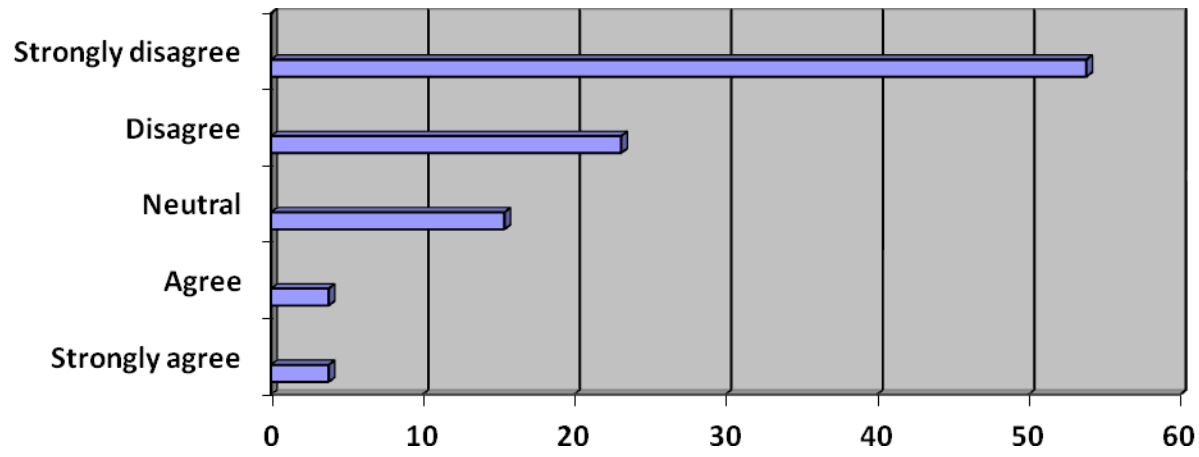
Source: Author (2023)

Internal employee surveys are an important tool to measure the effectiveness of collaboration and teamwork among staff as shown in the findings above.

4.5.4. Benefits of Internal Employee Surveys System on resolving conflicts in the workplace.

The researcher also asked a question on the benefits of conducting employee surveys internally on the conflict resolution mechanisms used in the national Assembly by employees. It was reported that 3.8% strongly agreed, 3.8% agreed, 15.4% were neutral, 23.1% reported to disagree and 53.8% strongly disagreed. This data is represented below in Figure 4.8.

Figure 4.8 Benefits of Internal Employee Surveys System on resolving conflicts in the workplace.



Source: Author (2023)

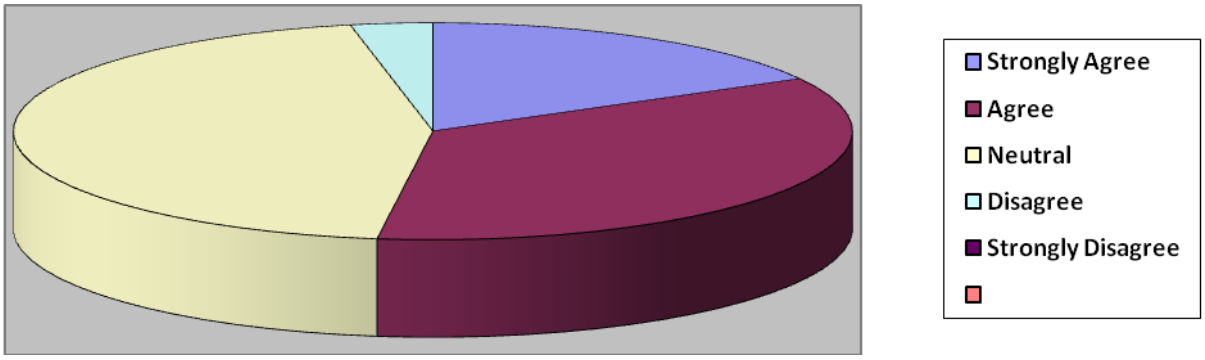
Internal employee surveys are an invaluable tool for resolving conflicts in the workplace. By providing employees with an opportunity to express their feelings about working conditions, job satisfaction, and other issues, employers can better understand the needs and concerns of their workforce. However, from this study, the internal surveys were reported as not useful in helping resolve conflict by the staff of the National Assembly. The supervisors need to see the relevance

of data collected from employee surveys can be helpful to help them identify problems that need to be addressed in order to improve the working environment.

4.5.5 Benefits of Internal Employee Surveys System on improved the quality of decision-making in the Kenya National Assembly on employee welfare matters

The study also sought to investigate the benefits of Internal Employee Surveys System on improved the quality of decision-making in the Kenya National Assembly on employee welfare matters It was reported that 42.3% strongly agreed, 53.8% agreed, 3.8% were neutral, 0% reported to disagree and 0% strongly disagreed. This data is represented below in Figure 4.9.

Figure 4.9 Benefits of Internal Employee Surveys System on improved the quality of decision-making in the Kenya National Assembly on employee welfare matters.



Source: Author (2023)

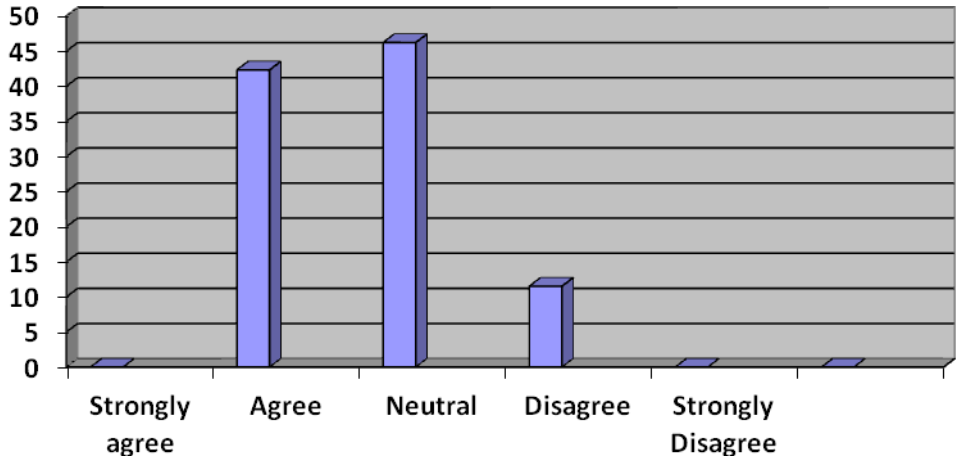
Internal employee surveys are an essential part of any organization. They allow the organization to gain valuable insights into the employee's attitudes, opinions, and overall workplace

satisfaction. These surveys if well used can offer invaluable information that will help organizations make decisions that are beneficial to the organization and its employees.

4.5.6. Benefits of Internal Employee Surveys System on creating a more positive work environment in the Kenya National Assembly

The study also sought to investigate responses on the benefits of Internal Employee Surveys System on creating a more positive work environment in the Kenya National Assembly. From the data collected, it was reported that 0% strongly agreed, 42.3% agreed, 46.2% were neutral, 11.5% reported to disagree and 0% strongly disagreed. This data is represented below in Figure 4.10.

Figure 4.10 Benefits of Internal Employee Surveys System on creating a more positive work environment in the Kenya National Assembly

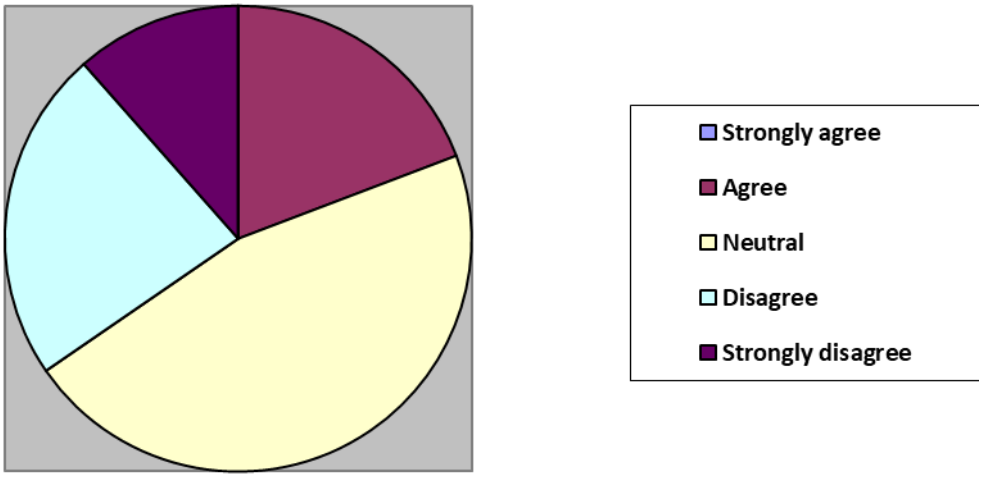


Source: Author (2023)

4.5.7 Benefits of Internal Employee Surveys System on improved overall level of job satisfaction among staff in the Kenya National Assembly

The other aspect that the research sought from the respondents was the benefits of Internal Employee Surveys System on improved overall level of job satisfaction among staff in the Kenya National Assembly. It was reported that 19.2% strongly agreed, 46.2% agreed, 23.1% were neutral, 11.5% reported to disagree and 0% strongly disagreed. This data is represented below in Figure 4.11.

Figure 4.11 Benefits of Internal Employee Surveys System on improved overall level of job satisfaction among staff in the Kenya National Assembly.



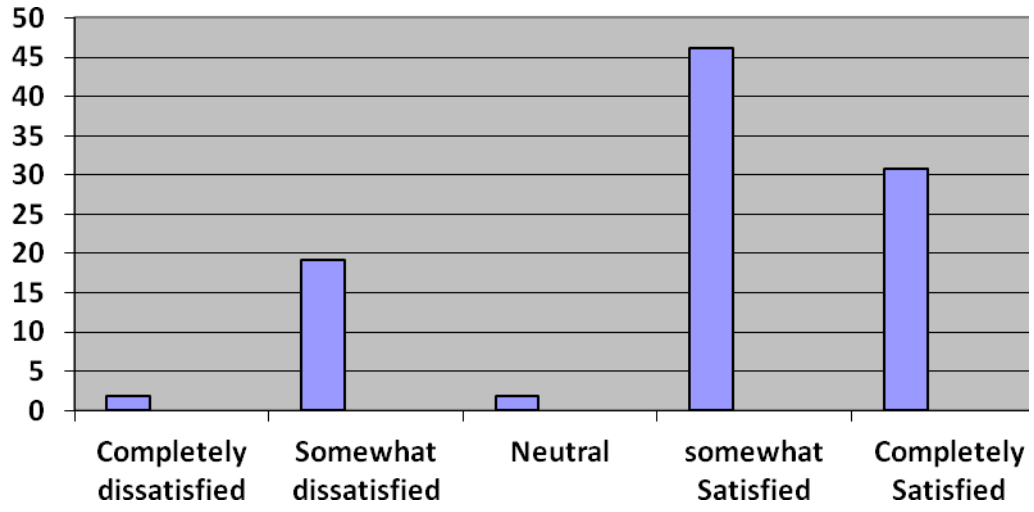
Source: Author (2023)

The data shows that In the Kenya National Assembly, most respondents said that employee surveys help to improve the overall level of job satisfaction among staff, and promote a positive working culture. By providing a platform for employees to express their opinions and concerns, internal employee surveys can be an effective tool to improve the overall level of job satisfaction in the Kenya National Assembly.

4.5.6 Satisfaction with internal employee surveys

The researcher sought to know the overall satisfaction of the respondents with the Internal Employee surveys conducted in the National Assembly. This was to enable the researcher determine if employees are satisfied with surveys conducted by the Kenya national Assembly. It was reported that 1.9% were completely dissatisfied, 19.2% were somewhat dissatisfied, 1.9% were neutral, 46.2% reported to somewhat satisfaction with the surveys and 30.8% were completely satisfied with the internal employee surveys. This data is represented below in Figure 4.11. The results are presented in Figure 4.12 below:

Figure 4.12 Satisfaction with internal employee surveys



Source: Author (2023)

From the data represented above, majority of employees are somewhat satisfied with internal employee survey. This implies that there is room for improvements by the management to realize that internal employee surveys are an invaluable tool for employers to assess the quality of their working environment, and to encourage their staff to be more productive and satisfied with their

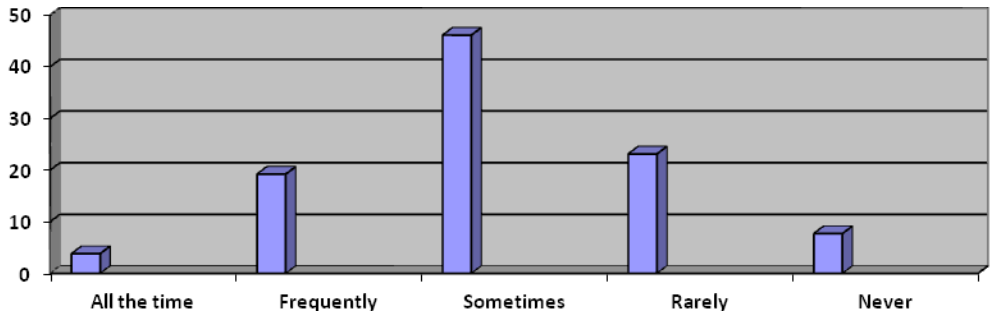
job. Therefore, there is a need to embrace it as a way to satisfy employee concerns and to see the other benefits of internal employee surveys on employee motivation.

4.6 THE ROLE OF INTERNAL NEWSLETTERS ON EMPLOYEE RELATIONS AMONG STAFF OF THE KENYA NATIONAL ASSEMBLY.

4.6.1 Internal News Letters and employee relations

The researcher sought to establish the role of internal newsletters which are produced weekly on covering issues that influence employee relations among staff of the Kenya National Assembly. Internal news letters are an important tool for maintaining and improving employee relations. By providing employees with timely and relevant information, newsletters can help to foster a sense of community and connection. They can also help to ensure that employees understand the company's goals and objectives and are kept informed of company news and developments. By regularly communicating with employees, newsletters can create an environment of trust and mutual respect, which in turn can lead to improved employee morale and increased productivity. The findings are captured in the responses below. The results are presented in Figure 4.13.

Figure 4.13 Frequency of reading the internal newsletter



Source: Author (2023)

It was reported that 3.8% read the newsletters all the time, 19.2% read it frequently, 46.1% read it sometimes, 23.1% reported to read is rarely and 4% have never read the internal newsletter. This data is represented below above.

4.6.2 Respondents Content of Interest

The staff newsletter has various areas that are addressed in the weekly content. The content cuts across plenary issues, committees of the national Assembly issues, clique and clicks and finally question time section.

The researcher sought to find out the content that the respondent were most interested in the internal newsletter. This was to establish the role of internal newsletters on employee relations among staff of the Kenya National Assembly. The results are presented in table 4.13.

Table 4.5: Respondents Content of Interest

CONTENT AREAS OF THE NEWSLETTER	**Extremely important**	**Moderately important**	**Slightly important**	**Low importance**	**Not at all important**	**TOTAL**
	%	**%**	**%**	**%**	**%**	**%**
PLENARY	69.2%	26.9%	3.9%	0.0%	0.0%	**100%**
COMMITEES' ROUND-UP	69.2%	26.9%	3.9%	0.0%	0.0%	**100%**
CLIQUE AND CLICKS	19.2%	23.1%	30.8%	19.1%	7.7%	**100%**
QUESTION TIME	23.1%	50%	19.2%	7.7%	0.0%	**100%**

Source: Author (2023)

According to the data presented above, 69.2% of the respondents reported that plenary content was the most important section in the newsletter, 26.9% responded that the plenary section was

moderately important, 3.9% reported that the plenary content slightly important and none of the respondents felt that the plenary content was not important.

Further to this, the committee's round-up section reported the following feedback. 69.2% of the respondents reported that committee's round-up content was the most important section in the newsletter, 26.9% responded that the committee's round-up section was moderately important, 3.9% reported that the committee's round-up content slightly important and none of the respondents felt that the committee's round-up content was not important.

As for the Clique and Clicks section, 23.1% of the respondents reported that Clique and Clicks content was the most important section in the newsletter, 50% responded that the Clique and Clicks section was moderately important, 19.2 % reported that the Clique and Clicks content slightly important and 7.7% reported that the content was slightly important while none of the respondents felt that the Clique and Clicks content was not important.

4.6.3 The extent to which the internal newsletter content enhances employee relations among staff of the Kenya National Assembly.

The respondents were instructed to indicate the extent to which they agreed with given statements. This was to establish the role of internal newsletters on employee relations among staff of the Kenya National Assembly. The results are presented in table 4.6

Table 4.6: Role of Internal Newsletters on Employee Relations among Staff of the Kenya National Assembly

Statements	Mean	Std. Deviation
The content of the internal newsletters is useful with regard to the welfare needs of the employees in the National Assembly	3.52	1.61640
The content of the internal newsletters is relevant to employees' communication needs within the National Assembly	3.82	0.71640
Internal newsletters are a good way of communicating important welfare messages to employees	3.76	0.88233
Internal newsletters are effective tools for communicating welfare needs of employees in the National Assembly	4.38	0.48795

Source: Author (2023)

From the data above, the researcher sought to find out if the content of the internal newsletters was useful with regard to the welfare needs of the employees in the National Assembly. The mean (3.52) shows that majority of the respondent agree that content of the internal newsletters is useful with regard to the welfare needs of the employees in the National Assembly. The standard deviation (1.6164) showed there was varied opinion on this. A few respondents disagree that content of the internal newsletters is useful with regard to the welfare needs of the employees in the National Assembly. Therefore, the internal newsletter is a vital tool for employee relations in the national Assembly.

The researcher also sought to know the relevance of content of the internal newsletters to employee's communication needs within the National Assembly. The mean (3.82) of the data shows that majority of the respondents agree that the content of the internal newsletters is

relevant to employee's communication needs within the National Assembly. Some respondents disagree with this statement as shown by the standard deviation (0.71640).

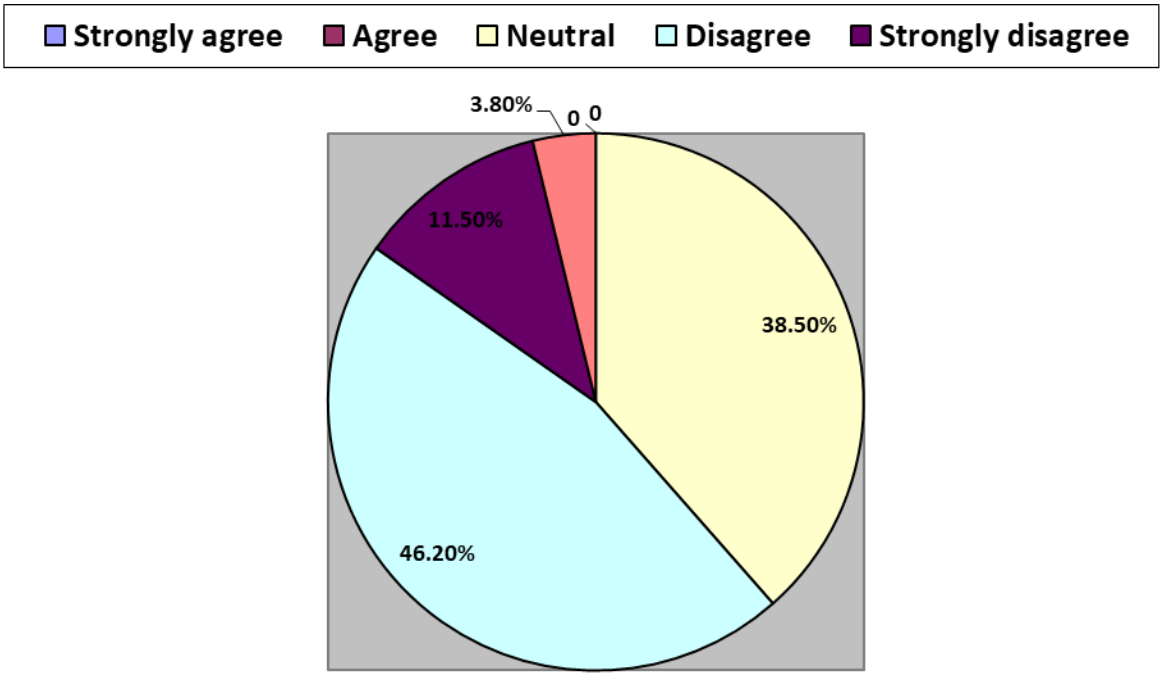
As for the data on if Internal newsletters are a good way of communicating important welfare messages to employees, the researcher found out that majority agree on the usefulness of the content on employee relations, and minority of the respondents disagree that the internal newsletter aids in communicating welfare needs of the employees. This still brings out the importance of internal employee newsletters in communication about welfare matters.

From the data we say conclude that internal newsletters are effective tools for communicating welfare needs of employees in the National Assembly since it posted the highest mean of 4.38.

4.6.4 The role of internal newsletters in improved communication lines between staff and management in the National Assembly.

The findings indicate that no one believes that the internal newsletters improve communication lines in the national Assembly among the staff, 38.5% reported that they agree that the internal newsletters can help improve communication lines in the national Assembly among the staff, 46.2% reported that they are neutral that the internal newsletters can help improve communication lines in the national Assembly among the staff, 11.5% reported that they disagree that the internal newsletters can help improve communication lines in the national Assembly among the staff, while 3.8% reported that they strongly disagree that the internal newsletters can help improve communication lines in the national Assembly among the staff. This is represented in Figure 4.14 below.

Figure 4.14: The role of internal newsletters in improved communication lines among employees.



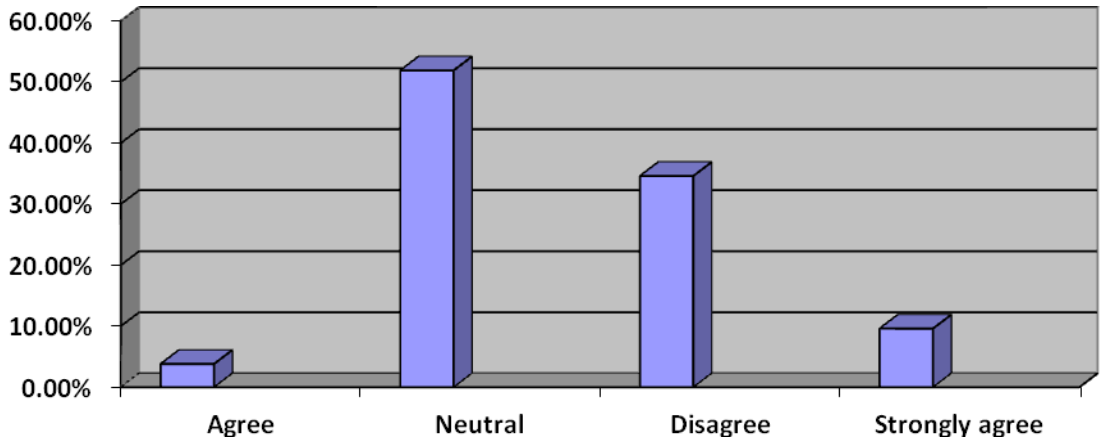
Source: Author (2023)

Therefore, the study observes that Internal newsletters play an essential role in improving communication lines between staff and management in the National Assembly. They are a useful and cost-effective way to keep employees informed and up-to-date on organizational developments and changes that happen in the national Assembly especially in the five content sections. Internal newsletters also help to provide timely and accurate information to staff, enabling them to stay informed of the latest news and developments within the national Assembly. The newsletters have helped to bridge the communication gap between the management and staff in the National Assembly by providing them with information weekly.

4.6.5 How internal newsletters have improved employee relations within the National Assembly of Kenya

Internal newsletters have been used to communicate important news and updates to employees by the management of the National Assembly. The newsletters have provided a platform for employees to share ideas and experiences, and to gain a better understanding of the organization's activities on a weekly basis.

Figure 4:15: Data on the relevance of Internal newsletters in employee relations



Source: Author (2023)

From the study, it was observed that none of the employees strongly agreed that internal newsletters are beneficial in employee relations, 3.8% reported that they agree on the importance of the internal newsletters on employee relations while 51.9% reported to be neutral on the role of the internal newsletter in enhancing employee relations within the Assembly, 34.6% reported that they disagree that staff newsletters play a role in enhancing employee relations and finally 9.6 percent reported that they total disagree that internal staff newsletters have helped improve the employee relations in the National Assembly.

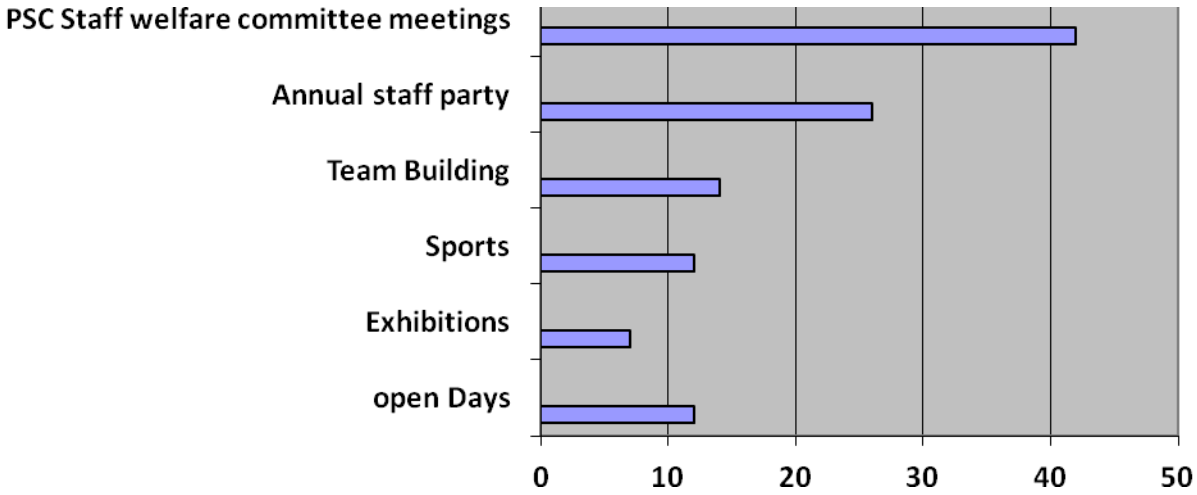
4.7 THE BENEFITS OF INTERNAL EMPLOYEE EVENTS ON EMPLOYEE RELATIONS AMONG STAFF OF THE KENYA NATIONAL ASSEMBLY.

The study also sought to investigate the importance of employee events in enhancing employee relations in the National Assembly. Internal employee events are important in fostering strong relationships among staff members of the Kenya National Assembly. The data is presented in the sections below.

4.7.1 Typology of Events Attended by employees of the National Assembly

The researcher the sought to know what events the respondents attend that are hosted by the Kenya National Assembly.

Figure 4.16 represents the information on attendance of events by employees sampled



Source: Author (2023)

The PSC Staff Welfare Committee Meetings are the most attended by 100% of the employees, followed by the Annual staff party 50.0% attendance, Team Building and recreations was attended by 26.9%, Sports was attended by 23.1%, Exhibitions were attended by 13.4% of the employees while Open days were attended by 23.1% of employees in the study.

4.7.1 Frequency of Occurrence of Events

The researcher further sought to know how often the internal employee events take place in the Kenya National Assembly. The results are presented in table 4.6.

Table 4.7 Frequency of events

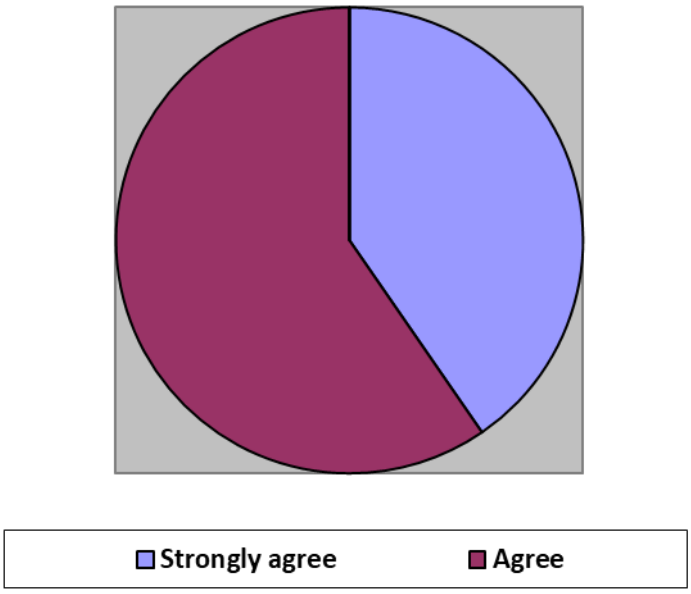
Event	**Frequency**
Budget Statements	Annually
Open Days	Annually
Exhibitions (Shows)	Annually
Sports And Recreations	Annually
Team Building	Annually
Annual Staff Party	Annually
PSC Staff Welfare Committee Meetings	Bi-Monthly

Source: Author (2023)

The events all take place once a year except for the PSC staff welfare committee meetings that happen bi-monthly.

The respondents also gave the following feedback as on the frequency of having the events. 40.4% reported that they strongly agree that events that target employees should be more frequent and 59.6% reported that they agree that the frequency of the events needs to be increased. The data is shown in figure 4. 17 below:

Figure 4.17 Internal employee events need to be held more frequently

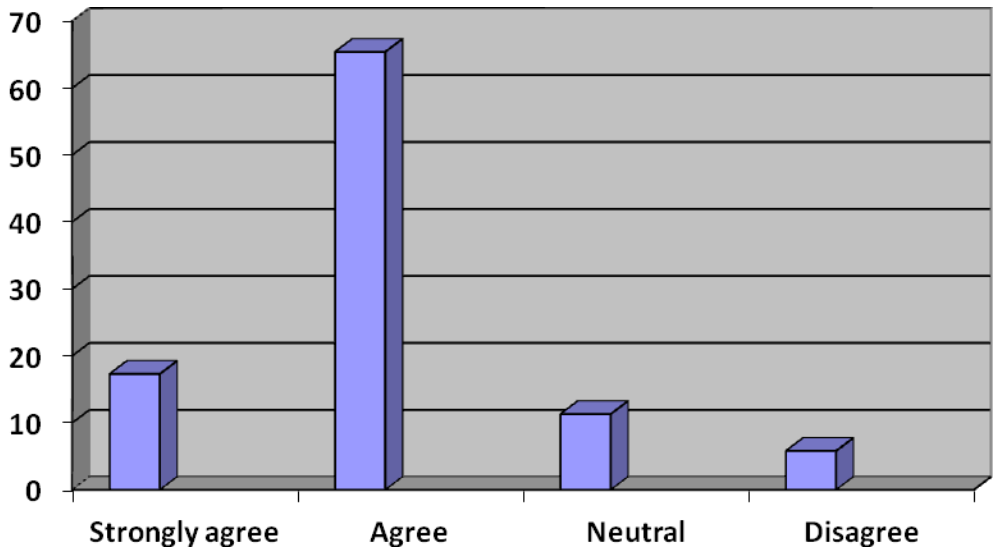


Source: Author (2023)

4.7.2: Internal employee events help improve employee relations

The researcher also sought to find out if the events that employees attend helped improve their relations. This was reported as 17.3% strongly agree, 65.4% agree, 11.3% were neutral on the benefits, 5.8% disagree that events can help improve employee relations in the national Assembly.

Figure 4.18: Internal employee events help improve employee relations

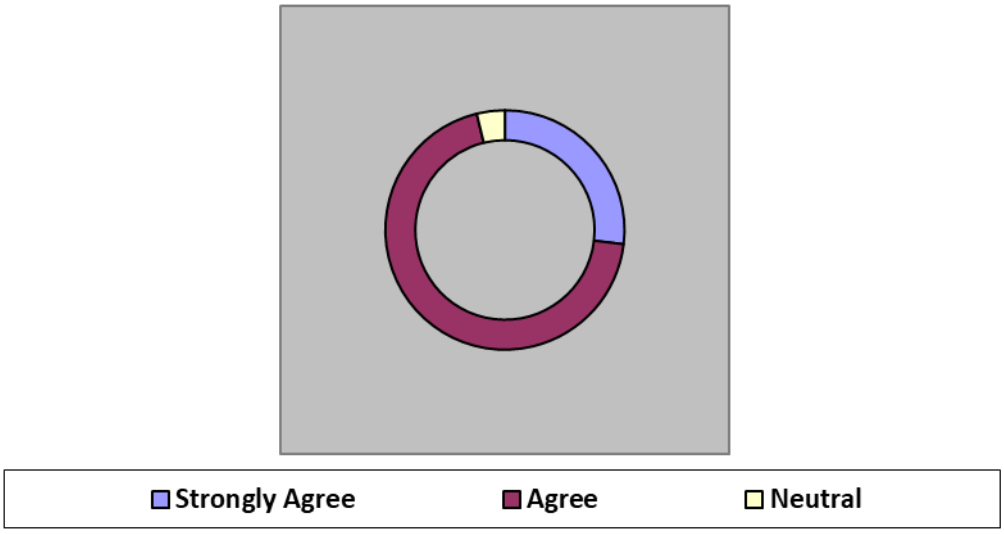


Source: Author (2023)

4.7.2 Internal employee events help to create a sense of community and belonging among staff of the National Assembly

The researcher also sought to find out if the events to create a sense of community and belonging among staff of the National Assembly This was reported as 26.9% strongly agree, 69.3% agree, 3.8% were neutral on the benefits, while none of the surveyed employees disagree that events can help to create a sense of community and belonging among staff of the National Assembly. This information is demonstrated in figure 4.19 below.

Figure 4.19: Internal employee events help to create a sense of community and belonging



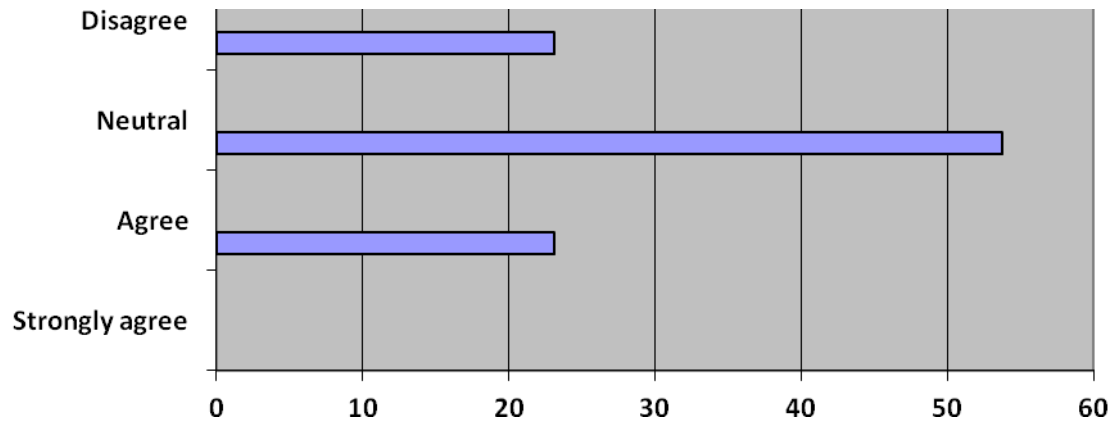
Source: Author (2023)

4.7.5 Internal employee events are effective for improving the effectiveness of employee relations

Overall, the researcher also sought to find out if events are effective for improvement of employee relations in the national Assembly. The findings collected indicate that none strongly agree, 23.1% agree, 53.8% were neutral on the benefits, while 23.1 of the surveyed employees disagree that events can help to create a sense of community and belonging among staff of the National Assembly and none strongly disagreed.

This information is demonstrated in figure 4.20 below.

Figure 4.20: The extent to which internal employee events can improve employee relations



Source: Author (2023)

Internal employee events are an effective way to improve employee relations. They create a sense of camaraderie and help build relationships between employees. Internal events can also provide an opportunity for employees to learn more about one another, which can help create a more positive work environment.

4.8 Summary of Discussions

In this study, it was noted that internal public relations use employee social networks as one of its tools in the organization. It was observed in the study by Men, Neil and Ewing (2020) that the ability to quickly and easily communicate with employees across an organization has made these networks invaluable for keeping everyone informed and involved. The study sought to explore the connection between the use of social networks and employee relations in the national Assembly of Kenya. The study found out that the most commonly used social network type was WhatsApp followed by Facebook then twitter. The three social networks were used by the National Assembly in engaging with the employees at various levels and on various matters. It

was reported that the employees have WhatsApp groups for each department used for employee communications on various matters. The majority of the respondents used the social networks most of the time to communicate. Through interrogating how often the respondents use the social networks for engagement, the researcher gained insight into the amount of time the respondents used on social networks within the National Assembly and how that impacted employee relations.

The study by Nguru and Ibrahim (2018), which focused on how Public Relations influences employee performance in Nigeria mainly focused on empirical review of studies in the area. The study concludes that Public Relations has a role in enhancing employee job satisfaction and productivity. This is similar to the current study whereby the findings indicate that internal employee social networks significantly influenced employee relations in the National Assembly.

Study findings also showed that Internal employee social networks are useful in creating a better working environment. This is in line with the study by Nguru and Ibrahim (2018). Strong linkages between units enhance information sharing and the transmission of complicated knowledge (Elrod & Fortenberry, 2020) and this was observed in the current study where Internal employee social networks have a positive impact on the employee relations among staff of the Kenya National Assembly as analyzed in the data. Therefore, internal employee social networks play a significant role in employee relations at the National Assembly.

It was noted earlier by L'Etang, McKie, Snow and Xifra (2015) that the world is no longer in an industrial society but an information society. As a result, "society" needs timely and accurate flow of information on preferences, wants, and behavior. Surveys are heavily relied upon in response to the organizations' crucial need for information. Data on the benefits of an internal employee surveys system was important in understanding the role of internal public relations

tools in improving employee relations in the Kenya National Assembly. The findings indicate that majority of the respondents agree that employee surveys helped in communication among staff of the national Assembly. The data on the benefits of an internal employee surveys system is important because it helped portray the level of agreement from employees on the importance of internal employee survey systems in supporting staff and improving employee relations.

Majority of the respondents believed that the surveys are helpful in identifying areas where improvements can be made to boost collaboration and teamwork among employees in the National Assembly. This finding is relevant because the data can be used to develop new strategies for improving collaboration and teamwork among employees. Additionally, the data can be used to measure the effectiveness of existing strategies and to identify areas where additional resources may be necessary. Data on employee surveys benefits can be used by the organizations to help understand employees and improve their overall productivity and morale.

From the findings, it was observed that internal employee surveys are an important tool to measure the effectiveness of collaboration and teamwork among staff.

As for the Benefits of Internal Employee Surveys System on resolving conflicts in the workplace, majority of the respondents disagreed that the internal surveys helped resolve conflicts among the employees. Internal employee surveys are an invaluable tool for resolving conflicts in the workplace. By providing employees with an opportunity to express their feelings about working conditions, job satisfaction, and other issues, employers can better understand the needs and concerns of their workforce. However, from this study, the internal surveys were reported as not useful in helping resolve conflict by the staff of the National Assembly. The supervisors need to see the relevance of data collected from employee surveys can be helpful to

help them identify problems that need to be addressed in order to improve the working environment.

Internal employee surveys are an essential part of any organization. They allow the organization to gain valuable insights into the employee's attitudes, opinions, and overall workplace satisfaction. These surveys if well used can offer invaluable information that will help organizations make decisions that are beneficial to the organization and its employees.

The other aspect that the research sought from the respondents was the benefits of Internal Employee Surveys System on improved overall level of job satisfaction among staff in the Kenya National Assembly. Majority agreed that the internal surveys are a good avenue for improving employee's level of job satisfaction. The data showed that in the Kenya National Assembly, most respondents said that employee surveys help to improve the overall level of job satisfaction among staff, and promote a positive working culture. By providing a platform for employees to express their opinions and concerns, internal employee surveys can be an effective tool to improve the overall level of job satisfaction in the Kenya National Assembly.

Ifijeh et. al (2015) defined a newsletter as essentially a piece of content that is created and distributed on a regular basis by a group of persons, a body, or an organization that offers specific information for audience viewing. Newsletters act as official feedback conduits between the company and its stakeholders. They are an inexpensive way to communicate with employees, create connections with consumers, advertise new items, and obtain new markets.

Internal newsletters are an important tool for maintaining and improving employee relations. By providing employees with timely and relevant information, newsletters can help to foster a sense of community and connection. They can also help to ensure that employees understand the company's goals and objectives and are kept informed of company news and developments. By

regularly communicating with employees, newsletters can create an environment of trust and mutual respect, which in turn can lead to improved employee morale and increased productivity. However, majority of the respondents do not read the newsletters weekly and further studies need to be carried out to ascertain why.

The staff newsletter has various areas that are addressed in the weekly content. The content cuts across plenary issues, committees of the national Assembly issues, clique and clicks and finally question time section. The plenary and the committees' round-up were the most commonly read sections of the newsletter.

Therefore, the study observes that Internal newsletters play an essential role in improving communication lines between staff and management in the National Assembly. They are a useful and cost-effective way to keep employees informed and up-to-date on organizational developments and changes that happen in the national Assembly especially in the five content sections. Internal newsletters also help to provide timely and accurate information to staff, enabling them to stay informed of the latest news and developments within the national Assembly. The newsletters have helped to bridge the communication gap between the management and staff in the National Assembly by providing them with information weekly.

Internal employee events are important in fostering strong relationships among staff members of the Kenya National Assembly. The most attended event was The PSC Staff Welfare Committee Meetings followed by the Annual staff party then, Team Building and recreations, followed by Sports then, Exhibitions while the Open days were least attended. The events all take place once a year except for the PSC staff welfare committee meetings that happen bi-monthly.

Internal employee events are an effective way to improve employee relations. They create a sense of camaraderie and help build relationships between employees. Internal events can also

provide an opportunity for employees to learn more about one another, which can help create a more positive work environment.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5. 1 Introduction

The chapter presents the summary of findings, conclusions, and recommendations of the study on the role of internal public relations tools used in enhancing employee relations at Kenya's national Assembly.

5.2 Summary of study findings

The study had the following general objective, to assess the role of internal public relations tools used in Parliament in enhancing employee relations in Kenya's National Assembly. The study had the following specific objectives: (1) To investigate the value of internal employee social networks on the employee relations among staff of the Kenya National Assembly, (2) To determine the benefits of Internal Employee surveys system on employee relations among staff of the Kenya National Assembly. (3) To establish the role of internal newsletters on employee relations among staff of the Kenya National Assembly and (4) To analyze the benefits of internal employee events on employee relations among staff of the Kenya National Assembly. This chapter therefore presents the data collected in a bid to provide the findings on the research objectives.

The target population was communication officers and the research officers in the National Assembly. The response rate for the study was 74% of the respondents and it was the basis for the study findings. Majority of the respondents had been employed in the National Assembly for more than 5 years. The gender response also was almost equal for both genders with men being

55% and females being 45% of the respondents. Majority of the respondents were aged between 30 and 40 years. The following were the key findings of the four research objectives:

In this study, it was noted that internal public relations use employee social networks as one of its tools in the organization as had earlier been stated in the literature by (Men, Neil and Ewing (2020). The study found out that the most commonly used social network type was WhatsApp followed by Facebook then twitter. The three social networks were used by the National Assembly in engaging with the employees at various levels and on various matters. It was reported that the employees have WhatsApp groups for each department used for employee communications on various matters. The majority of the respondents used the social networks most of the time to communicate. Through interrogating how often the respondents use the social networks for engagement, the researcher gained insight into the amount of time the respondents used on social networks within the National Assembly and how that impacted employee relations.

The findings indicate that internal employee social networks significantly influenced employee relations in the National Assembly. Most respondents agreed strongly that internal employee social networks help in fostering better communication among the staff at the Kenya National Assembly. They also agreed that the internal employee social networks were effective in increasing teamwork among the staff. Study findings also showed that internal employee social networks are useful in creating a better working environment.

Data on the benefits of an internal employee surveys system was important in understanding the role of internal public relations tools in improving employee relations in the Kenya National Assembly. The data on the benefits of an internal employee surveys system is important because

it helped portray the level of agreement from employees on the importance of internal employee survey systems in supporting staff and improving employee relations (Men, Neil, & Ewing, 2020). The findings indicate that majority of the respondents agree that employee surveys helped in communication among staff of the national Assembly.

Majority of the respondents believed that the surveys are helpful in identifying areas where improvements can be made to boost collaboration and teamwork among employees in the National Assembly. This finding is relevant because the data can be used to develop new strategies for improving collaboration and teamwork among employees. Additionally, the data can be used to measure the effectiveness of existing strategies and to identify areas where additional resources may be necessary. Data on employee surveys benefits can be used by the organizations to help understand employees and improve their overall productivity and morale.

Internal employee surveys are an essential part of any organization. They allow the organization to gain valuable insights into the employee's attitudes, opinions, and overall workplace satisfaction (Mishra, Boynton, & Mishra, 2014). These surveys if well used can offer invaluable information that will help organizations make decisions that are beneficial to the organization and its employees.

Newsletters act as official feedback conduits between the company and its stakeholders. They are an inexpensive way to communicate with employees, create connections with consumers, advertise new items, and obtain new markets. The researcher sought to establish the role of internal newsletters which are produced weekly on covering issues that influence employee relations among staff of the Kenya National Assembly.

Findings indicate that internal news letters are an important tool for maintaining and improving employee relations. By providing employees with timely and relevant information, newsletters can help to foster a sense of community and connection. They can also help to ensure that employees understand the company's goals and objectives and are kept informed of company news and developments. By regularly communicating with employees, newsletters can create an environment of trust and mutual respect, which in turn can lead to improved employee morale and increased productivity (Adanlaw & Chaka, 2023). However, majority of the respondents do not read the newsletters weekly and further studies need to be carried out to ascertain why.

The staff newsletters have various areas that are addressed in the weekly content. The content cuts across plenary issues, committees of the national Assembly issues, clique and clicks and finally question time section. The plenary and the committees' round-up were the most commonly read sections of the newsletter. The study also found out that the internal newsletter content enhances employee relations among staff of the Kenya National Assembly. Therefore, the internal newsletter is a vital tool for employee relations in the national Assembly (Paul, 2016).

Therefore, the study observes that internal newsletters play an essential role in improving communication lines between staff and management in the National Assembly. They are a useful and cost-effective way to keep employees informed and up-to-date on organizational developments and changes that happen in the national Assembly especially in the five content sections (Men, Neil, & Ewing, 2020).

The study also sought to investigate the importance of employee events in enhancing employee relations in the National Assembly. Findings indicate that Internal employee events are important

in fostering strong relationships among staff members of the Kenya National Assembly. The most attended event was the PSC Staff Welfare Committee Meetings followed by the Annual staff party then, Team Building and recreations, followed by sports then, exhibitions while the open days were least attended. The events all take place once a year except for the PSC staff welfare committee meetings that happen bi-monthly.

Internal employee events are an effective way to improve employee relations. They create a sense of camaraderie and help build relationships between employees. Internal events can also provide an opportunity for employees to learn more about one another, which can help create a more positive work environment.

5.3 Conclusion

It can therefore be concluded that, internal employee social networks significantly influenced employee relations in the National Assembly. This is shown by the findings in the study. Most respondents agreed strongly that internal employee social networks help in fostering better communication among the staff at the Kenya National Assembly. They also agreed that the internal employee social networks were effective in increasing teamwork among the staff. Overall, this study concludes that internal employee social networks are useful in creating a better working environment.

The study also concludes that internal employee surveys systems are important in understanding the role of internal public relations tools in improving employee relations in the Kenya National Assembly. Majority of the respondents agree that employee surveys helped in communication among staff of the national Assembly. Therefore, it can be concluded that surveys are helpful in identifying areas where improvements can be made to boost collaboration and teamwork among

employees in the National Assembly. Data collected through employee surveys is useful in the organizations in aiding to understand employees and improve their overall productivity and morale. Internal employee surveys are an essential part of any organization.

The other conclusion is that Internal newsletters are an important tool for maintaining and improving employee relations. The newsletters provide employees with timely and relevant information. The staff newsletters have various areas that are addressed in the weekly content. The content cuts across plenary issues, committees of the national Assembly issues, clique and clicks and finally question time section. The plenary and the committees' round-up were the most commonly read sections of the newsletter. Therefore, the study concludes that internal newsletter content enhances employee relations among staff of the Kenya National Assembly. Therefore, the internal newsletter is a vital tool for employee relations in the national Assembly.

Another conclusion from this study is that internal employee events are important in fostering strong relationships among staff members of the Kenya National Assembly. Employees are able to interact and relate both formally and informally during events hence it increases employee relations. The internal employee events are an effective way to improve employee relations. They create a sense of camaraderie and help build relationships between employees. Internal events can also provide an opportunity for employees to learn more about one another, which can help create a more positive work environment.

5.4 Recommendations

It is recommended that organizations explore the various social networks available to enhance their employee relations initiatives. This is because internal employee social networks

significantly influence employee relations in the National Assembly and are useful in creating a better working environment for employees.

The study also recommends that organizations also need to embrace employee surveys as part of their management because they help in communication among staff of the national Assembly. The surveys are helpful in identifying areas where improvements can be made to boost collaboration and teamwork among employees in the National Assembly. Data from surveys can be useful in developing new strategies for improving collaboration and teamwork among employees to improve their overall productivity and morale.

The study also recommends that departments and organizations invest in developing Newsletters that act as official feedback conduits between the company and its stakeholders. His is because they are an inexpensive way to communicate with employees, create connections with consumers, advertise new items, and obtain new markets. Internal news letters are an important tool for maintaining and improving employee relations. By providing employees with timely and relevant information, newsletters can help to foster a sense of community and connection. The content of the newsletters should be tailored to the needs of the employees.

Internal employee events are important in fostering strong relationships among staff members of the Kenya National Assembly. Therefore, the study recommends that the events be increased to enable the employees engage more both formally and informally. Internal employee events are an effective way to improve employee relations. They create a sense of camaraderie and help build relationships between employees. Internal events can also provide an opportunity for employees to learn more about one another, which can help create a more positive work environment.

5.5 Suggestions for further study

These suggestions are made based on the findings of the study. Further research can be done on the areas listed below:

a) The impact of age on the employee's use of social networks for internal communication.

b) The various types of surveys used for employee relations and their influence on internal communication in the organization.

c) The reasons why internal surveys are not useful in helping resolve conflict by the staff of the National Assembly.

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APPENDICES

Appendix I: Informed Consent Form

Title of the Project:

"THE ROLE OF INTERNAL PUBLIC RELATIONS TOOLS USED IN ENHANCING EMPLOYEE RELATIONS AT KENYA'S NATIONAL ASSEMBLY"

Goal: To assess the role of internal public relations tools used in Parliament in enhancing employee relations in Kenya's National Assembly

Participants: This study is completely voluntary, and any member can opt out at any time with no repercussions. There are no financial rewards for participating.

Confidentiality: Participants' identification would never be utilized in this study, and all answers will be handled with utmost discretion.

Name of the Researcher: Leonard Nyapere Position: Student

Sign by the researcher: ……..... Date: ……..

Statement to be signed by the participant:

I acknowledge that the investigator has stated the purpose of the work as well as the range of tasks that I will indeed be expected to do. I certify that I have had ample opportunity to inquire about this project. I realize that my involvement is entirely optional, and that I am free to withdraw at any time in the course of the project for any reason. I agree to participate in this project.

Signature: …….. Date: …….……..

Appendix II: Research Questionnaire

SECTION A: Demographic Information

1. What is your gender?

Male [ ] Female [ ]

2. What is your age bracket?

Less than 30 years [ ] 30-40 years [ ] 41-50 years [ ] above 50 years [ ]

3. How long have you been employed at Kenya's National Assembly?

Less than one year	
1-2 years	
2-5 years	
5+ years	

3. Which department do you belong to at Kenya's National Assembly?

DEPARTMENT/SECTION	TICK
Communication officer	
Research officer in parliament	

SECTION B

OBJECTIVE ONE: To Investigate the Value Of Internal Employee Social Networks On The Employee Relations Among Staff Of The Kenya National Assembly.

1. Do you use any of the following internal employee social networks?

SOCIAL NETWORK TYPE	**YES**	**NO**
Facebook		
WhatsApp		
Twitter		

2. If yes, how often do you use the internal employee social network?

SOCIAL NETWORK TYPE	All the time	Frequently	Sometimes	Rarely	Never
Facebook					
WhatsApp					
Twitter					

3. To what extent do you agree with the following statements:

5- Strongly agree 4- Agree 3- Neither agree or disagree 2- Disagree 1- Strongly disagree

	5	4	3	2	1
Internal employee social networks help in fostering better communication among the staff at the Kenya National Assembly					
Internal employee social networks are					

effective in increasing teamwork among the staff					
Internal employee social networks have an impact on the morale and productivity of the staff					
Internal employee social networks are useful in creating a better working environment					
Internal employee social networks have an impact on the employee relations among the staff of the Kenya National Assembly					
Internal employee social networks have a positive impact on the employee relations among staff of the Kenya National Assembly					
Internal employee social networks are helpful in increasing employee relations among staff of the Kenya National Assembly.					

4. Kindly add any suggestions or comments for improving the use of internal employee social networks in the National Assembly to improve employee relations

OBJECTIVE 2: To determine the benefits of Internal Employee surveys system on employee relations among staff of the Kenya National Assembly.

1. To what extent do you agree with the following statements?

5- Strongly agree 4- Agree 3- Neither agree or disagree 2- Disagree 1- Strongly disagree

	5	4	3	2	1
Internal surveys about employee welfare have helped to improve communication among staff in the Kenya National Assembly					
Internal surveys about employee welfare have helped to foster collaboration and teamwork among staff					
Internal surveys about employee welfare have increased employee engagement in the Kenya National Assembly					
Internal surveys about employee welfare have helped to resolve conflicts in the workplace					
Internal surveys about employee welfare h6ave improved the quality of decision-making in the Kenya National Assembly on employee welfare matters					
Internal employee surveys have helped to create a more positive work environment in the Kenya National Assembly					
Internal employee surveys have improved the overall level of job satisfaction among staff in					

the Kenya National Assembly					

2. How would you rate your overall satisfaction with the Internal Employee surveys conducted in the National Assembly?

Completely dissatisfied	
Somewhat dissatisfied	
neither satisfied or dissatisfied	
Somewhat satisfied	
Completely satisfied	

3. To what extent do you feel that the internal employee survey system has helped to identify areas of improvement in the Kenya National Assembly?

Not at all satisfied	
slightly satisfied	
moderately satisfied	
Very satisfied	
Extremely satisfied	

OBJECTIVE 3: To establish the role of internal newsletters on employee relations among staff of the Kenya National Assembly.

1. Rate the following statements:

INTERNAL NEWSLETTERS	All the time	Frequently	Sometimes	Rarely	Never
How often do you receive internal newsletters from the Kenya National Assembly					
How often do you read the internal newsletters					

2. Rate the content you find most interesting to you in the internal newsletter

5- Extremely important 4- Moderately important 3 – Slightly important 2- Low importance 1 -Not at all important

INTERNAL NEWSLETTER CONTENT	5	4	3	2	1
PLENARY					
COMMITEES					
CLIQUE AND CLICKS					
QUESTION TIME					

3. To what extent do you agree with the following statements?

5- Strongly agree 4- Agree 3- Neither agree or disagree 2- Disagree 1- Strongly disagree

	5	4	3	2	1
The content of the internal newsletters is useful with regard to the welfare needs of the employees in the National Assembly					
Internal newsletters have improved employee relations within the Assembly					
The content of the internal newsletters is relevant to					

employees communication needs within the National Assembly					
Internal newsletters are a good way of communicating important welfare messages to employees					
Internal newsletters are effective tools for communicating welfare needs of employees in the National Assembly					
Internal newsletters have improved communication lines between staff and management in the National Assembly					

OBJECTIVE 4: To analyze the benefits of internal employee events on employee relations among staff of the Kenya National Assembly.

1. Have you attended the following events hosted by the National Assembly for employees?

EVENT	YES	NO
BUDGET STATEMENTS		
OPEN DAYS		
EXHIBITIONS(SHOWS)		
SPORTS AND RECREATIONS		
TEAM BUILDING		
ANNUAL STAFF PARTY		
PSC STAFF WELFARE COMMITTEE MEETINGS		

2. How often do the following internal employee events take place in the Kenya National Assembly?

	MONTHLY	BI-MONTHLY	HALF ANNUALY	ANNUALLY
EVENT				
BUDGET STATEMENTS				
OPEN DAYS				
EXHIBITIONS(SHOWS)				
SPORTS AND RECREATIONS				
TEAM BUILDING				
ANNUAL STAFF PARTY				
PSC STAFF WELFARE COMMITTEE MEETINGS				

3. Rank your level of agreement with the following statements:

5- Strongly agree 4- Agree 3- Neither agree or disagree 2- Disagree 1- Strongly disagree

Internal employee events help improve employee relations					
Internal employee events need to be held more frequently to inculcate the organizational culture in employees					
Internal employee events help to create a sense of community and belonging among staff of the National					

Assembly					
Internal employee events are effective for improving the effectiveness of employee relations					

Thank you for taking the time to complete this questionnaire. Your feedback is greatly appreciated.

Appendix IV: Financial Budget

ITEM	AMOUNT (KSHS)
Typing, editing and printing	10,000
Data Collection	30,000
Transport	15,000
Training enumerators/data collection	25,000
Stationery, photocopies and binding	20,000
Miscellaneous	20,000
Report writing and editing	20,000
Paper Publication	20,000
TOTAL	170,000

APPENDIX V RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **710470**

Date of Issue: **23/August/2023**

RESEARCH LICENSE



This is to Certify that Mr.. LEONARD OCHIENG NYAPERE of St. Paul's University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: THE ROLE OF INTERNAL PUBLIC RELATIONS TOOLS ON USED IN ENHANCING EMPLOYEE RELATIONS AT KENYA'S NATIONAL ASSEMBLY for the period ending : 23/August/2024.

License No: **NACOSTI/P/23/28715**

710470

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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See overleaf for conditions

APPENDIX VI ISERC
APPROVAL

ST. PAUL'S UNIVERSITY

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REF: SPU/73/2023 **Date: 7th August 2023**

TO: Leonard Nyapere
St. Paul's University

Dear Leonard,

REF: The Role of Internal Public Relations Tools Used in Enhancing Employee Relations at Kenya's National Assembly

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 82, for the period between 7th August 2023 – 7th August 2024.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours

v. Clearance for export of biological specimens must be obtained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.

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

Yours sincerely,



Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee



APPENDIX VII POSTGRADUATE LETTER

ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728 - 669000
(0) 736 - 424440

BOARD OF POSTGRADUATE STUDIES

9th August, 2023

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR LEONARD NYAPERE MACSNRB561621 –TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Arts in Communication Studies Program at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

"The Role of Internal Public Relations Tools used in Enhancing Employee Relations at Kenya's National Assembly."

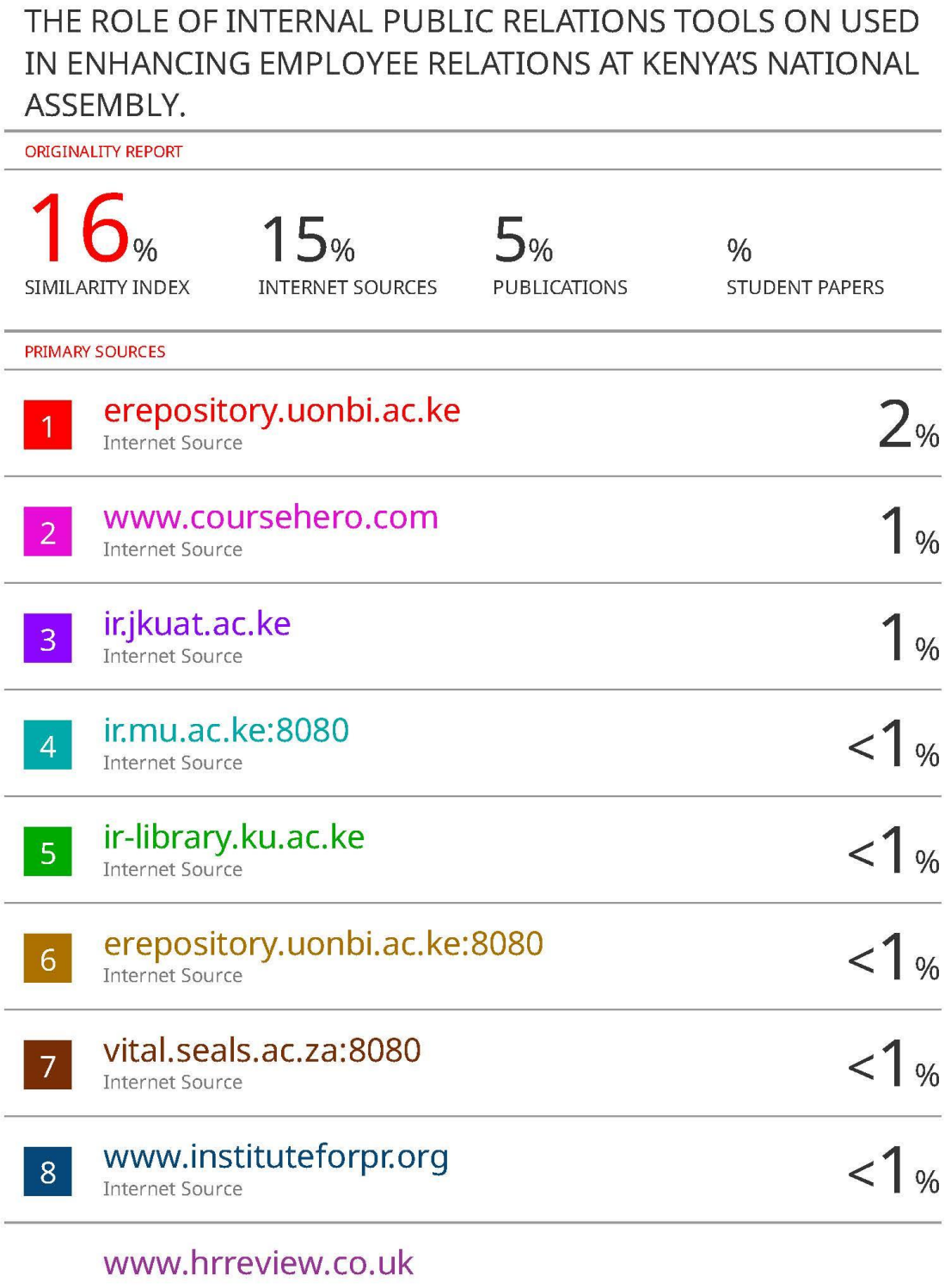
Kindly grant this student the required permit.

Yours Faithfully,

DIRECTOR POSTGRADUATE STUDIES ST. PAUL'S UNIVERSITY 09 AUG 2023 P.O. BOX 020-P0505/2020510 PRIVATE BAG - 00217 LIMURU

Dr. John Muhoho
Director, Board of Postgraduate Studies

APPENDIX VIII PLAGIARISM REPORT



THE ROLE OF INTERNAL PUBLIC RELATIONS TOOLS ON USED IN ENHANCING EMPLOYEE RELATIONS AT KENYA'S NATIONAL ASSEMBLY.

ORIGINALITY REPORT

16%	15%	5%	%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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