INTERNAL ORGANIZATIONAL COMMUNICATION AND EMPLOYEE JOB SATISFACTION IN KENYATTA NATIONAL HOSPITAL

BY

ROSELINE NJERI MWANGI

MDS/LMR/1669/15

This Dissertation is submitted in Partial fulfillment of the requirements for the Award of Master of development studies from St. Paul's University

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SEPTEMBER, 2017

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DECLARATION

This dissertation is a product of my own work and is not the result of anything done in collaboration. It has not been previously presented to any other institution. I agree that this dissertation may be available for reference and photocopying, at the discretion of the University.

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Sign: …….. Date: ……

1/we confirm that the work reported in this dissertation has been done by the student under my/our supervision.

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I have a special appreciation to God for life and the good health he gave me throughout this assignment. Through him all things are possible.

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ABSTRACT

The general objective of the study was to assess how internal organizational communication impacts on employee job satisfaction in Kenyatta National Hospital. The study was carried out in Kenyatta National Hospital located in the upper hill region of Nairobi city. The study targeted all the departments' of the organization which include clinical department, professional support department, and administration department and specialized units. The study adopted a descriptive research method.Primary data was collected through the administration of questionnaires. The data and information obtained through the questionnaire was first checked for completeness. Data gathered from correctly filled questionnaires was cleaned, coded, tabulated and analyzed using SPSS by both descriptive statistics whichincluded mean and standard deviation to capture the characteristics of the variables under study and inferential statistics which included regression coefficient which wasused to analyze the relationship of the dependent and the independent variables. The results obtained were presented using Tables, bar graphs and pie charts. The open ended questions were presented through content analysis. The findings revealed a strong positive relationship between the independent variables and the dependent variable. In relation to the study findings the study concluded that physical face to face meetings, social media communications, intranet communications, communications through memos and organizational structure influence the employee job satisfaction. The study recommends that organizations should useface to face communication in communicating ambiguous tasks, makingdecisions and completing complex tasks. In addition face to face communications should be encouraged in organizations so as to build relationships with managers.

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ABBREVIATIONS

CAP: Chapter

HR : Human Resources

ISO : International organization for standardization

IT **:** Information Technology

KA : Kenya Army

KNH: Kenyatta National Hospital

MS : Microsoft

SEM: Structural equation modeling

SPSS: Statistical Package for Social Sciences

UK: United Kingdom

USA: United States of America

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CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter gives the overview of the internal organizational communications impacts on employee job satisfaction in Kenyatta National Hospital (KNH). This chapter also highlights the research problem which identified the gap that the study sought to address. In addition, the chapter provides the justification of the study, scope of the study, limitations of the study, assumptions of the study and the definition of terms.

1.1 Background of the Study

Communication is the basic and the most important activity of an organization. Communication is becoming more complex in today's organizations due to more complex work activities, multi-cultural environment, and high speed transmission media. Currently organizational work requires organizations to focus more on the communication processes in order to be effective and to increase workplace satisfaction (Barnfield, 2003). However, internal communication has been recognized as a strategic focus for business communication, second only to leadership concerns (Barnfield, 2003). Jo and Shim (2005) note that given the emerging paradigm of public relations by relationship management, the terms of internal communication need to be redefined as part of building favorable relationships between management and employee. Managers within organizations influence their relationships with employees by exerting personal influence. Effective internal communication has been noted by Barnfield (2003) to increase employee job satisfaction, morale, productivity, commitment, trust and learning; improve communication climate and relationships with publics; and enhance quality, revenue and earnings. This study therefore sought to establish how internal organizational communications impacts on employee job satisfaction in Kenyatta national hospital.

Hayase (2009) observes that there existed a "lack of definition, inadequate budgets, limited professional staffing, and nearsighted vision" in USA. This "nearsighted vision" together with changes occurring in the workforce demanded improvements in internal communication. Hayase (2009) expanded, "companies are dealing with a different kind of employee than heretofore an employee who is looking for job satisfaction, who believes in personal options, and who wants meaningful work". He speaks of a change in employees where they now demand more from their organization than a paycheck. Employees in USA now looked beyond their pay for additional qualities in a workplace. Most employees have a desire for a

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company they could believe in, and a genuine feeling that what they did everyday made a difference.

Finland has offered a specific information package for new employees, which has everything written from the company policy, mission, values and work safety to detailed explanation of the procurement, quality control, design and sales processes. The Finland office also has a specific time-lined training program that encompasses the first days of training to the end of the four month probationary period. In addition Thill and Bovée (2009) add that the biggest problem in internal communication in most companies in Finland is the assumption by management that because they are aware of some piece of information, everyone else is too. Usually staff members aren't aware of what is happening in other parts of the company unless management makes a deliberate effort to carefully convey information.

In South Africa, employers and employees do not differ significantly in levels of job satisfaction, although twice as many employers than employees claim to "love it". Employers in South Africa report a greater presence at work of motivating factors than do employees, including; salary, promotion prospects, personal satisfaction, recognition, autonomy, team participation, and social interaction. Gender and race issues at work are a problem, with more employers than employees claiming cases of racial harassment and discrimination at work. Employees have reported significantly higher instances of discrimination on the basis of gender than employers (Pillay, 2009).

Similarly, organizations in Nigeria have been faced with an myriad of problems that seem to be an impediment to the growth of any organization such as, misappropriation of funds and resources, poor leadership skills, low level of real income, and poor infrastructural facilities to mention but a few. According to Asamu (2014) most of these problems in the organizations in Nigeria are as a result of poor communication. This is because poor communication can affect workers performance. Effective communication creates mutual understanding between management and workers which helps in building genuine relationship among both parties in the organizations.

In Tanzania effective communication was noted to be a big problem simply because employees do not follow formal channel of communication resulting to delivery of unclear, incomplete messages and delay of messages to the destination point. All these led to poor relations at work place, difficulty in implementation of the set objectives at the optimal level which aimed to help its dwellers raise their standard of living and reduce poverty. In addition

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it led to inadequate awareness by the community on matters affecting their own health including HIV/AIDS, difficulty in implementing their priorities in various sectors such as education, health, administration, trade, and informal sector. Moreover, the existing situation in the country causes distress for employees, customers, dwellers, and stakeholders who often want more information than is usually provided which has resulted to failure in achieving the National development Vision 2025, National strategies for Development and poverty reduction in Tanzania by Year 2015 and other Millennium Development Goals (Mwambebule, 2013).

In Kenya, teachers have always expressed lack of satisfaction in their jobs which has manifested as low morale in the teaching profession and underperformance in national examinations. People do not develop their potential if their esteem is low; when one feels unappreciated at their work they are less likely to be creative. Scholars have observed that teachers lack motivation at their work place which leads to poor performance in their duties as teachers which consequently affects students' performance especially in the national examinations. However, despite these observations, it is not clear which factors account for teachers' motivation and job satisfaction in Kenya. Job satisfaction is considered a key cause of teacher shortage, according to educational policy makers in the country (Achien & Beatrice, 2015).

However, internal communications is the function responsible for effective communications among members within an organization. In this case, Kenyatta National Hospital uses many forms of internal communication. The most common form used is memos and face to face communication. Intranet has also been recently introduced to improve internal communication and information sharing. This is because certain areas of KNH are still undergoing computerization (KNH report, 2016). However social media communication is also used though it is not considered as an official form of communication.

1.1.1 Internal Organizational Communication

Communication is the link that brings people together at one place to make it a workplace. A workplace is formed when people work together for a specific purpose and that work is not possible without having communication among employees. These different types of communication are referred to as organizational communication. They refer to the communication and interactions among organizational members: managers and non-managerial employees. In this study we considered only the internal organization's communication which encompasses all the forms of communication used within the

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organization. According to Teven, McCroskey and Richmond (2006) organizational communication is crucial in achieving and maintaining better relationships within an organization, to transmit information, to foster trust in and cooperation with each other, to understand and coordinate work, to improve communication climate and learning, and hence to increase overall workplace satisfaction and also an individual's job satisfaction.

DeRidder (2004) postulates that internal communication is a factor contributing to external prestige and when that external image of an organization is positive, employees experience a greater sense of identification with it. Organizational identification is a variable of job satisfaction. Regardless of whether an internal communication campaign is effective or not, it is still no match for the massive scale of external messages the mass media provide. It is through these external messages that employees receive the majority of information about whom they work for (Hoover, 2005). Faced with this reality of information flow, an important question emerges of how the organizations engage the workforce despite these external challenges. While effective communication should be the goal of any organization, merely communicating is the first step. An organization that is silent can experience the worst outcomes as it forces employees to speculate, listen to the grapevine and turn to the media for information about their company (Hoover, 2005) which they could otherwise obtain from the organization itself. In times of change and challenge, communication can be the key to sustaining the business. As Hoover (2005) elaborates, "Even in a time of crisis, good communication keeps employees engaged and the organization moving forward". On the contrary, the lack of communication can create a "disparity between what employees hear from their management and what they see in the media, it leads to distracted, de-motivated employees who experience a lack of trust caused by lack of transparency -whether that is real or perceived". Organizations can be most effective by developing a communication plan that focuses on internal messaging and media, but is also equipped and able to evolve around external messaging.

Teven *et al* (2006) argues that in addition, organizational communication may be mostly effective or it can be mainly ineffective, and can definitely affect employee job satisfaction. Organizational communication is a vibrant process and involves complex communication techniques, networks and channels. It not only involves upward and downward communication, but also vertical communication where managers and employees communicate with each other in various ways at different levels. It may be the formal or informal, verbal or non verbal, written or oral; and its levels include interpersonal (or face to

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face) level communication between individuals, group level communication among teams, groups and units. Organizational level communications involves vision and mission, policies, new initiatives, and organizational knowledge and performance (Teven *et al,* 2006). All the directions and flows of organizational communication are combined into a variety of patterns called communication networks.

Today, organizational communication is more complex due to diverse communication media and high speed transmission. Communication plays a vital role in designing rules, regulations and responsibilities, and presenting to the members of the organization. According to Kreps (1990) communication in an organization serves to establish managerial control, provide workers with job instruction, and enable managers gather information for planning. It shows that communication is involved in all types of managerial functions.

The managers of any institution act as communication specialists whose role is to determine the effective channels of communicating with the staff of employees, constructing messages and developing strategies for working to achieve the set goals. The managers are the planners of the organization and poor planning can result in underperformance. Moreover, failure to plan on strategies for accomplishing the set goals results in dissatisfaction at the places of work. The employees fail to perform their goals effectively due to poor communication hen their progress and activities are not coordinated appropriately. According to Teven et al. (2006) when information is relayed poorly it may cause confusion and reduce satisfaction among the employees. Additionally, working separately at personal capacity denies the people an opportunity to interact and learn from the experienced team of employees. Establishment of formal and informal relationships at workplaces is equally important as it contributes to improved productivity given that different people have different perceptions, experience, talents, personalities and ideologies. Having an effective communication strategy enables the people to share these diverse characteristics which makes the team complete as it integrates a variety of qualities and skills.

1.1.2 Profile of Kenyatta National Hospital

Kenyatta National Hospital is the oldest hospital in Kenya having been founded in 1901 as the Native Civil hospital and then King George VI in 1952. It is currently the largest National teaching and referral research hospital. Up to 1987, Kenyatta National Hospital operated as a department of the Ministry of Health which it relied on heavily for its day to day management. Although the hospital had its own budget, its operations were basically controlled by the Ministry of Health. The hospital relied on the Ministerial Tender Board on

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matter of supplies and procurement, and Ministry of works on matters of maintenance, which was before the organization was established as a state corporation in 1987. This resulted in the hospital experiencing numerous problems related to organizational complexity, centralized management and inefficiency. This kind of bureaucracy resulted in delays in decision making and implementation of programs and activities. As detailed in the KNH Report (2015), following the Kenyatta National Hospital Board Order of 1987 contained in the legal Notice Number 109 (Kenya Gazette Supplement No. 23 of 10th April 1987) Kenyatta National Hospital was established as a state corporation under the State Corporation Act CAP 446 Laws of Kenya under the citation of Kenyatta National Hospital Order, 1987

According to the legal notice the function of the hospital were stated as follows: to receive patients on referral from other hospital or institution within or outside Kenya for specialized health care and to provide facilities for medical education for the University of Nairobi and for research either directly or through other cooperating health institutions. In addition other functions included to provide facilities for education and training in nursing and other health and allied professions and to participate, as a national referral hospital in national health planning. Currently the hospital has 50 wards with a bed capacity of 2000, 22 outpatient clinics, 24 theatres, 16 specialized units and accident and emergency department. Out of 2000 bed capacity 209 beds are for the private wing. The hospital is run by 6000 staff of which 500 are Doctors 1800 are nurses and 3700 are specialist and support staff (KNH report, 2015).

1.2 Statement of the Problem

Job satisfaction is expected to be high when there is effective communication at the work place. Job satisfaction in public hospitals is a concern for both employees and the hospital management. However, there has been an increasing level of job dissatisfaction among hospital employees and this is a problem that is well documented in reports of nurses and doctors strikes. The increasing levels of job dissatisfaction among employees within the public hospitals needs to be addressed as high levels of absenteeism and staff turnover can affect the bottom line as recruitment and retraining take their toll (Kyongo, 2011). Research conducted by Nzuve (2007) identified that a worker will be satisfied only if there is a match between his internal needs, external demands and life stage in the work situation. The current study focused at KNH since its one of the biggest hospital in Kenya and thus it is mostly likely to be affected by its internal communication. It is also easily accessible since it is a teaching facility and hence promotes research.

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In KNH the problem identified is low morale and job dissatisfaction, which has been reflected in several aspects. First, employees are always late to work which has been evidenced by the many complains made by patients regarding having to wait for clinics to be opened. Second, employees are often given tasks without any briefing, which results in employees' making mistakes and being blamed by the director or clients. This reduces not only customer satisfaction but also employees' job satisfaction. Third, employees are not given many opportunities to participate in activities that might improve employee morale and job satisfaction (Ongayo, 2008).

A study conducted by Irimu *et al.* (2012) established that poor communication in Kenyan hospitals took several forms and appeared compounded by a centralized administrative system and insufficient forums where working relationships could be discussed. In KNH context, centralized administrative systems were often cadre-specific. For example, pediatricians did not have substantial authority over nursing staff. In addition the slow computerization processes in KNH have made some forms of internal communication like intranet to remain underdeveloped. Social media has yet not been recognized as a formal means of internal communication despite its popularity and ease of use. However memos and face to face communications are frequently used. The current study therefore focused on internal organizational communication and how it impacts on employee job satisfaction in Kenyatta National Hospital.

There have been a number of studies that has been done on impact of internal organizational communications on employee job satisfaction but no study has focused on a hospital setting such as KNH .Ali *et al* (2012) conducted a study on the Impact of internal organizational communications on employee job satisfaction-Case of some Pakistani Banks. This study focused only on Pakistani Banks. This presented a conceptual gap.

Ramirez (2012) conducted a study on organizational communication satisfaction and job satisfaction within university foodservice. This study focused on university foodservice thus also presenting a conceptual gap. The current study focused on how internal organizational communications impacts on employee job satisfaction in KNH with an aim of filling these conceptual gaps.

Laschinger, Finegan and Shamian (2001) conducted a study on the impact of workplace empowerment, organizational trust on staff nurses' work satisfaction and organizational commitment. Kilonzi (2007) conducted a study on the psychological contract and its

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relationship with organizational commitment and job satisfaction on employees: a study of faith based child development projects in Nairobi-east.

The current study focused on internal organizational communication and how, if at all, it impacts employee job satisfaction in Kenyatta National Hospital, in light of the low morale and dissatisfaction evidenced in the organization; also all the literature reviewed implies that there hasn't been an in depth research on this area in the context of a teaching and referral hospital which the research sought to engage in.

1.3 Research Objective

The general objective of the study was to assess how internal organizational communications impacts on employee job satisfaction in Kenyatta National Hospital.

1.3.1 Specific Objectives

The specific objectives were:

i. To establish the influence of physical face to face communication on employee job satisfaction in Kenyatta National Hospital.
ii. To determine the influence of social media communication on employee job satisfaction in Kenyatta National Hospital.
iii. To assess the influence of intranet communication on employee job satisfaction in Kenyatta National Hospital.
iv. To establish the influence of communication through memos on employee job satisfaction in Kenyatta National Hospital.

1.4 Research Questions

i. How does physical face to face communication influence employee job satisfaction in Kenyatta National Hospital?
ii. To what extent does social media communication influence employee job satisfaction in Kenyatta National Hospital?
iii. How does intranet communication influence employee job satisfaction in Kenyatta National Hospital?
iv. What is the influence of communication through memos on employee job satisfaction in Kenyatta National Hospital?

1.5 Justification of the Study

The study will be of help to the management of KNH since the findings are expected to provide answers to the fundamental question of why employees stay and what would cause

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them to leave and to help the hospital formulate appropriate internal organizational communication methods to enhance employee satisfaction and hospital performance and productivity.

From a theory point of view, the study will contribute to impacts of internal organizational communication on employee job satisfaction. Such a framework will be available for future theory building and empirical testing.

The study will be of help to researchers since the result of the study will serve as literature to shed more light on the factors that may affect employee satisfaction. The outcome will further serve as secondary data for future research on the topic.

1.6 Scope of the Study

The study was carried out in Kenyatta National Hospital located in the upper hill region of Nairobi city. The study targeted all the departments of the organization which include clinical department, professional support department, and administration department and specialized units. A population of six thousand employees, it was believed that such a population had a clear understanding of the problem and provided adequate information on the matter being investigated.

1.7 Limitation of the Study

Challenges were encountered during research. However all possible means to tackle them were instituted to ensure the completion of the research. The following are some of the limitations; the respondents were not willing to give out information due to fear of victimization in case the information was leaked. To minimize the effect of this challenge the researcher assured the respondents that the research was meant for academic purposes only and also gave an assurance of anonymity and confidentiality. Due to the nature of work at Kenyatta National Hospital the respondents were busy to respond to the questionnaire. The researcher overcame this by providing two options for filing of the questionnaire, i.e. using the hard copy of the questionnaire of having it in soft copy on electronic mail to collect the data.

1.8 Delimitations

The nature of the study called for confidential information related to organizational communications impacts on employee job satisfaction. Respondents felt intruded when requested to give such information. In order to mitigate this shortcoming the study assured

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the respondents of confidentiality that the information gathered was for academic purpose only.

1.9 Assumptions of the Study

There are various assumptions the researcher made in the study. First that the respondents gave honest information, second that there was no transfers, redeployment or separation of employees during the period of the study. In addition, factors in the external environment were stable and hence did not have a major effect on the internal environment.

1.10 Operational Definition of Key Terms

Job satisfaction - defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). It will be used as the dependent variable.

In the context of this study, job satisfaction refers to how content employees are with their job by how much it fulfills their expectations or individual aspects of the job in this case internal communication.

Communication - Communication is the transmission of meaning from one person to another, either verbally or non-verbally (Barrett, 2006). Communication is the independent variable.

In the context of this study, communication refers to the conveyance of intended messages from one person to another in order to achieve mutual understanding.

Employees -person in the service of another under contract of hire, express or implied, oral or written where the employer has the right or power to control and direct the employee in the material detail on how the work is to be performed (Arthur, 1995).

In the context of this study, employees refer to all persons in the employ of KNH during the period of the study.

Internal Communication is the transmission of information between organizational members or parts of the organization. It takes place across all levels and organizational units of an organization.

In the context of this study, internal communication refers to the exchange of information between management and employees, and vice versa. It also includes inter-departmental communication between employees.

An Intranet is a private network that is contained within an enterprise. It may consist of many interlinked local area networks and also use leased lines in the wide area network.

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Memo is usually a brief written message from one person or department in an organization, company, etc., to another

Social Media forms of electronic communication (as Web sites for social networking and micro-blogging) through which users create online communities to share information, ideas, personal messages, and other content (as videos).

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CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter sought to review literature on how internal organizational communications impacts on employee job satisfaction. In order to meet this purpose this chapter reviewed general and empirical literature in line with the study objectives. The study also identified theoretical framework in relation to impacts of internal organizational communication on employee job satisfaction and develops a conceptual framework of the study.

2.1 Empirical Review

2.1.1 Internal Organizational Communication

Ali and Haider (2012) conducted a study on the impact of internal organizational communications on employee job satisfaction-Case of some Pakistani Banks. The study considered internal organizational communications as an important organizational factor that has an impact on employee job satisfaction. It also considers communication climate, formal communication, and informal communication as three basic dimensions of internal organizational communications. The data was collected, to measure the impact of above three dimensions of organizational communications on employee job satisfaction, from 143 employees of five banks of D.G. Khan (Pakistan). The data was analyzed through linear regression, a form of Jorion (1990) model. The results discovered that there is significant impact of all three dimensions of communications on job satisfaction.

Hayase (2009) conducted a study on internal communication in organizations and employee engagement. Results indicated that there is a positive relationship between factors of internal communication and factors of employee engagement. The current research found that internal communication is linked to commitment, discretionary effort, and meaningful work; all factors of engagement. In addition, results also indicated that communication channel satisfaction and channel combinations were linked to employee engagement.

2.1.2 Physical Face to Face Communication and Employee Job Satisfaction

Face to face communication is a conversation or interaction that is carried out while the communicator and the receiver of the communication are facing with each other (Brown, Broderick & Lee, 2007).This type of communication enables a person to hear and see the verbal and nonverbal communication conveyed by the sender and respond to them with feedback straightaway. Face to face discussion also facilitates immediate feedback, contains

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visual and audio cues, acts as a personal source of information and uses natural body languages (Brown, Broderick & Lee, 2007). Begley (2004) claimed that face to face remains the most powerful human interaction; never replace intimacy and immediacy of people conversing in the same room.

Ean (2010) conducted a study on face to face versus computer mediated communication. The study found out that new communication technologies have changed the manner in which communication media is used in organizations. The study examined the impact of technology in the workplace and how it affects the communication with the employees and it attempted to establish whether the use of technology has replaced the traditional medium of communication, which is face-to-face. From the study findings the participants claimed that computer mediated communication is the most frequently used channel for employee communication in their organizations; face to face communication is perceived to be effective for relationship building with managers and disbursement of work related information to colleagues; and majority of the participants perceived that face to face communication is a more effective employee communication channel in comparison to computer-mediated communication. This study was conducted in Malaysia. This presents a geographical gap. The current study was conducted in KNH in Kenya with an aim of bridging the geographical gap.

An and Frick's (2006) research reported that in the educational context, face to face communication is faster, easier and more convenient than computer mediated communication. Face to face communication represents a high social presence that is a quality of a medium to convey the presence of a sender (Kaushik, David, Kline &Oaks, 2000). Besides, Barkhi, Jacob and Pirkul, (1999) claimed that face to face communication is an efficient method of communicating in organizations as face to face interactions resulted in better overall performance. According to Barkhi *et al*, (1999) face to face uses verbal communication, enriched by facial gestures in order to convey information and relay quick feedback to other parties. An *et al*, (2006) further claimed that face to face communication is best used for communicating ambiguous tasks, making decisions and completing complex tasks, in a bid to foster understanding. Lastly, Van and Veenman, (2005) in their study reveal that students were more satisfied with using face to face communication as compared to computer-mediated communication in a primary school setting. This study sought to establish whether face to face communication impacts job satisfaction amongst the employees of KNH as evidenced in the studies conducted previously.

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Matolo (2013) conducted a study on an assessment of employee communication strategies used to communicate to an expansive workforce in public universities: the case of the University Of Nairobi. The research findings reflected various communication strategies used in public universities, how the universities have addressed identified employee communication barriers and to what extend employee communication channels used meet employee communication needs and expectations. Information was collected using purposive random sampling where questionnaires were randomly distributed to reach all levels of employees in the university. The study established that most university members of staff are educated at least up to secondary school with a majority having a college diploma thus a conclusion that they can digest information relayed through various employee communication channels in the university.

Face to face communication was widely used and embraced by immediate bosses and employees respectively in the university affirming what many scholars have said that face to face communication is very important in employee communication. The research also noted that there was need to address language as a barrier of communication as it affected communication to a great extent. Higher institutions of learning should put in place communication channels which generate feedback as lack of it affects communication to a very large extend. Educational institutions are yet to fully embrace advances in employee communication technology like websites, social networks and teleconferencing among others which can propel employee communication to a whole new level.

2.1.3 Social media communication and employee job satisfaction

Bennett, Owers, Pitt and Tucker (2010) argued that the profound growth of social media has significantly changed the manner in which people communicate at home and at work. Social media applications include sites such as LinkedIn, Facebook, Google + (Plus), Pinterest, Tumblr, Wikipedia, Whatsapp, YouTube, Twitter, Yelp, Flickr, Second Life, Yahoo groups, Wordpress and Zoom-Info. Not only has social media changed the way we communicate, but these applications present great opportunities for businesses and organizations in the areas of public relations, internal and external communications, recruitment, organizational learning and collaboration, and more.

The frequently used business and organizational applications of social media include recruiting, building employee engagement and communication, strategic real time listening tools for business intelligence, and expanding learning opportunities among employees.

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Another vital application of social media by employers is as a knowledge sharing platform, with employees at all levels using blogs, microblogs (similar to Twitter), expert directories and communities of practice in this quest. These tools and groups turn social media into collaborative tools to improve work product and workflow as noted by Bennett *et al*, (2010). Also presented are the potential issues created when employees use their personal social media accounts while at the office, possibly affecting productivity, data security and network security. Friending and other contact among employees on social media can open the employer to possible legal issues. Even the social media use policies that employers formulate to help control use can present more legal questions. Human resource in many organizations is taking the lead in developing, communicating and enforcing social media policies and on keeping tabs on the changing legal landscape of social media.

Aguenza, Al-Kassem and Som (2012) conducted a study on Social Media and Productivity in the Workplace. The study found that the rise of social media is rapidly changing how organizations operate and communicate. Organizations of all kinds are looking for ways to take advantage in this emerging era marked by greater immediacy, interactivity and transparency. The new media is growing so fast that it makes it imperative for employees to embrace the medium in the workplace in order to keep up with the changing needs of communication for their employees. The aim of the study conducted was to examine the relevance of collaborative technology such as social media to employee productivity and discuss the significance, challenges and constraints of social media in the workplace. Based on previous studies by Aguenza, et al (2012), they established that the use of social media has a positive impact on employee productivity, two way communication and effective collaboration. Nonetheless, several other studies found the opposite as it was somewhat difficult to make direct correlation between productivity and social media. Thus, it is recommended that organizations should establish appropriate policies at the workplace and determine how much use will be made of social media sites for job purposes. In general, organizations should work with, not against social media because organizations that fight the advancing technology are combating a losing battle. Aguenza, et al (2012) focused on social media as the only variable that affects employee productivity which presents a conceptual gap. The current study focused on other variables that affect employee job satisfaction which include physical face to face meetings, communication through intranet and communication through memos in an effort to bridge the conceptual gap from these studies.

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Bridge Consulting (2009) claimed that the use of social media tools by organizations were in order to increase employee engagement, foster employee ideas and innovation, enhance customer relationships and employee productivity. Durant (2010) claimed that Takeshi Numoto, Corporate Vice President of Office Product Management Group, submitted a post, "Productivity + social networking = goodness for the workplace". In it, if influenced in a different way, social media can help employees in the workplace form a group that fosters a culture of diversity, respect, and openness and for organizations be more productive. It provides organizations with the incredible knowledge and information that they need in order to stay on top in the business industry.

2.1.4 Intranet Communication and Employee Job Satisfaction

Freed (2014) conducted a study on how to craft a communications plan for an intranet project. The study revealed that early intranet adoption hinges on ones' ability to communicate the launch of your project. This study explained the key considerations and sequenced steps involved in creating a comprehensive communications plan for the intranet project. The study argued that project management isn't about charts, graphs, and statistics but it's all about communication. So many problems in large projects arise due to lack of communication, not communicating the project objectives with the right people, or not doing it clearly or appropriately. There is added communications complexity when doing an intranet project because a large number of people are impacted by the project often the entire company/organization. These people have a diverse array of jobs, perspectives and competing priorities. This study sought to establish how adoption of intranet use as a mode of communication has impacted employee satisfaction in KNH.

Rajalampi (2011) conducted a study on the role of the intranet in enhancing communication and knowledge sharing in a multinational company. The investigation of other multinationals was carried out by exploring earlier research and literature on internal communication. An intranet survey was conducted in the case company. The study found that personalization has a positive impact on the use of the intranet by facilitating among other things information retrieval in everyday work and increasing communality, and the intranet ought to encompass not only the information perspective but also the awareness and communication perspectives of all users. The study revealed that the role of the intranet in the case company was still mainly to act as a top-down information distribution channel and information archive. It had not yet reached the role intranets play in many other multinationals where it was being used as a multidirectional collaboration and knowledge sharing forum. In order to become the

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most important internal communication tool and channel - actively, diversely and regularly used by the whole personnel - the intranet has to be developed in several ways. The most crucial issues being improving the search function, increasing the user help and training module, clarifying the structure, removing outdated information and dead links, as well as updating and maintaining an internal contact directory. Additionally, the use of the intranet could be enhanced with the help of new technology and benchmarking with other organizations that have successfully implemented intranet use with impressive results.

Mead (1999) conducted a study on communication effectiveness in intranet based construction projects. According to the study today, the advent of information technology (IT) is changing the way the world communicates. The growth of internet related technologies provides organizations with low-cost tools that can optimize project communications. In particular, the recent development of project specific "intranets", can enhance project communication by providing all members of the project team access to a common, centralized database of construction information. This study observed the effect of project specific intranet systems on the communications of the project team, more specifically; the study analyzed various communication variables such as timeliness, completeness, understanding, barriers, speed and procedures. Additionally, graphic models were developed to help describe the intranet's role in the project communication networks. The methodology triangulated three data collection methods to measure variables on three case studies which included; the comparison of information benchmarks, an examination of effectiveness of communication, and the use of social network analysis.

The study found that when used properly, project specific intranet systems act as a very important factor in a project communication network. Intranet use also has a positive effect on the timeliness and understanding of project information, and its use can improve the speed with which information is transferred between different players in the project. On the flip side, intranet use seems to contribute to the information overload for project participants since certain unnecessary information could also be shared with them. But the success of the project intranet is largely a function of project participation and inclusion. For positive results several key players need to use the system on a regular basis. For example if the key project players include the architect, the project manager, the site superintendent and key office engineers, if one of these primary players refuses to participate, then the system quickly loses its effectiveness.

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2.1.5 Communication through Memos and Employee Job Satisfaction

Companies use several methods of relaying information in the workplace. Effective emails and memos are used to reach large and small audiences within the organizations, and there are differences between the two forms of communication.

Lengeland Daft (1989) conducted a study on the selection of communication media as an executive skill. The study discovered that effective communication by managers has traditionally been associated with activities such as choosing and using the right words to describe something or careful reading and listening. Lengel *et al*, further argues that choosing the right medium to send or receive a message is also vital in communication success. The concept of "richness" is used to link media characteristics to message characteristics. Communication patterns show that a rich medium like face to face should be used when communicating non routine, difficult to understand messages. A lean medium such as the written memo is best used when communicating routine messages. Failure to make these matches leads to misunderstanding during communication. Research findings have established a relationship between sensitivity to media richness and executive job performance.

Hayles (2012) explains that as businesses evolved and become more complex at the end of the 1800s, it became increasingly important for companies to communicate effectively and keep records of what they were doing and an urgent need arose for a concise, efficient communication document. Businesspeople thus developed memos as a new style of internal business communication. By the 1920s, memos had transformed business interactions and had become commonplace. Memos remain a major way of passing ideas across in a business, although technology has changed how businesspeople prepare and deliver them. A major advantage of business memos is that they are inexpensive to create. Even when businesspeople physically print the memo, doing so would usually cost the company far less than it would to halt work entirely to hold a formal meeting about what the memo addresses. If businesspeople send the memo via email, the company is also able to communicate without incurring ink and paper expenses, and there is no physical disposal of the memo papers necessary for which the company could be charged.

2.1.6 Organizational Structure and Employee Job Satisfaction

Khaef (1989) conducted a study that examined the relationship between organizational structure and job satisfaction in Iranian iron companies. Sixteen of twenty seven Iranian iron

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companies were randomly selected for the study, and one hundred and ninety five middle managers were surveyed with a three-part instrument consisting of Likert's (1967) profile of organizational characteristics; Smith, Kendal and Hulin's (1969) Job Description Index; and a short demographic questionnaire. For each company, responses to the profile of organizational characteristics were tabulated, and an organizational structure was assigned to the company based on Likert's (1967) classification of organizational structures: System 1, Exploitative/ Authoritative; System 2, Benevolent/Authoritative; System 3, Consultative; and System 4, Participative. The mean job satisfaction of middle managers was also calculated from responses to the Job Description Index, and results from the demographic questionnaire were tabulated. These results were statistically analyzed and the findings revealed no single organizational structure was in use in the Iranian iron companies; however, fourteen of the sixteen companies had a System 3, Consultative, organizational structure as revealed by the study. A positive correlation of job satisfaction with organizational structure was noted; as structure changed from more authoritarian/less participative to less authoritarian/more participative, it was noted that job satisfaction of middle managers increased. No significant relationship was established between organizational structure and organizational size and no significant differences were noted in the job satisfaction of middle managers in different companies.

Katsikea, Theodosiou, Perdikis and Kehagias (2011) conducted a study on the effects of organizational structure and job characteristics on export sales managers' job satisfaction and organizational commitment. This study draws on the job-modification framework and the job characteristics model to investigate the relationship between organizational structure, job characteristics, and work outcomes in export sales organizations. The study offers a conceptual framework and an empirical test using data collected from one hundred and sixty United Kingdom (UK exporters). The results indicate that formalization and centralization have a positive impact on job feedback. Moreover, centralization relates negatively to job autonomy and job variety. Higher levels of job autonomy, job variety and job feedback enhance the job satisfaction of export sales managers. In turn, export sales managers' job satisfaction relates positively to organizational commitment.

Körner, Wirtz, Bengel and Göritz (2015) conducted a study on relationship of organizational culture, teamwork and job satisfaction in inter-professional teams. According to the study team effectiveness is often explained on the basis of input-process-output (IPO) models. According to these models a relationship between organizational culture (input = I), inter-

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professional teamwork (process = P) and job satisfaction (output = O) is postulated. A multi-center cross-sectional study with a survey of two hundred and seventy two employees was conducted in fifteen rehabilitation clinics with different indication fields in Germany with the results showing that 35 % of job satisfaction is predicted by a structural equation model that includes both organizational structure and teamwork.

Frazier (2013) conducted a study on small business leadership and organizational structure, job satisfaction and performance: co relational research. The study research method was a quantitative co-relational research design that investigated the relationship among the variables and the findings revealed that relationships existed among the dependent variable, transformational leadership and the independent predictor variables, culture and employee job satisfaction while correlation tests and regression analysis reflected the existence of significant relationships. The study observed that transformational and transactional leadership positively correlated with increased employee job satisfaction and with organizational performance. The results may illuminate the relationship among organizational leadership styles and organizational structure and organizational job satisfaction and performance thereby facilitating organizational success.

2.1.7 Job Satisfaction

A study conducted by Abdullahi (2010) on factors influencing job satisfaction among the sanitary orderlies in Kenya Army focused on factors affecting job satisfaction among the sanitary orderlies of the Kenya Army (KA). The main areas explored were, career progression, working conditions, pay structure, workload, work challenge, job security, interpersonal relations, communication, supervision, recognition, administrative planning and organizational policies. Descriptive survey design was used. Questionnaires were administered to the KA orderlies selected by disproportionate stratified random sampling technique to solicit their views on issues that affected job satisfaction. Simple descriptive statistics such as frequencies, percentages and mean was used to summarize data for derivation of meaning to the set of observed variables. The response rate was 83.3%. The study established that all the factors investigated had either a positive or negative effect on job satisfaction of employees. The sanitary orderlies indicated that they were satisfied with communication, supervision, allowances/compensations organizational policies and interpersonal relations while they expressed dissatisfaction with pay structure, working conditions, career advancement, recognition and increased workload. Improvement of the factors that impact negatively on job satisfaction and strengthening those that boost

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satisfaction will go a long way in enhancing a positive job attitude, efficiency and provision of quality sanitary services in the army establishments.

Kyongo (2011) conducted a study on factors influencing jobs satisfaction among public health employees of local authorities in Kenya; case of the city council of Nairobi. Job satisfaction is an important issue that cannot be ignored by any organization. If the employees are not satisfied with their jobs, the organization will experience high labor turnover, absenteeism, lateness, strikes, low morale and low performance. The general objective of the study is to confirm factors that influence job satisfaction among public health employees of the City Council of Nairobi. The specific objectives are to determine the extent to which remuneration, working conditions, recognition, promotion and training influence job satisfaction. Research questions ask the degree to which remuneration, working conditions, recognition, promotion and training influence job satisfaction among public health employees of the City Council of Nairobi. It is hoped that the study will be significant to the Local Government, top management, competitors, employees and stakeholders. The scope of the study is public health employees of the City Council of Nairobi. Main literature review is on studies and theories on job satisfaction. Factors that influence job satisfaction have been discussed. Descriptive research design has been used. The target population was 1736 employees out of which 87 were randomly selected from the P.H.D Central administration and 54 dispensaries, health centers and clinics. Stratified random sampling was used. To elicit information from the respondents, a questionnaire was administered to the sample population. The questionnaire was pre-tested to test its validity. Data was analyzed using S.P.S.S package and MS Excel. Analyzed data has been presented using frequency Tables, percentages, bar graphs, pie charts, measures of central tendencies and dispersion. At the end of the study, the researcher confirmed that remuneration, working conditions, recognition, and promotion and training influence job satisfaction.

Ramirez (2012) conducted a study on organizational communication satisfaction and job satisfaction within university foodservice. According to this study satisfaction with internal communication is important in all organizations and is influenced by the quality and consistency of communication exchange. Job satisfaction is also widely studied in organizations and plays a significant role in employee behavior. Job satisfaction typically correlates with communication satisfaction across different occupations, yet little is known about the communication and job satisfaction relationship in the hospitality industry or specific foodservice organizations. This study explored multiple facets of communication and

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job satisfaction in a university foodservice setting using the Communication Satisfaction. The results indicated that student employees had the highest levels of communication satisfaction while classified employees reported lower communication satisfaction. Managers reported the lowest levels of communication satisfaction and also expressed the highest job satisfaction. Substantial relationships between job and communication satisfaction were not clearly defined in this study; however, specific themes and opportunities for future research were discovered. Results of this study advance the knowledge about communication and job satisfaction in the foodservice environment.

2.2 Theoretical Perspective of the Study

2.2.1 Herzberg's Two Factor Theory

Frederick Herzberg (1959) developed the Two-Factor theory of motivation. His research showed that certain factors were the true motivators or satisfiers. Hygiene factors, in contrast, created dissatisfaction if they were absent or inadequate. Dissatisfaction could be prevented by improvements in hygiene factors but these improvements would not alone provide motivation. Herzberg showed that to truly motivate an employee an institution needs to create conditions that make him or her feel fulfilled in the workplace.

The research conducted by Hertzberg determined what people actually want from their jobs. The respondent had to describe work situations in which they felt good (satisfied) or bad (dissatisfied) in their jobs. The feedback received was then categorized into satisfaction or dissatisfaction. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Hertzberg referred to these characteristics as motivators. The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as hygiene factors (Robbins, 2001).

According to Schermerhorn (1993), Herzberg's two factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Schemerhorn (1993) asserts that Herzberg's two factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). Schermerhorn (1993) suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction.

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The Two Factor Theory or Herzberg's Theory of Motivation is still to this day, holding to the test of time. However, through its existence there have been many critiques. In 1968, Herzberg indicated that there were 16 other studies from various parts of the world that use different population samples that are supportive of his original findings. Among the criticism of the theory, the Two Factor Theory assumes that happy employees produce more, what motivates one individual might be a de-motivator for another individual and doesn't account for individual personality traits that could provide a different response to a motivator or hygiene factor (Lundberg, Gudmundson & Andersson, 2009).

This theory is relevant and significant to this study in that it recognizes that employees have two categories of needs that they aspire to achieve at the workplace and that both should be addressed. It recognizes that there is need for job satisfaction. This theory therefore can guide the study in identifying the determinants of employee job satisfaction.

2.2.2 Locke's Value Theory

Locke's Value Theory was developed by Edwin A. Locke (1976). This theory explains further the impact of job satisfaction and thus strengthening the Herzberg's Two Factor Theory. According to this theory, the impact of the various factors of job satisfaction can be determined. In this aspect, if an organization knows the value placed on each factor, the greater the shift in satisfaction changes that will be produced. This theory also advocates that if too much value is placed on a particular factor, stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific for each individual. This can be illustrated in the following example: Two employees that perform the same task at the same place of work may experience the same level of satisfaction but in totally different ways. The one employee may be strongly influenced by the physical aspects of the job whilst the other employee may be influenced by the challenge and variation inherent in the job (Locke, 1976).

Smith (1978) accepted the theory for pre-capitalist societies but saw a flaw in its application to contemporary capitalism. He pointed out that if the "labor embodied" in a product equaled the "labor commanded" (the amount of labor that could be purchased by selling it), then profit was impossible. Ricardo (2000) responded to this paradox by arguing that Smith had confused labor with wages. "Labor commanded", he argued, would always be more than the labor needed to sustain itself (wages). The value of labor, in this view, covered not just the

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value of wages (what Marx called the value of labor power), but the value of the entire product created by labor (Ormazabal & Kepa, 2006).

In contrast, Baron and Greenberg (2003) argue that although Locke's Theory has not been extensively researched, a great amount of emphasis placed on values alludes that job satisfaction may rise from factors. This theory as well is significant to this study as it is essential to guide the dependent variable.

2.2.3 The Mayo Effect

This theory was propagated by the theorist Elton Mayo in 1930s. Mayo suggested that motivation at work was promoted by factors such as; greater communication, good teamwork, showing interest in others, involving others in decision making, ensuring the wellbeing of others and ensuring work is interesting and non-repetitive. Mayo based his assumptions on research undertaken with workers at the Hawthorne plant of the Western Electric Company in Chicago. His work resulted in the Hawthorne theory. He suggested that boredom and repetitiveness of tasks led to reduced motivation. He believed that motivation was improved through making employees feel important, giving them a degree of freedom to make choices and acknowledging their social needs (Mayo, 1930).

Lin and Lu (2011) also support the Mayo theory on motivation. They argued that internal or external factors may motivate a person to change or develop their actions. For example, an internal factor may be the desire to learn a new skill. This would reward the individual. External factors include; sales targets and incentives. A more negative motivator might be no pay rise if targets are not achieved

Herzberg's two factor theory and Locke's factor theory did not explain the impact of communication on job satisfaction and for this reason, the Mayo theory is deemed relevant to this study as it elaborates on the impact of communication on job satisfaction. This may be through one to one discussions with managers, through parades or memos or through more formal structures such as appraisals. Line managers hold daily Team Meeting to update staff on what is happening for the day and to give out value awards (Mayo, 1930). The Mayo Theory will therefore form the backbone of this research.

2.3 Conceptual Framework

According to Kombo and Tromp (2009), a concept is an abstract or general idea inferred or derived from specific instances. A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent

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presentation. Kothari (2004) defines an independent variable also known as the explanatory variable is the presumed cause of the changes of the dependent variable, while a dependent variable refers to the variable which the researcher wishes to explain. Below is a figurative representation of the variables to be explored by this study.

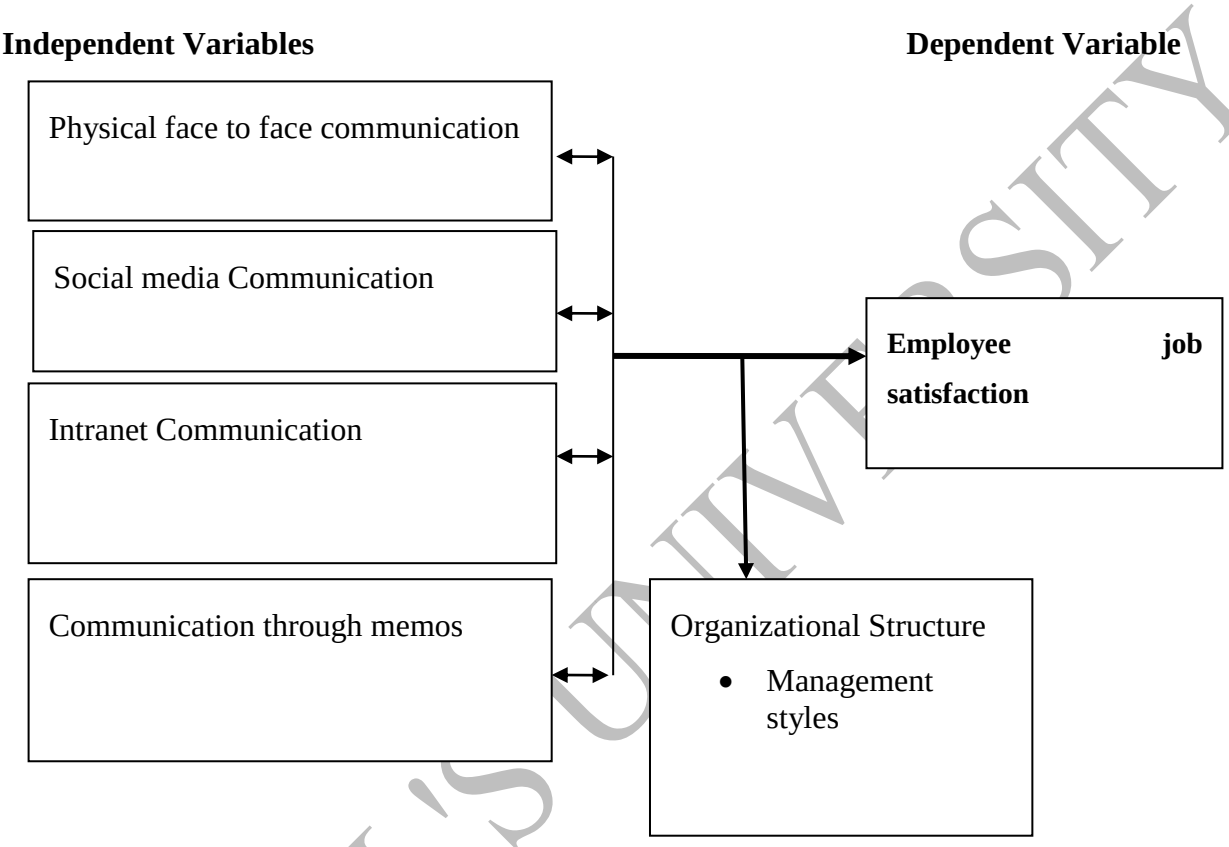


Figure 2.1: Conceptual framework

Face to face communication is an interaction that is carried out while the communicator and the receiver of the communication are face to face with each other (Brown, Broderick & Lee, 2007). Goldhaber (2009) proposed that face-to-face communication serves an important coordinating function in organizations and thus contributes to job satisfaction of employees.

Social media refers to the means of interactions among people in which they create, share, and/or exchange information and ideas in virtual communities and networks. The office of communications and Marketing manages the main Facebook, Twitter, Instagram, Snapchat, YouTube and Vimeo accounts.

An intranet is a private network accessible only to an organization's staff. According to Ward (2014) the intranet is a key driver of job satisfaction. Employees who are highly satisfied with their intranet or corporate portal are said to have a high level of job satisfaction.

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A memo is a shot piece of writing (short letter), generally used for internal communication between executives and subordinates or between the officers of the same level of an organization. Communication through memos have been said to influence job satisfaction.

A poorly-designed organizational structure may not clearly communicate organizational relationships on performance standards and may leave organization uncertain about what is expected. The organizational structure is determined by the management styles. Management style model is essential for the organization to adopt a facilitative style of management which responds and communicate effectively the mission, policies, various strategies and other instructions. The organization should also adopt the management style which provides a certain degree of freedom to employees in order to communicate vertically and horizontal (with the same rank) to allow them to manage their work within set boundaries (Onkyo, 1993).

Job satisfaction is the psychological state of how an individual feels towards work, in other words, it is a people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. In this study job satisfaction will be used as the dependent variable.

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CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the methodology that was used in gathering the data, analyzing the data and reporting the results. Here, the researcher aimed at explaining the methods and tools that were used to collect and analyze data to get proper and maximum information related to the subject under study. The chapter also presented the research design and the sample size which was derived from the population. In addition the chapter discusses the validity and reliability tests which were performed on the questionnaire. Lastly it presented the ethical practices.

3.1 Research Design

Research design refers to how data collection and analysis are structured in order to meet the research objectives through empirical evidence economically (Chandran, 2006). According to Cooper and Schindler (2007) research design is the plan and structure of investigation so conceived as to obtain answers to research questions. In addition research design is a plan that guides the research in the process of collecting, analyzing and interpreting observations; the researcher's blueprint for the methods and instruments used to gather information and to evaluate it, in order to respond to the research questions of the study (Mugenda & Mugenda, 2003). A research design is a roadmap of how one goes about answering the research questions. According to Orodho (2002), research design creates a framework upon which the researcher collects and analyzes data to provide results to the research questions.

The study adopted a descriptive research method. The descriptive research method refers to the research carried out with an aim of generating exploratory information or characteristics of a specific phenomenon. Descriptive research method provides a description of certain events based on their characteristics concerning a particular phenomenon (Mugenda &Mugenda, 2012). The descriptive research design focuses on identifying the way the targeted population behaves and relates it to the specific predictions (Saunders, Lewis & Thornhill, 2009). Thus, this research design will be significant to this study as it will provide descriptions on how employee job satisfaction is directly impacted by internal organizational communications. Moreover, this research design is preferable as it will enable the researcher conduct the research within the set budget and given timeline.

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3.2 Target Population

Statistically, when conducting a research a specific population is targeted and the researcher is guided by the information wanted. The population refers to a set of events, elements, people and/or services the researcher is examining (Ngechu, 2004).

The study is focused on investigating a population that is normally homogenous. Every researcher focuses their study on a particular group with specified characteristics and this group is called the target population. Mugenda and Mugenda (1999) claim that in every study the participants within the sample size are offered an equal chance being drawn in the final sample. The summarized data in the Table 3.1 below shows the target population of 6000 workers of KNH.

Table 3.1 Target population

Department	**Population**	**Percentage**
Doctors	500	8.3
Nurses	1800	30
Specialists	400	6.7
Support Staff	3300	55
Total	**6000**	**100**

Source: Department of Human Resource Record in KNH (2015)

3.3 Sample and Sampling Technique

Sampling is the process of selecting units (people, organizations) from accessible population so as to fairly generalize results to the target population (Orodho, 2009).A sample is a subset of a population (Kothari, 2004). Since the population was less than 10,000, the fisher et al, (2003) formula was employed.

The Fisher formula is as follows:

$$n = \frac{z^2 p(1-p)}{d^2}$$

Where;

n= sample size

z= the standard normal deviate value for the level of confidence, for instance 95% level of confidence =1.96.

d= margin of error or level of precision at 0.1 for CI at 90%

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p= proportion to be estimated, Israel (2009) recommends that if you don't know the value of p then you should assume p=0.5

Therefore, sample size is arrived at as follows:

$$n = \frac{(1.96^2)(0.5)(1-0.5)}{(0.1)^2}$$

$$n = 96$$

Since the population is less 10,000, the sample size is further adjusted as follows:

n_0 = n/ (1+ ((n -1)/ N))

n_0=96/ (1+ ((96-1)/6000))

n_0=94

Therefore the sample size was 94 employees at KNH who were selected using cluster sampling. This method was used because the sample represents the target population and eliminates sampling bias.

Table 3.2: Sample

Department	**Population**	**Sample**
Doctors	500	8
Nurses	1800	28
Specialists	400	6
Support Staff	3300	52
Total	**6000**	**94**

3.4 Data Collection Instruments

Primary data was collected through the administration of questionnaires (Appendix ii). A questionnaire is a pre-formulated written set of questions to which the respondents record their answers usually within rather closely delineated alternatives. The questionnaires were self-administered with the help of two research assistants. The questionnaires were administered through two methods a drop and pick method and mail survey due to the busy schedules of the respondents. According to Newing (2011) questionnaires consist of a series of specific, usually short questions that are either asked verbally by an interviewer or answered by the respondent on their own.

A Likert scale of five responses was used. Likert scale is an interval scale that specifically uses five anchors of; strongly disagree, disagree, neutral, agree and strongly agree. The Likert

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scale measures the level of agreement or disagreement. Likert scales are good in measuring perception, attitude, values and behavior. The Likert scale has scales that assist in converting the qualitative responses into quantitative values (Mugenda & Mugenda, 2003).Therefore it was justifiable to use likert scale in this study since overall measurement of job satisfaction was obtained and was also useful in collection of specific data on the contributing factors.

3.5 Pilot Testing

Prior to using a questionnaire to collect data it was pilot tested. The purpose of the pilot test is to refine the questionnaire so that respondents will have no problems in answering the questions and there will be no problems in recording the data. In addition, it enables one to obtain some assessment of the question's validity and the likely reliability of the data that will be collected.

Preliminary analysis using the pilot test data was undertaken to ensure that the data collected enabled the investigative questions to be answered (Saunders *et al*, 2012).

Baker, Veit and Powell (2001) states that the size of a sample to be used for piloting testing varies depending on time, costs and practicality, but the same would tend to be 5- 10 per cent of the main survey. According to Cooper and Schindler (2006) the respondents in a pilot test do not have to be statistically selected when testing the validity and reliability of the instruments.

In this study, data collection instrument, which was a questionnaire, was tested on 10% (that is, 9 respondents were used for pilot testing in this study) of the sample of the respondents to ensure that it was relevant and effective, and these respondents were excluded from the main study. The nine respondents were chosen using simple random sampling from the selected sample.

3.5.1 Validity Test

According to Mugenda and Mugenda (2003), validity is the accuracy and meaningfulness of inferences, which are based on the research results. Validity exists if the data measures what they are supposed to measure. In order to test and enhance the validity of the questionnaire, nine questionnaires' were pilot tested and reviewed with a view to improving validity of the data that was collected (Kothari, 2004). The research supervisor went through the questionnaire to enhance validity.

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This study used both construct validity and content validity. For construct validity, the questionnaire was divided into several sections to ensure that each section assessed information for a specific objective, and also ensured that the same closely ties to the conceptual framework for this study. To ensure content validity, the questionnaire was subjected to thorough examination by two randomly selected employees at KNH. They were asked to evaluate the statements in the questionnaire for relevance and whether they were meaningful, clear and polite. On the basis of the evaluation, the instrument was adjusted appropriately before subjecting it to the final data collection exercise. Their review comments were used to ensure that content validity is enhanced.

3.5.2 Reliability Test

Reliability is the consistency of a set of measurement items (Cronbach, 1951). Reliability is the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the repeatability of measurement. A measure is considered reliable if a person's score on the same test given twice is similar.

Nine questionnaires were piloted by issuing them to respondents either physically or through a mail survey, which were not included in the final study sample. The nine questionnaires were then coded and responses input into Statistical Package for Social Sciences (SPSS) which was used to generate the reliability coefficient. The researcher used the most common internal consistency measure known as Cronbach's Alpha (α) which was generated by SPSS. It indicated the extent to which a set of test items can be treated as measuring a single latent variable (Cronbach, 1951). The recommended value of 0.7 was used as a cut–off of reliability for this study. The results obtained following the pilot test implied that all the variables were reliable since their cronbach alpha was above 0.7.

3.6 Data Analysis

According to Zikmund *et al.*, (2010), data analysis refers to the application of reasoning to understand the data that has been gathered with the aim of determining consistent patterns and summarizing the relevant details revealed in the investigation. According to Hyndman (2008), data processing involves translating the answers on a questionnaire into a form that can be manipulated to produce statistics. This involves coding, editing, data entry, and monitoring the whole data processing procedure. To determine the patterns revealed in the

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data collected regarding the selected variables, data analysis was guided by the aims and objectives of the research and the measurement of the data collected

The data and information obtained through the questionnaire was first checked for completeness. Data gathered from correctly filled questionnaires was cleaned, coded, tabulated and analyzed using SPSS by both descriptive statistics which included mean and standard deviation to capture the characteristics of the variables under study and inferential statistics which included regression coefficient which was used to analyze the relationship of the dependent and the independent variables. Editing and coding was done to give a clear picture of the targeted objectives while frequency distribution enabled the researcher to meaningfully describe the distribution of measurements used as graphs and charts. This analysis enabled the researcher to establish how internal organizational communication impacts on employee job satisfaction in Kenyatta National Hospital.

A multivariate regression model was used to link the independent variables to the dependent variable as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where;

Y= Employee Job satisfaction

X_1 = Physical face to face meetings

X_2 = Social Media Communication

X_3= Intranet Communication

X_4= Communication through Memos

e =Error term

In the model, β_0 = the constant term while the coefficient $\beta_i i = 1 \ldots 4$was used to measure the sensitivity of the dependent variable (Y) to unit change in the predictor variables X_1, X_2, X_3 and X_4. e is the error term which captures the unexplained variations in the model.

3.7 Presentation of the results

The results obtained were presented using Tables, bar graphs and pie charts. Demographic information was presented through pie charts; descriptive statistics was presented using Tables and bar graphs while inferential statistics (correlation analysis and regression) were presented by Tables. This is because Tables and charts are easy to use and they are appealing to the reader. The open ended questions were presented through content analysis.

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3.8Ethical Issues

The researcher upheld ethical issues in the process of the study and gave respondents assurance that confidentiality was observed and data collected was only used for research purposes only.

The researcher obtained an informed consent from every respondent and all the relevant authorities were consulted.

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CHAPTER FOUR
RESULTS AND DISCUSSIONS

4.0 Introduction

This chapter comprises of data analysis, findings and interpretation. Results were presented in Tables and diagrams. The analyzed data was arranged under themes that reflected the research objectives.

4.1 Response Rate

The number of questionnaires that were administered was 94. A total of 80 questionnaires were properly filled and returned. This represented an overall successful response rate of 80% as shown on Table 4.1. According Kothari (2004) a response rate of above 50% is adequate for a descriptive study. Babbie (2004) also asserted that return rates of above 50% are acceptable to analyze and publish, 60% is good, 70% is very good while above 80% is excellent

Table 4.1: Response Rate

Response	**Frequency**	**Percent**
Returned	80	88.89%
Unreturned	14	11.11%
Total	**94**	**100%**

As indicated in the Table 4.1 above on response rate**,** based on assertions from renowned scholars (as indicated above), 80% response rate is excellent for the study; this implies that most of the respondents were willing to participate in the study which resulted in a response rate that is above most of the expected return rates.

4.2 Reliability

The cronbach alpha was calculated in a bid to measure the reliability of the questionnaire. This was done by subjecting the nine questionnaires to nine employees of KNH that were randomly selected.

Table 4.2 showed the reliability results.

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Table 4.2: Reliability

Variable	No of items	Respondents	α=Alpha	Comment
Physical Face to face communications	6	9	0.8112	Reliable
Social Media Communications	6	9	0.7123	Reliable
Intranet communications	6	9	0.7962	Reliable
Communications through Memos	6	9	0.7632	Reliable
Organizational Structure	7	9	0.7402	Reliable
Job Satisfaction	6	9	0.8521	Reliable

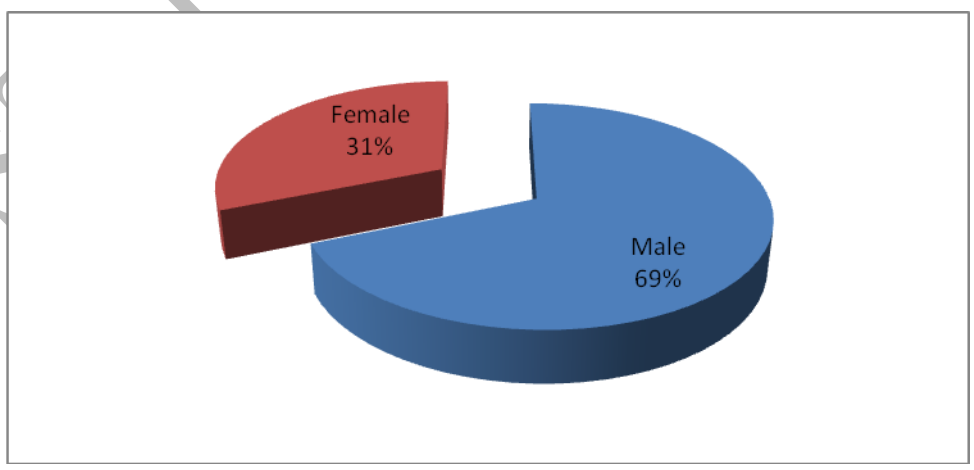
The results obtained following the pilot test implied that all the variables were reliable since their cronbach alpha was above 0.7 which was used as a cut-off of reliability for the study. This meant that the data collection instrument when used for the study yielded consistent results through measurement of the latent variables.

4.3 Bio data Analysis

This section consisted of information that describes basic characteristics such as gender of the respondent, number of years worked and the years of operation at the hospital.

4.3.1 Gender of the Respondents

The respondents were asked to indicate their gender. Majority of the respondents (69%) indicated that they were males while only 31% were females.



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Figure 4.1: Gender of the Respondents

From the result obtained this implies that most of the employees in KNH are of the male gender. This reuslt is in agreement with the world factbook 2014 that lists males of the age group 25-54 years as being more than the female gender in Kenya which similarly could be generalized to the population of KNH.

4.3.2 Age of the Respondent

The respondents were further asked to indicate their age. Majority of the respondents (52%) indicated that they were between 36 – 50 years, 30% indicated that they were between 26 – 35 years, 11% were below 25 years while only 7% were above 50 years. This implies that most employees at KNH are middle aged people.

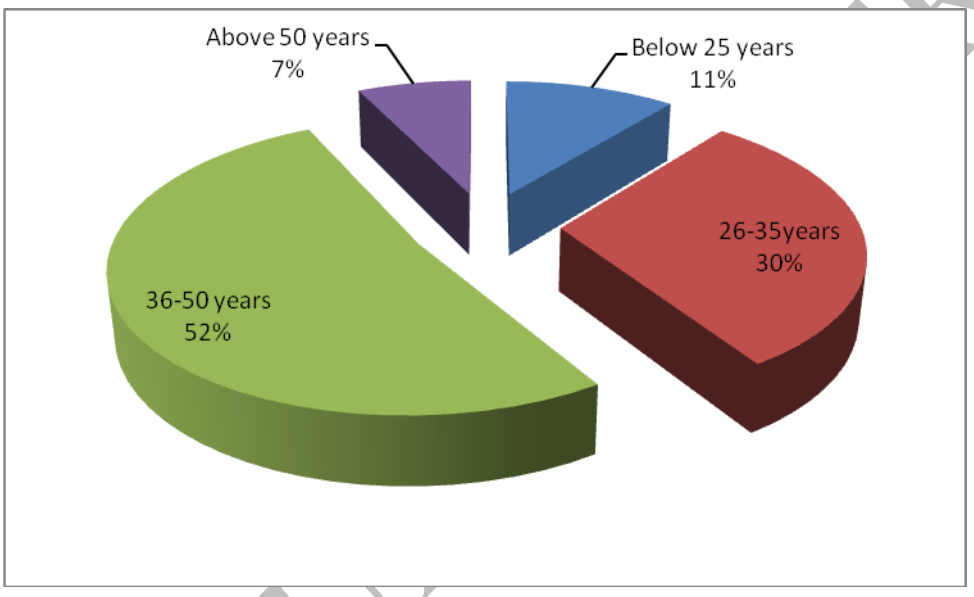


Figure 4.2: Age of the Respondents

The results above indicate the age brackets of employees at KNH, from the results obtained there is an implication that most of the employees in the organization are middle aged people within the age bracket of 36 – 50 years. This also implies that in the next few years the organization will be especially vulnerable to the effects of an aging workforce and this would affect internal communication negatively. Age of the respondents was important to note since research has shown that different generations have different communication styles and hence might prefer certain communication methods to others in how they communicate within themselves and with others around them.

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4.3.3 Level of Education

The respondent were asked to indicate their level of education. The results indicated that 67% of the respondents were undergraduate, 23% were postgraduate, 5% were secondary education while another 5% were primary education. This implies that most people in KNH are educated and thus likely to have good communication skills; they are able to understand communication relayed to them and communicate back in response.

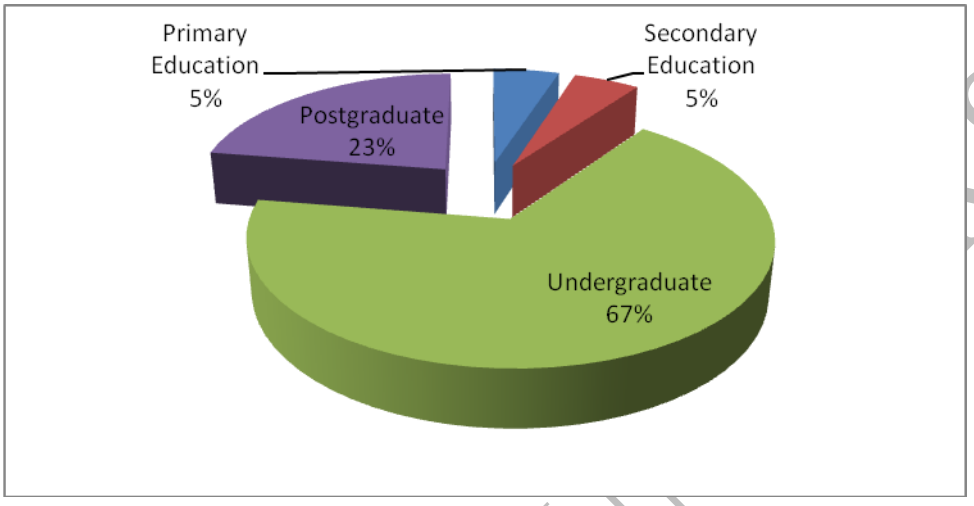


Figure 4.3: Level of Education

The findings above indicate and imply that, the greater population of KNH employees have an undergraduate degree in either their field of their practice or specialization or in a management related field. This would imply that they seek to enhance their knowledge and skills through acquisition of additional knowledge which could either arise from personal preference for continuous professional development or it could be a requirement for advancement within the organization.

4.3.4 Worked at Kenyatta National Hospital

The respondents were further asked to indicate the number of years they have worked at KNH. Majority of the respondents (51%) indicated that they had worked for 6 to 10 years, 33% indicated that they had worked for 2 to 5 years, 10% indicated that they had worked for more than 10 years while only 6% had worked for less than one year.

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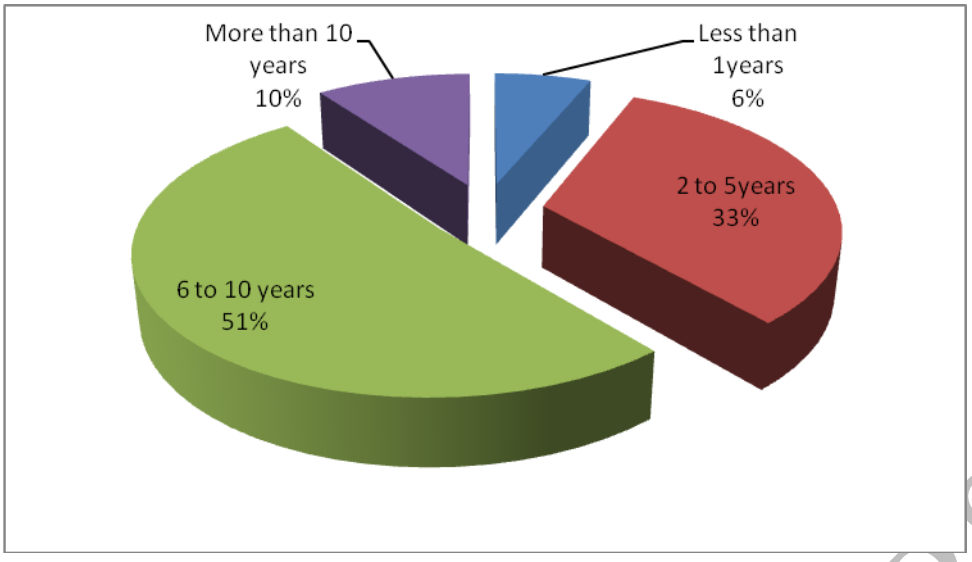
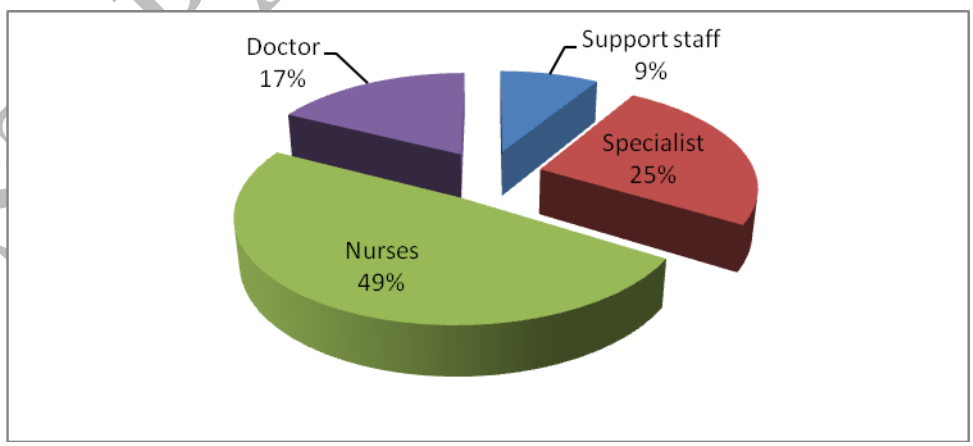


Figure 4.4: Worked at Kenyatta National Hospital

The results as illustrated that majority of the employees at KNH had worked for 6 – 10 years and thus had good knowledge to respond to the questions as framed on the questionnaire. They also have adequate knowledge of the internal communication in the hospital and have an opinion on the same and they would thus provide insight on the issue being researched. This could also imply that the employees are satisfied with their work and hence have opted to stay on at KNH. This agrees with the study conducted by Abdullahi (2010) who found that most employees in Kenya army are satisfied with their jobs and thus were unlikely to leave their jobs even if they got another one.

4.3.5 Position at Kenyatta National Hospital

The respondents were further asked to indicate the position they hold at KNH. Majority of the respondents (49%) indicated that they were nurses, 25% indicated that they were specalists, 17% indicated that they were doctors while only 5% were support staff.



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Figure 4.5: Position at Kenyatta National Hospital

The findingsimply that the highest numer of employees a KNH are nurses and this is consistent with the report of the Department of Human Resource Record in KNH (2015) (as shown in Table 3.1) that lists the majority of employess in the organization as being nurses. This agrees with various global and regional statistics that indicate that nursing personnel comprise the largest propotion of patient care givers in a hospital. The constituent staff of the hospital are literate and are able to understand communication in different forms.

4.4 Descriptive Statistics

This section presents the descriptive results on physical face to face meetings, social media communication, and intranet communications, communication through memos and organizational structure and employee job satisfaction.

4.4.1 Face to Face Communication on Employee Job Satisfaction

The study sought to establish the influence of physical face to face communication on employee job satisfaction in Kenyatta National Hospital. A Likert scale of 1 to 5 (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used to measure these activities. The mean response rates and the Standard Deviations were calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral.

The results in Table 4.3 revealed that a large percentage of the respondents 51.2% (45.00% + 6.20%) agreed with the statement that face to face communication has helped to build relationship with managers in KNH. These findings agreed with that of Begley (2004) who claimed that face to face remains the most powerful human interaction; never replace intimacy and immediacy of people conversing in the same room.

The results further showed that majority of the respondents (76.30%) agreed with the statement that face to face communication has helped in dissemination of work related information to colleagues. The findings agreed with that of Ean (2010) who following as study found that the participants perceived face to face communication to be effective for relationship building with managers and dissemination of work related information to colleagues; and they also agreed that face to face communication is a more effective channel of employee communication compared to computer-mediated communication.

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The results also revealed that majority of the respondents (78.70%) agreed with the statement that face to face communication represents a high social presence in KNH. The findings agreed with that of An and Frick's (2006) who reported that face to face communication is faster, easier and more convenient than computer mediated communication in the educational context. Face to face communication represents a high social presence that is a quality of a medium to convey the presence of a sender.

The study findings also revealed that majority of the respondents (65.00%) agreed with the statement that face to face communication has resulted in better overall performance in KNH. These findings agreed with that of Barkhi, Jacob and Pirkul (1999) who claimed that face to face communication is the most efficient method of communicating in organizations as face to face interactions resulted in better overall performance.

The results further revealed that majority of the respondents (63.70%) agreed with the statement that in KNH face to face communication has been used in communicating ambiguous tasks, making decisions and completing complex tasks. These findings agreed with that of An *et al* (2006) who claimed that face to face communication is best used for communicating ambiguous tasks, making decisions and completing complex tasks.

These findings also agreed with that of Matolo (2013) who conducted a study on an assessment of employee communication strategies used to communicate to an expansive workforce in public universities: the case of the University Of Nairobi and found that face to face communication was widely used and embraced by immediate bosses and employees respectively in the university affirming what many scholars have said that face to face communication is very important in employee communication.

Table 4.3: Face to Face Communication on Employee Job Satisfaction

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Face to face communication has helped to build relationship with managers in KNH	5.00%	7.50%	36.20%	45.00%	6.20%	3.40	0.91
Face to face communication has	5.00%	3.80%	15.00%	57.50%	18.80%	3.81	0.96

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helped in dissemination of work related information to colleagues							
Face to face communication represents a high social presence in KNH	1.20%	3.80%	16.20%	57.50%	21.20%	3.94	1.20
Face to face communication has resulted in better overall performance in KNH.	1.20%	16.20%	17.50%	50.00%	15.00%	3.61	0.97
In KNH face to face communication has been used in communicating ambiguous tasks, making decisions and completing complex tasks.	10.00%	16.20%	10.00%	37.50%	26.20%	3.84	1.00
Total						**3.72**	**1.01**

In addition the respondents were asked to indicate ways of improving face to face communication in the organization and majority of the respondents indicated that this can be achieved by conducting regular team building activities in the organization in a bid to foster better communication between employees and also with their supervisors. This is in agreement with studies aforementioned that have clearly shown that face to face communication is important in building relationships.

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On a five point scale, the average mean of the responses was 3.70 which means that majority of the respondents were agreeing with most of the statements; however the answers were varied as shown by a standard deviation of 1.01 which means that the result values obtained from the study were relatively spread apart across the five likert choices.

From the study findings, we can indicate that the employees of KNH ,as indicated by a majority aggreance that they strongly feel that face to face communication is important in organizational communication and that they value face to face communiation more than computer mediated communication.

4.4.2Social Media Communication on Employee Job Satisfaction

The study sought to determine the influence of social media communication on employee job satisfaction in Kenyatta National Hospital. A Likert scale of 1 to 5 (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used to measure these activities. The mean response rates and the Standard Deviations were calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral.

The results in Table 4.4 revealed that majority of the respondents 85.00% (57.50% + 27.50%) agreed with the statement that social media has been used to build employee engagement in KNH. These findings agreed with that of Bennett, Owers, Pitt and Tucker (2010) who argued that the exploding growth of social media has significantly changed the way people communicate at home and at work. Not only have social media changed the way we communicate, but these applications present great opportunities for businesses in the areas of public relations, internal and external communications, recruiting, organizational learning and collaboration, and more. The results further showed that majority of the respondents (85.00%) agreed with the statement that social media has been used in expanding learning opportunities among employees thus boosting employee job satisfaction.

The results further showed that majority of the respondents (80.00%) agreed with the statement that in KNH social media is used as a knowledge sharing platform among employees thus improving work. These findings also agreed with that of Bennett, Owers, Pitt and Tucker (2010)who argued that vital application of social media by employers is as a knowledge sharing platform, with employees at all levels using blogs, microblogs (similar to Twitter), expert directories and communities of practice.

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The results further revealed that the greater number of the respondents (85.00%) agreed with the statement that social media has a positive impact on employee productivity in KNH thus improving employee job satisfaction. These findings agreed with that of Aguenza, Al-Kassem and Som (2012) who found that the use of social media has a positive impact on employee productivity, two-way communication and effective collaboration.

The results obtained showed that majority of the respondents who were 81.20% agreed with the statement that the management of KNH has established appropriate policies at workplace that determine how much use will be made of social media sites for job purposes. These findings are consistent with that of Bennett *et al* (2010) that human resource in many organizations is taking the lead in developing, communicating and enforcing social media policies and on keeping tabs on the changing legal landscape of social media.

Table 4.4: Social Media Communication on Employee Job Satisfaction

Statement	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	**Mean**	**Std. Dev**
Social media has been used to build employee engagement in KNH	2.50%	2.50%	10.00%	57.50 %	27.50%	4.05	1.04
Social media has been used in expanding learning opportunities among employees thus boosting employee job satisfaction.	3.80%	2.50%	8.80%	58.80 %	26.20%	4.01	0.89
In KNH social media is used as a knowledge sharing platform among employees thus improving work product and	5.00%	5.00%	10.00%	55.00 %	25.00%	3.90	1.00

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workflow.							
Social media has a positive impact on employee productivity in KNH thus improving employee job satisfaction	1.20%	3.80%	10.00%	56.20 %	28.80%	4.07	0.92
The management of KNH has established appropriate policies at workplace that determine how much use will be made of social media sites for job purposes	0.00%	3.80%	15.00%	51.20 %	30.00%	4.07	1.23
Total						**4.02**	**1.02**

The respondents were further asked to indicate what could be done to improve communication through social media in the organization. Majority of the respondents indicated this can be achieved through employees taking personal initiative in using social media for internal communication and instituting social media as an accepTable means of communication in the organization.

On a five point scale, the average mean of the responses was 4.02 which means that majority of the respondents were agreeing with most of the statements which implied that social media has a place in KNH and when used and regulated effectively can be a very useful communication medium; however the answers were varied as shown by a standard deviation of 1.02 which as shown on the Table 4.4 the respondents had responses spread out across the five choices and that they had varied feelings about social media and its use within the organization for communication.

4.4.3 Intranet Communication on Employee Job Satisfaction

The study sought to assess the influence of intranet communication on employee job satisfaction in Kenyatta National Hospital.A Likert scale of 1 to 5 (1 = Strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = Strongly agree) was used to measure these activities.

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The mean response rates and the Standard Deviations were calculated.For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral.

The results in Table 4.5 revealed that a larger percentage of the respondents 73.8% (50.00% + 23.80%) agreed with the statement thatthere has been effective use of intranet by staff in KNH which has contributed to employee job satisfaction. These findings agreed with those of Freed (2014) whom on conducting a study found that when conducting an intranet project, formulating a communication plan and adopting intranet early in the project improved job satisfaction.

The results further showed that majority of the respondents (77.5%) agreed with the statement that intranet has promoted the sharing of knowledge and ideas and provided a single, secure, reliable access to the organization private information. The findings agreed with that of Rajalampi (2011) whose study on the role of the intranet in enhancing communication and knowledge sharing in a multinational company found that the role of the intranet in the case company was still mainly to act as a top-down information distribution channel and information archive. It had not yet reached the role intranets in many other multinationals had as a multidirectional collaboration and knowledge sharing forum.

The results further showed that majority of the respondents (73.8%) agreed with the statement that intranet has improved the organization ability to manage its information. The results further showed that majority of the respondents (68.7%) agreed with the statement that in KNH intranet has streamlined document distribution. The results further showed that majority of the respondents (65.00%) agreed with the statement that intranet has resulted in higher productivity because of better access to quality information thus has boosted employee job satisfaction.

On a five point scale, the average mean of the responses was 3.84 which means that majority of the respondents were agreeing with most of the statements; however the answers were varied as shown by a standard deviation of 1.01.

Table 4.5: Intranet Communication on Employee Job Satisfaction

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
There has been effective use of	1.20%	5.00%	20.00%	50.00%	23.80%	3.90	0.97

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intranet by staff in KNH which has contributed to employee job satisfaction							
Intranet has promoted the sharing of knowledge and ideas and provided a single, secure, reliable access to the organization private information	2.50%	2.50%	17.50%	52.50%	25.00%	3.95	0.87
Intranet has improved the organization ability to manage its information	1.20%	6.20%	18.80%	48.80%	25.00%	3.90	0.99
In KNH intranet has streamlined document distribution	6.20%	7.50%	17.50%	51.20%	17.50%	3.66	1.06
Intranet has resulted in higher productivity because of better access to quality information thus has boosted employee job satisfaction	5.00%	11.20%	18.80%	31.20%	33.80%	3.77	1.18

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Total						**3.84**	**1.01**

The respondents were further asked to indicate what can be done to improve communication through intranet. Majority of the respondents indicated that the management should make intranet available to all employees in the organization.

The study findings reveal that with wider provision of intranet within the organization, communication and speed of delivery of information to all employees would be greatly improved and this is also the case because employees will employ this medium as a way to share information, ideas and knowledge. The employees also feel that use of intranet more within the organization for communication would greatly improve their communication satisfaction and hence job satisfaction.

4.4.4 Communication through Memos on Employee Job Satisfaction

The study sought to establish the influence of communication through memos on employee job satisfaction in Kenyatta National Hospital. A Likert scale of 1 to 5 (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used to measure these activities. The mean response rates and the Standard Deviations were calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral.

The results in Table 4.6 revealed that the greater percentage of the respondents 63.7% (50.00% + 23.80%) agreed with the statement that there has been effective use of memos by management in KNH which has contributed to employee job satisfaction. The findings agree with those of Hayles (2012) who indicated that memos remain a major way of passing ideas across despite newer technologies.

The results further showed that majority of the respondents (76.30%) agreed with the statement that in KNH memos have been used for reference for employees for the future as a way of maintaining memory clarity. These findings agreed with that of Hayles (2012) who concluded that a major advantage of business memos is that they are inexpensive to create. Even when business people physically print the memo, doing so usually costs the company far less than it would to halt work entirely to have a formal meeting about what the memo addresses.

The results further showed that most of the respondents (66.20%) agreed with the statement that memos have been used for audits and showing investors and other interested parties that

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the organization is progressing toward set organizational goals. The results further revealed that majority of the respondents (73.8%) agreed with the statement that memos are less distractive than any other means of communication since staff can read them at their own leisure.

The results further showed that most of the respondents (77.5%) agreed with the statement that memos are short and to the point. Hayles (2012) also concluded that a major advantage of business memos is that they are inexpensive to create and in the long run are cheaper when compared to utilizing other forms of communication.

On a five point scale, the average mean of the responses was 3.75 which means that most of the respondents were agreeing with most of the statements; however the answers were varied as shown by a standard deviation of 1.13.

Table 4.6: Communication through Memos on Employee Job Satisfaction

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
There has been effective use of memos by management in KNH which has contributed to employee job satisfaction	3.80%	18.80%	13.80%	47.50%	16.20%	3.54	1.09
In KNH memos has been used for reference for employees for the future as a way of maintaining memory clarity	1.20%	16.20%	6.20%	48.80%	27.50%	3.85	1.05
Memos have been used for audits and showing investors	1.20%	18.80%	13.80%	45.00%	21.20%	3.75	1.12

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and other interested parties that the organization is progressing toward goals							
Memos are less distractive than any other means of communication since staff can read them at their own leisure	8.80%	11.20%	6.20%	48.80%	25.00%	3.70	1.22
Memos have been short and to the point	3.80%	15.00%	3.80%	40.00%	37.50%	3.93	1.17
Total						**3.75**	**1.13**

The respondents were asked to indicate how communication through memos could be improved and majority of the respondents indicated that the management should make memos the only form of official communication in the organization. This would imply that employees at KNH despite having other more conventional and faster media of communication still prefer the use of memos in communciating with managers, this could be due to their less distractive nature and can be read at leisure and also since memos can be used for future references by the employees. Employees at KNH seem to prefer the use of memos since they provide a form of a record during quality audits and processes and especially considering they are an ISO accredited institution.

A high acceptance by employees stating that memos has contributed to job satisfaction could explain their indication to have memos instituted as the only official form of communication in the organization.

4.4.5 Organization Structure and Employee Job Satisfaction

The study sought to establish the moderating effect of organizational structure on the relationship between internal organizational communications and employee job satisfaction in Kenyatta National Hospital.A Likert scale of 1 to 5 (1 = Strongly disagree, 2 = Disagree 3

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= Neutral, 4 = Agree, 5 = Strongly agree) was used to measure these activities. The mean response rates and the Standard Deviations were calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral.

The results in Table 4.7 revealed that majority of the respondents 82.50% (77.50% + 5.00%) agreed with the statement that organizational structure influences effective internal communication in an organization. These findings agreed with that of Katsikea *et al* (2011) who conducted a study on the effects of organizational structure and job characteristics on export sales managers' job satisfaction and organizational commitment and found that organizational structure influences effective internal communication.

The study findings showed that majority of the respondents (63.7%) agreed with the statement that the management is competent on internal communication. The results further showed that majority of the respondents (72.5%) agreed with the statement that adequate adherence to organization structure boosts employee job satisfaction. These findings agreed with that of Körner *et al* (2015) who conducted a study on relationship of organizational culture, teamwork and job satisfaction in inter-professional teams and found that job satisfaction is predicted by a structural equation model that includes both organizational culture and teamwork.

The results further revealed that majority of the respondents (67.6%) agreed with the statement that leakage of information to unauthorized persons affects employee job satisfaction. The results further revealed that majority of the respondents (73.80%) agreed with the statement that the management is committed to improving internal communication. These findings agreed with that of Omega (2012) who found that KCB is committed to improving the internal communication for its employees.

Table 4.7: Organization Structure and Employee Job Satisfaction

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Organizational structure influences effective internal communication in an organization	7.50%	8.80%	1.20%	77.50%	5.00%	3.64	0.98

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The management periodically reviews modes of internal communication	3.80%	18.80%	13.80%	47.50%	16.20%	3.54	1.09
Adequate adherence to organization structure boosts employee job satisfaction	6.20%	7.50%	13.80%	55.00%	17.50%	3.70	1.05
Leakage of information to unauthorized persons affects employee job satisfaction	1.20%	17.50%	13.80%	43.80%	23.80%	3.80	1.12
The management is committed to improving internal communication	5.00%	8.80%	12.50%	58.80%	15.00%	3.70	1.00
Total						**3.68**	**1.05**

On a five point scale, the average mean of the responses was 3.68 which means that majority of the respondents were agreeing with most of the statements and this means that they agree that organizational structure has an impact on communication and consequently job satisfaction; however the answers were varied as shown by a standard deviation of 1.05 which implies that the respondents have varied feelings to the questions asked on the subject.

The findings indicate that the management of KNH are committed to continously reviewing and improving their different modes of internal communciation. They accomplish this by constantly monitoring and improving on the internal organizational communication to ensure that it meets the communication needs of employees and that the information shared is done to only authorised persons.

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4.4.6 Employee Job Satisfaction

A Likert scale of 1 to 5 (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used to measure these activities. The mean response rates and the Standard Deviations were calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral.

The results in Table 4.8 revealed that majority of the respondents 82.50% (47.50% + 35.00%) agreed with the statement that they feel very positive and favorable about their job. These findings agreed with that of Abdullahi (2010) who conducted a study on factors influencing job satisfaction among the sanitary orderlies in Kenya Army and found that employees were satisfied with communication, supervision, allowances/compensations organizational policies and interpersonal relations while they expressed dissatisfaction with pay structure, working conditions, career advancement, recognition and increased workload.

The results further showed that majority of the respondents (81.20%) agreed with the statement that they are generally satisfied with the kind of work they do on the job. These findings were consistent with that of Abdullahi who also found that employees at sanitary orderlies in Kenya Army were satisfied with the work they do. The results further showed that majority of the respondents (80.00%) agreed with the statement that they have sense of worthwhile accomplishment in their work. The study findings agreed with that of Kyongo (2011) who conducted a study on factors influencing jobs satisfaction among public health employees of local authorities in Kenya; case of the city council of Nairobi and found that their employees have sense of worthwhile accomplishment in their work.

The results further showed that majority of the respondents (76.20%) agreed with the statement that they get the chance to take decisions on the performance of their job role. The results further showed that majority of the respondents (55.00%) disagreed with the statement that as soon as they can find a better job, they would leave. These findings were inconsistent with that of Abdullahi (2010) who found that most employees in Kenya army are satisfied with their jobs and thus wouldn't leave their jobs even if they got another one.

On a five point scale, the average mean of the responses was 3.64 which means that majority of the respondents were agreeing with most of the statements; however the answers were varied as shown by a standard deviation of 1.12.

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Table 4.8: Employee Job Satisfaction

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
I feel very positive and favorable about my job	6.20%	5.00%	6.20%	47.50%	35.00%	4.00	1.09
I am generally satisfied with the kind of work I do on this job	5.00%	6.20%	7.50%	41.20%	40.00%	4.05	1.09
I have sense of worthwhile accomplishment in my work.	5.00%	15.00%	0.00%	42.50%	37.50%	3.93	1.20
I get the chance to take decisions on the performance of my job role	3.80%	7.50%	12.50%	60.00%	16.20%	3.77	0.94
As soon as I can find a better job, I'll leave	32.50%	22.50%	21.20%	17.50%	6.20%	2.43	1.28
Total						**3.64**	**1.12**

The respondents were further asked to indicate their extent of being satisfied by the internal communication in the organization. Majority of the respondents indicated that they were not fully satisfied. The results are presented in the Table below.

Table 4.9: Satisfaction by the internal communication

Answers	Number of Respondents	Percentage
Not fully Satisfied	42	52.5%
Fully satisfied	21	26.25%

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Not satisfied at all	17	21.25%
Total	**80**	**100%**

The findings as in Table 4.9 indicates that despite majority of employees in KNH being satisfied with their job and would not leave if they found a better job, they still were not fully satisfied with the internal communication within the organization. This finding would hence imply that to a certain extent their job satisfaction is tied to their satisfaction with the communication employed in the organization. This is also evident with their indication to adopt memos as the only form of official communication which indicates a preference to use of memos as the official mode of communication.

4.5 Inferential Statistics

Inferential analysis was conducted to generate correlation results, model of fitness, and analysis of the variance and regression coefficients.

4.5.1 Correlation Analysis

Table 4.10 below presents the results of the correlation analysis. The results revealed that physical face to face meetings and employee job satisfaction are positively and significant related (r=0.432 p=0.000). These findings were consistent with that of Ean (2010) face to face communication is perceived to be effective for relationship building with managers and dissemination of work related information to colleagues; and majority of the participants perceived that face to face communication is a more effective employee communication channel compared to computer-mediated communication. These findings also agreed with that of Matolo (2013) who conducted a study on an assessment of employee communication strategies used to communicate to an expansive workforce in public universities: the case of the University of Nairobi which found that face to face communication was widely used and embraced by immediate bosses and employees respectively in the university affirming what many scholars have said that face to face communication is very important in employee communication.

The results further indicated that social media communication and employee job satisfaction are positively and significantly related (r=0.618, p=0.000).These findings agreed with that of Aguenza, Al-Kassem and Som (2012) who found that the use of social media has a positive impact on employee productivity, two way communication and effective collaboration. It was further established that intranet communication and employee job satisfaction were positively and significantly related (r=0.667, p=0.000).These findings agreed with that of Freed (2014)

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who conducted a study on how to craft a communications plan for your intranet project and found that early intranet adoption improves employee job satisfaction.

In addition results showed that communication through memos were positively and significantly related (r=0.598, p=0.000). Similarly, results showed that organizational structure were positively and significantly related (r=0.185, p=0.000). The findings agreed with that of Omega (2012) who conducted a study on the perceived relationship between organizational culture and employees' job satisfaction at Kenya Commercial Bank and found that organizational culture dimensions of organizational supportiveness, emphasis on rewards, performance orientation and innovation orientation have a direct relationship with the job satisfaction of employees at KCB. The findings were also consistent with those of Körner, Wirtz, Bengel and Göritz (2015) who conducted a study on relationship of organizational culture, teamwork and job satisfaction in inter-professional teams and found that job satisfaction is predicted by a structural equation model that includes both organizational culture and teamwork.

These findings also agreed with that of Matolo (2013) who conducted a study on an assessment of employee communication strategies used to communicate to an expansive workforce in public universities: the case of the University of Nairobi and found that face to face communication was widely used and embraced by immediate bosses and employees respectively in the university affirming what many scholars have said that face to face communication is very important in employee communication.

Table 4.10: Correlation matrix

		Employee job satisfaction	**Face to face Meetings**	**social media**	**intranet**	**Memos**	**Organizational structure**
Employee job satisfaction	Pearson Correlation	1.000					
	Sig. (2-tailed)						
Face to face Meetings	Pearson Correlation	.432**	1.000				
	Sig. (2-	0.000					

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	tailed)						
Social media	Pearson Correlation	.618**	.278*	1.000			
	Sig. (2-tailed)	0.000	0.013				
Intranet	Pearson Correlation	.667**	.488**	.550**	1.000		
	Sig. (2-tailed)	0.000	0.000	0.000			
Memos	Pearson Correlation	.598**	.366**	.528**	.460**	1.000	
	Sig. (2-tailed)	0.000	0.001	0.000	0.000		
Organizational structure	Pearson Correlation	0.185	0.072	0.035	0.012	0.024	1.000
	Sig. (2-tailed)	0.001	0.525	0.758	0.914	0.833	

The findings of the study as shown on the Table 4.10 shows that the independent variables and job satisfaction are positively and significantly related which implies that an increase in any unit of the variables leads to an improvement in job satisfaction. This means that there is a positive linear association between the variables as established from the study.

4.5.2 Regression Analysis

In statistical modeling, regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables (or 'predictors').

There are various assumptions for multiple linear regressions. First it needs the relationship between the independent and dependent variables to be linear. Secondly, the multiple linear

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regression analysis requires all variables to be normal. Thirdly, multiple linear regressions assume that there is little or no multi-co linearity in the data.

The results presented in Table 4.11 present the fitness of model used in the regression model to explain the study phenomena. Physical face to face meetings, social media communications, intranet communications, communications through memos and organizational structure and were found to be satisfactory variables in employee job satisfaction. This is supported by coefficient of determination also known as the R square of 63.0%. This means that physical face to face meetings, social media communications, intranet communications, communications through memos and organizational structure explain 60.6% of the variations in the dependent variable which is employee job satisfaction. This results further means that the model applied to link the relationship of the variables was satisfactory.

Table 4.11: Model Fitness

Indicator	**Coefficient**
R	0.794
R Square	0.630
Adjusted R Squared	0.605
Std. Error of the Estimate	0.340902

Source: Field data 2017

In statistics significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant.

Table 4.12 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Further, the results imply that the independent variables are good predictors of employee job satisfaction. This was supported by an F statistic of 25.187which was greater than F critical ($F\alpha = 2.31$) and therefore the null hypothesis was rejected and thus internal organizational communication influences employee job satisfaction

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Table 4.12: Analysis of the Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.636	5	2.927	25.187	0.000
Residual	8.6	74	0.116		
Total	23.235	79			

Regression of coefficients results in Table 4.13 shows that physical face to face meetings and employee job satisfaction are positively and significant related (r=0.088, p=0.006), which implies that an increase in face to face communication within the organization would result in an increase in job satisfaction of the employees.

These findings are consistent with that of Ean (2010) face to face communication is perceived to be effective for relationship building with managers and dissemination of work related information to colleagues; and majority of the participants perceived that face to face communication is a more effective employee communication channel compared to computer-mediated communication. These findings also agreed with that of Matolo (2013) who conducted a study on an assessment of employee communication strategies used to communicate to an expansive workforce in public universities and found that face to face communication was widely used and embraced by immediate bosses and employees respectively in the university affirming what many scholars have said that face to face communication is very important in employee communication.

The Table 4.12 further indicates that social media communications and employee job satisfaction are positively and significant related (r=0.263, p=0.005), which means that a positive increase in the use of social media in the organization would result in increased job satisfaction of employees. These findings agreed with that of Aguenza, *et al* (2012) who found that the use of social media has a positive impact on employee productivity, two way communication and effective collaboration.

It was further established that physical intranet communications and employee job satisfaction were positively and significantly related (r=0.362, p=0.000).These findings also agreed with that of Freed (2014) who conducted a study on how to craft a communications plan for your intranet project and found that early intranet adoption improves employee job satisfaction. From the findings, it implies that making institutional intranet available to all employees would facilitate better and faster communication leading to improved feeling of satisfaction.

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In addition it was also established that communication through memos and employee job satisfaction were positively and significantly related (r=0.326, p=0.004) These findings agreed with that of Hayles (2012) who stated that memos remain a major way of getting ideas across in a business and thus encouraging employee job satisfaction. This means that increase in use of memos within the organization would improve job satisfaction among the employees, since they could refer to them and be able to accomplish their duties as required which could greatly impact on their satisfaction with their jobs.

Lastly organizational structure and employee job satisfaction were also positively and significantly related (r=0.222, p=0.010). This implies that the structure of an organization and the communication channels they choose to employ within their structure has a direct impact on the satisfaction of employees with the internal communication and consequently with their jobs.

The findings agreed with that of Omega (2012) who conducted a study on the perceived relationship between organizational culture and employees' job satisfaction at Kenya Commercial Bank and found that organizational culture and structural dimensions of organizational supportiveness, emphasis on rewards, performance orientation and innovation orientation have a direct relationship with the job satisfaction of employees at KCB.

The findings are also consistent with that of Körner, *et al* (2015) who conducted a study on relationship of organizational culture, teamwork and job satisfaction in inter-professional teams and found that job satisfaction is predicted by a structural equation model that includes both organizational culture and teamwork.

Table 4.13: Regression of Coefficients

	B	**Std. Error**	**T**	**Sig.**
(Constant)	0.976	0.519	1.878	0.064
Face to face Meetings	0.088	0.105	0.836	0.006
social media	0.263	0.09	2.914	0.005
Intranet	0.362	0.092	3.935	0.000
Memos	0.26	0.088	2.937	0.004
Organizational structure	0.222	0.084	2.636	0.010

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Thus, the optimal model for the study is;

Employee Job Satisfaction = 0.976 + 0.88 Face to face meetings + 0.263 social media communication + 0.362 communication through intranet + 0.260 communication through Memos + 0.222 Organizational structure

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter addresses the summary of the findings, the conclusions and the recommendations. This is done in line with the objectives of the study.

5.2 Summary of Findings

This section provides a summary of the findings from the analysis. This is done in line with the objectives of the study.

5.2.1 Face to Face Communication on Employee Job Satisfaction

The first objective of the study was to establish the influence of physical face to face communication on employee job satisfaction in Kenyatta National Hospital. The findings revealed that physical face to face communication has a positive and significant impact on the employee job satisfaction. The respondents agreed that face to face communication helps to build relationships with managers in the organization and it also helps with dissemination of work related information with employees both of which consequently contribute to better performance in the organization. Their indication that team building activities are required in order to foster better communication with their supervisors implies that they still desire greater opportunities for face to face communication with their supervisors' further cementing the importance of face to face communication.

These findings were consistent with that of Ean (2010) that postulated that face to face communication is perceived to be effective for relationshipbuilding with managers and dissemination of work related information to colleagues; andmajority of the participants perceived that face to face communication is a more effective employee communication channel compared to computer-mediated communication.

This finding also mirrored those of Barkhi, Jacob and Pirkul, (1999) who claimed that face to face communication is an efficient method of communicating in organizations as face to face interactions resulted in employee job satisfaction and thus better overall performance.

These findings also agreed with that of Matolo (2013) who found that face to face communication was widely used and embraced by immediate bosses and employees respectively in the university affirming what many scholars have said that face to face communication is very important in employee communication.

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5.2.2 Social Media Communication on Employee Job Satisfaction

The second objective of the study was to determine the influence of social media communication on employee job satisfaction in Kenyatta National Hospital. The findings revealed that social media communication has a positive and significant effect on the employee job satisfaction.

Study respondents agreed that social media has a positive impact on employee productivity in the organization and they concurred that it has been used in expanding learning opportunities and enhancing employee engagement through sharing of knowledge and ideas. They indicated that instituting social media as an acceptable form of communication could better improve interaction and sharing leading to greater satisfaction at work.

These findings agreed with that of Aguenza, *et al* (2012) who found that the use of social media has a positive impact on employee productivity, two way communication and effective collaboration. These findings also agreed with that of Bennett, Owers, Pitt and Tucker (2010) who argued that the exploding growth of social media has significantly changed the way people communicate at home and at work.

5.2.3 Intranet Communication on Employee Job Satisfaction

The third objective of the study was to assess the influence of intranet communication on employee job satisfaction in Kenyatta National Hospital.The findings revealed that intranet communication has a positive and significant effect on the employee job satisfaction.

The study revealed that use of intranet in the organization has contributed positively to job satisfaction since it provides a platform to which employees can safely share knowledge and ideas and by providing a secure maens of information sharing within the organization. All these factors contribute to an improvement in job satisfaction of employees. The respondents indicated that intranet should be made available to all employees within the organization implies that they would wish to employ it more in their sharing of information and knowledge in the course of their work.

These findings agreed with that of Freed (2014) who conducted a study on how to craft a communication plan for your intranet project and found that early intranet adoption improves employee job satisfaction.

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5.2.4 Communication through Memos on Employee Job Satisfaction

The fourth objective of the study was to establish the influence of communication through memos on employee job satisfaction in Kenyatta National Hospital.The findings revealed that communication through memos has a positive and significant effect on the employee job satisfaction.

The findings revealed that memos provide a source of reference for employees during the course of their work and they appreciate their less distractive nature since they can refer to them at their own leisure without having to disrupt their work. Respondents also agreed that effective use of memos has contributed to employee job satisfaction within the organization.

These findings agreed with that of Hayles (2012) who stated that memos remain a major way of getting ideas across in a business and thus encouraging employee job satisfaction.

5.2.5 Organizational Structure and Employee Job Satisfaction

The fifth objective of the study was to establish the moderating effect of organizational structure on the relationship between internal organizational communications and employee job satisfaction in Kenyatta National Hospital. The findings revealed that organizational structure has a positive and significant effect on the employee job satisfaction.

The study findings revealed that effective internal communication within the organization is influenced by the organization's structure and regular reviews of the existent methods of internal communication. Organizational management could help enhance communication within the organization's structure through committing to periodically review and improve on its internal communication which in turn impacts positively on employee job satisfaction. This is because the study revealed that the employees felt that leakage of information to unauthorized persons could impact negatively on their satisfaction at work.

The findings agreed with that of Omega (2012) who conducted a study on the perceived relationship between organizational structure and employees' job satisfaction at Kenya Commercial Bank and found that organizational culture dimensions of organizational supportiveness, emphasis on rewards, performance orientation and innovation orientation have a direct relationship with the job satisfaction of employees at KCB.

The findings were also consistent with that of Körner, Wirtz, Bengel and Göritz (2015) who conducted a study on relationship of organizational structure, teamwork and job satisfaction

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in inter-professional teams and found that job satisfaction is predicted by a structural equation model that includes both organizational culture and teamwork.

5.3 Conclusions

In relation to the study findings the study concluded that physical face to face meetings, social media communications, intranet communications, communications through memos and organizational structure influence employee job satisfaction. The findings revealed a strong positive relationship between the independent variables and the dependent variable and hence increasing any unit in any of the independent variables would cause an increase in employee job satisfaction.

From the study findings we conclude that face to face discussion also facilitates immediate feedback, contains visual and audio cues, act as a personal source of information and uses natural body languages. In addition face to face communication is perceived to be effective for relationshipbuilding with managers and dissemination of work related information to colleagues; andmajority of the participants perceived that face to face communication is a more effectiveemployee communication channel compared to computer-mediated communication.

The study also concluded that social media has positive impacts on employee productivity since it has helped improve learning and sharing opportunities with employees at all levels using blogs, microblogs (similar to Twitter), expert directories and communities of practice; and building on employee engagement all of which can improve on accomplishment of tasks and work practices.

The use of intranet as a form of internal communication within the organization has promoted sharing of knowledge and ideas and it has helped provide a secure and reliable forum for sharing of sensitive or private information. The use of intranet in the organization has also facilitated better distribution of documents and dissemination of information within the large organization.

From the study findings we conclude that memos can effectively be used for future reference by employees during accomplishment of tasks and adherence of organizational policies and goals. Memos have been established as being convenient to employees hence their preference to their use in the organization.

The study concluded that the manner in which the management of KNH handles and manages organizational communication and information and their continuous monitoring and

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upgrading of their internal communication systems impacts employees either positively or negatively by impacting their communication satisfaction and consequently their overall job satisfaction.

5.4 Recommendations

The study recommends that organizations such as KNH should use face to face communication in communicating ambiguous tasks, making decisions and completing complex tasks. In addition face to face communications should be encouraged in organizations so as to build relationship with managers.

The study also recommends that organizations such as KNH should use social media in expanding learning opportunities among employees. In addition social media should be used in organizations as a knowledge sharing platform among employees. Social media is greatly changing how business is being conducted in the world and more so in this technological era. Human resource departments within organizations should take up an active role in developing, communicating and enforcing social media policies and constantly monitoring the changing legal landscape of social media and more so in a bid to avoid misuse at the work place.

The study findings also recommend that all organizations should consider adoption of intranet in a bid to streamline document distribution. In addition, use of intranet should be encouraged in organizations so as to promote the sharing of knowledge and ideas and provided a single, secure, reliable access to the organization private information. In addition the study recommends that use of the intranet should be enhanced with the help of new technology. Organizations should also strive to provide intranet to all staff within their establishments.

From the study findings we also recommend that the management of organizations should ensure they are using memos as official forms of communication. This is because memos are less distractive than any other means of communication since staff can read them at their own leisure.

Management should also continuously monitor and review their internal communication in order to ensure secure, structured and authorized sharing of information within the organization for achievement of organizational goals.

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5.5 Areas for Further Studies

The study sought to assess how internal organizational communications impacts on employee job satisfaction in Kenyatta National Hospital. This called for the analysis of KNH only, thus area for further studies could consider other public and private hospitals in Kenya for the purpose of making a comparison of the findings with those of the current study.

The study did not establish to what extent internal communication impacts on employee job satisfaction and whether this could be one of the reasons employees actually stay on in the hospital or leave. Further research could be conducted in a bid to establish this at the largest teaching and referral hospital in the country.

The study also did not ascertain whether there is any correlation between the communication systems employed in the hospital and communication offered to their clients and the services rendered to patients. Further research could be done to determine whether any correlation exists.

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APPENDICES

Appendix I: Introduction Letter

Date……..

Dear Sir/Madam,

RE: VOLUNTARY PARTICIPATION IN DATA COLLECTION

My name is Roseline Njeri Mwangi a student from St Paul's University. I am conducting a study on how internal organizational communications impacts on employee job satisfaction in Kenyatta National Hospital. Your feedback and views on the aforementioned will help in compiling my research. The data collected is for research purposes only and it takes the form of a survey which should take no more than 15 minutes of your time. You are assured of anonymity and information collected will not be distributed to any other party.

Thank you for taking time to complete this survey.

Yours Sincerely,

Roseline Mwangi

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Appendix II: Research Questionnaire

Kindly answer the following questions as honestly and accurately as possible. The information given will be treated with a lot of confidentiality. Please do not write your name anywhere on this questionnaire. You are encouraged to give your honest opinion.

DEMOGRAPHIC CHARACTERISTICS

Tick where appropriate

1. What is your gender?

a) Male ( )

b) Female ( )

2. What is your age?

a) Below 25 years ( )

b) 26-35years ( )

c) 36-50 years ( )

d) Above 50 years ( )

3. What is your highest level of education?

a) Primary Education ( )

b) Secondary Education ( )

c) Undergraduate ( )

d) Postgraduate ( )

4. How many years have you worked at Kenyatta National Hospital?

a) Less than 1years ( )

b) 2 to 5years( )

c) 6 to 10 years ( )

d) More than 10 years()

5. What is your position at KNH?

a) Support staff ( )

b) Specialist ( )

c) Nurses ( )

d) Doctor( )

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SECTION A: PHYSICAL FACE TO FACE MEETINGS

This section attempts to establish the influence of physical face to face meetings on employee job satisfaction.

Use the likert scale below and tick where appropriate.

5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1 = Strongly Disagree

Statement	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
	1	**2**	**3**	**4**	**5**
Face to face communication has helped to build relationship with managers in KNH					
Face to face communication has helped in dissemination of work related information to colleagues					
Face to face communication represents a high social presence in KNH					
Face to face communication has resulted in better overall performance in KNH.					
In KNH face to face communication has been used in communicating ambiguous tasks, making decisions and completing complex tasks.					

What can be done to improve face to face communication in your organization?

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SECTION B: COMMUNICATION THROUGH SOCIAL MEDIA

This section attempts to establish the influence of communicating through social media on employee job satisfaction.

Use the likert scale below and tick where appropriate.

1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree, 5 = Strongly Disagree

Statement	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
	1	**2**	**3**	**4**	**5**
Social media has been used to build employee engagement in KNH					
Social media has been used in expanding learning opportunities among employees thus boosting employee job satisfaction.					
In KNH social media is used as a knowledge sharing platform among employees thus improving work product and workflow.					
Social media has a positive impact on employee productivity in KNH thus improving employee job satisfaction					
The management of KNH has established appropriate policies at workplace that determine how much use will be made of social media sites for job purposes					

What can be done to improve communicating through social media in your organization?

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SECTION C: COMMUNICATION THROUGH INTRANET

This section attempts to establish the influence of communicating through intranet on employee job satisfaction.

Use the likert scale below and tick where appropriate.

1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree, 5 = Strongly Disagree

Statement	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
	1	**2**	**3**	**4**	**5**
There has been effective use of intranet by staff in KNH which has contributed to employee job satisfaction.					
Intranet has promoted the sharing of knowledge and ideas and provided a single, secure, reliable access to the organization private information					
Intranet has improved the organization ability to manage its information					
In KNH intranet has streamlined document distribution.					
Intranet has resulted in higher productivity because of better access to quality information thus has boosted employee job satisfaction					

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What can be done to improve communicating through intranet in your organization?

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SECTION D: COMMUNICATION THROUGH MEMOS

This section attempts to establish the influence of communicating through memos on employee job satisfaction.

Use the likert scale below and tick where appropriate.

1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree, 5 = Strongly Disagree

Statement	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
	1	**2**	**3**	**4**	**5**
There has been effective use of memos by management in KNH which has contributed to employee job satisfaction.					
In KNH memos has been used for reference for employees for the future as a way of maintaining memory clarity					
Memos have been used for audits and showing investors and other interested parties that the organization is progressing toward goals.					
Memos are less destructive than any other means of communication since staff can read them at their own leisure					
Memos have been short and to the					

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Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
point					

What can be done to improve communicating through memos in your organization?

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SECTION E: ORGANIZATIONAL STRUCTURE

This section attempts to establish the influence of organizational structure on employee job satisfaction.

Use the likert scale below and tick where appropriate.

1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree, 5 = Strongly Disagree

Statement	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
	1	**2**	**3**	**4**	**5**
Organizational structure influences effective internal communication in an organization					
The management periodically reviews modes of internal communication					
Adequate adherence to organization structure boosts employee job satisfaction					
Leakage of information to an authorized persons affects employee job satisfaction					
The management is committed to improving internal communication					

What other challenges contribute to ineffective communication in the organization?

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SECTION F: EMPLOYEE JOB SATISFACTION

Use the likert scale below and tick where appropriate.

1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree, 5 = Strongly Disagree

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
I feel very positive and favorable about my job					
I am generally satisfied with the kind of work I do on this job.					
I have sense of worthwhile accomplishment in my work.					
I get the chance to take decisions on the performance of my job role					
As soon as I can find a better job, I'll leave.					

How satisfied are you with the existing internal communication in your organization?

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