

EFFECTS OF ORGANIZATIONAL COMMUNICATION ON EMPLOYEE MOTIVATION: A CASE STUDY OF NOKIA SIEMENS NETWORKS KENYA

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©2014

International Academic Journal of Information Sciences and Project Management (IAJISPM)

Received: 5th September 2014

Accepted: 19th September 2014

Full Length Research

Available Online at: http://www.iajournals.org/articles/iajispm_v1_i3_28_62.pdf

Citation: Mutuku, C. K. & Mathooko, P. (2014). Effects of organizational communication on employee motivation: A case study of Nokia Siemens Networks Kenya. *International Academic Journal of Information Sciences and Project Management*, 1 (3), 28-62

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ABSTRACT

Organizational communication, in today's organizations has not only become far more complex and varied but has become an important factor for overall organizational functioning and success. The way the organization communicates with its employees is reflected in morale, motivation and performance of the employees. Research indicates that up to 70 per cent of change programmes fail and poor internal communication is seen as the principal reason for such failure. Communication as an integral element of management is ignored in many organizations which lead to practices of use of poor communication techniques, untimely communication, and misunderstanding of information and at times total lack of communication. While many organizations believe that positive employee communication promotes employee motivation, this belief can still be considered as a complex issue because of the changing nature of organizations and the differences of their structure. The purpose of the study was to explore the effects of communication on employee motivation in Nokia Siemens Networks Kenya. The research design employed in this study was descriptive survey method. The population of study was 287 respondents comprising of senior managers, middle level managers and support staff at Nokia Siemens Networks

Kenya with its regional office in Nairobi. Stratified random sampling was used to select a sample population of 123 respondents. Both qualitative and quantitative data was collected using the semi-structured questionnaire. The data was analysed by use of descriptive statistics (mean score and percentages) and inferential statistics multiple regression. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. The study found that information sharing had the greatest effect on the employee motivation, followed by the employee involvement in decision making, then communication channels while the 7 C's of communication had the least effect to the employee motivation. The study recommends that the company managers should involve the employees of all cadres to enable them have experience on the intricate of running the business. The management should ensure there is clarity, courtesy, correctness and completeness of any information shared. Communication should always take into consideration timing and the media and the organization's structure has a significant impact on the communication.

Key Words: *organizational communication, employee motivation, Nokia Siemens Networks, Kenya*

INTRODUCTION

Business all over the world today is very challenging. To stay profitable in the highly challenging and competitive global market economy, all factors of production, i.e. men, machine and materials, should be wisely managed. Among the factors of production, the human resource

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constitutes the biggest challenge because unlike other inputs, employee management demands skilful handling of thoughts, feelings and emotions to secure highest productivity. Organizational communication plays an important role in this challenge. Understanding human behavior in workplace has been one of the most prioritized tasks for any organization. This is due to major changes like globalization and technological advancement that change in the structure of the business done, the workforce behavior and management of employees. To keep up the business state of the art and become successful, the organizations should acclimatize with these changes (Vercueil, 2001). So, it has become important for employers to know what motivates their employees rather than emphasizing them to increase productivity. The environment, in which the employees work as a team, should be created and sustained so that they are themselves driven towards achieving the common goals. Hence, motivation is given more attention in the organization to know employees and their behavior. In any organization, every staff is unique and performs the task based on their mental abilities and the extent to which they are applied at work (Mullins, 2007). Some people tend to work really harder than others. If a staff is appreciated for his/her hard work, he/she is more likely to be motivated to high performance.

In the current competitive environment, the need for better management of all organizational resources, specifically human resource management has become a concern for most of the organizations. Improving employee motivation is a prime factor to achieve competitive advantage. It is a common belief that the use of mobile communication improves organizational performance. If employees feel that communication from management is effective it can lead to feelings of job satisfaction, commitment to the organization and increase trust in the workplace.

Concept of Communication

Communication is widely used in running almost all organizations effectively. Effective communication is essential for any business or organization to prosper. It cuts out on wasted time and provides both customers and employees with the necessary tools to succeed and find satisfaction. When communication is not effective, the end result is an increase in production time and a decrease in the bottom line. In order to avoid this outcome, effective communication must be in place (Joey, 2002). Consequently communication can be defined as the “exchange of information between a sender and a receiver, and the inference (perception) of meaning between the individuals involved (Bowditch et al, 1997). Analysis of this exchange reveals that communication is a two way process consisting of consecutively linked elements. Managers who understand this process can analyze their own communication patterns as well as design communication programs that fit organizational needs (Kinicki & Kreitner, 2006).

Communication is rather complex to define in a single sentence. In a glimpse, however, it has many types which include: interpersonal communication; intrapersonal; group communication; public communication; mass communication; and online or machine assisted communication. Interpersonal communication means to interact with another person, while intrapersonal means

to interact with oneself, or to reason with or evaluate self. Group communication, on the other hand, is defined as the process of interacting with a limited number of others, work to share information, develop ideas, make decisions, solve problems, offer support, or have fun. Mass communication, is communicating to a large number of people using media (television, newspaper, internet, radio), and finally, online or machine assisted communication deals with communicating through the use of online software that are programmed to interact with browsers or users (Gamble and Gamble, 2002).

Communication is also categorized into two: verbal and non-verbal. Verbal communication means the use of the spoken word when communicating, while nonverbal communication means using other mediums such as body signals, writing etc. Communication undergoes a process, which involves the information source, the transmitter, noise source, receiver and destination as shown by the communication model developed by Shannon and Weaver (1949). The information source is the communicator of the information, which then uses a specific type of transmitter or medium e.g. verbal, written or telephone. The receiver receives the information, but the information can be affected by a specific noise source, which can be a distraction from anyone or anywhere. The receiver then interprets the message and finally puts the communicated message in its destination (Bryant and Heath, 2000). Communication is not just important to an organization, but is an important component in everyday human life. Gamble and Gamble (2002) has stated that: “Communication is the core of our humanness”, and that “how we communicate with each other shapes our lives and our world”. Communicative skills help humans to reach out to one another or to confront events that challenge our flexibility, integrity, expressiveness and critical thinking skills.

Effect of Communication on Motivation

Managers have traditionally spent the majority of their time communicating in one form or another (meetings, face to face discussions, memos, letters, e-mails, reports etc.). Today, however, it has become an indispensable part of their work. An effective management of production processes requires greater collaboration and teamwork among workers in different functional groups. Hence, to manage the existing performance of the employees and to motivate them for better performance, efficient communication practices have become more important in all organizations. In modern days, communication is one of the most dominant and important activities in organizations (Harris & Nelson, 2008). Fundamentally, relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups. In addition, organizational capabilities are developed and enacted through “intensely social and communicative processes” (Jones et al., 2004).

From the forgoing analysis it is important to note that every managerial function and activity involves some form of direct or indirect communication. Whether planning and organizing or

directing and leading, managers find themselves communicating with and through others. Managerial decisions and organizational policies are ineffective unless they are understood by those responsible for enacting them. Ineffective communication can clearly affect a company's performance leading to a drop in its share price. Moreover, effective communication is critical for employee motivation and job satisfaction (Kinicki & Kreitner, 2006). This can be backed up by a study of 274 students which revealed that student motivation was positively related to the quality of student faculty communication in the instructor's office. Another study involving 65 savings and loan employees and 110 manufacturing employees revealed that employee satisfaction and organizational communication was positively and significantly correlated with job satisfaction and performance.

Communication helps individuals and groups coordinate activities to achieve goals, and it's vital in socialization, decision-making, problem-solving and change-management processes. Internal communication also provides employees with important information about their jobs, organization, environment and each other. Communication can help motivate, build trust, create shared identity and spur engagement; it provides a way for individuals to express emotions, share hopes and ambitions and celebrate and remember accomplishments. Communication is the basis for individuals and groups to make sense of their organization, what it is and what it means. Good communication practices are at the heart of every successful business. Communication serves two essential functions in every organization. It disseminates the information needed by employees to get things done and builds relationships of trust and commitment. Without it, employees end up working in silos with no clear direction, vague goals and little opportunity for improvement. Successful projects and change programs are a rarity and real leadership is scarce. Staff morale plummets when communication is ambiguous, unfocused, lacking in important details and does not allow for genuine two-way dialogue. Critically, the impact of poor communication hits customers and suppliers. They begin to feel disenfranchised and take their business elsewhere.

STATEMENT OF THE PROBLEM

Organizational communication, in today's organizations has not only become far more complex and varied but has become an important factor for overall organizational functioning and success. The way the organization communicates with its employees is reflected in morale, motivation and performance of the employees. Salem (2008) outlines seven communication reasons why organizations fail to change that include insufficient communication, distrust, poor interpersonal communication skills, and conflict avoidance. Salem also claims that "research indicates that up to 70 per cent of change programmes fail and poor internal communication is seen as the principal reason for such failure. Communication as an integral element of management is ignored in many organizations which lead to practices of use of poor communication techniques, untimely communication, and misunderstanding of information and at times total lack of communication. When this takes place there are possibilities of strikes, go-

slows, and in extreme cases closures. It is important to appreciate that many organizations world over have suffered enormous loss due to lack of proper or inadequate communication. In some cases communication between employees and management is poorly carried out and may lead to confusion and lack of direction, frustration of employees, decrease in motivation, purpose and productivity and even exit of highly skilled and dependable employees. This may eventually make the organization fail to achieve its goals and objectives. The Workplace Communication Consultancy (2005) reported that statistics show that 90% of those who are kept fully informed are motivated to deliver added value; while those who are kept in the dark almost 80% are not". However, such results are industry specific. Industries vary in terms of culture and structure. In Kenya, Testamicael (1997) carried out a research on improvement of managerial communication using the Ministry of Finance as a case study. The study found out that managerial communication advance the necessary competence, namely the possession of employees, information exchange, participation and opportunities, and joint efforts and redesign. However, there is no study that has been done in Kenya to specifically evaluate the role of communication in management of human resource motivation and more so in the telecommunication industry. This is despite the critical role that communication plays in the management of human resources in an organization. There is therefore an academic gap that exists in this field and this study seeks to fill it.

GENERAL OBJECTIVE

The main objective of the study is to explore the effects of organizational communication on employee motivation in Nokia Siemens networks Kenya.

SPECIFIC OBJECTIVES

1. To determine the effect of employee involvement in decision making on employee motivation in Nokia Siemens Networks Kenya.
2. To establish the effect the 7 C's of communication on employee motivation in Nokia Siemens Networks Kenya
3. To assess the effect of communication channels on employee motivation in Nokia Siemens Networks Kenya
4. To determine how information sharing on employee motivation in Nokia Siemens Networks Kenya

THEORETICAL REVIEW

Motivation

If we consider the role of motivational practices followed in the organization, we can easily find a solution to the 'communication problem' mentioned above. Motivating is the work which managers perform to inspire, encourage and impel people to take action. To motivate the employees, the employee must be reached and to reach him there must be a completed

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understanding of the complexity of his make-up. Motivation efforts must be directed towards improving organization operations. To be effective, however they must also be designed to show benefits to the employee. In fact, motivation can best be accomplished when workers are able to merge their personal ambitions with those of the organization. Traditional management methods (Theory X) might not be the only way to get people motivated. Instead, you could take a different approach (Theory Y) and achieve the same if not more. Theory Y based on the integration of individual and organization goals, states that a person's commitment to an objective is a function of the rewards for its achievement. Theory Y seems to be the right approach which requires much management efforts but the effects of it would be long lasting for modern organizations (Bryant & Heath, 2000).

Chandran (2004) defines motivation as a set of independent and dependant relationships that explains the direction, amplitude and persistence of an individual's behavior holding constant the effects of aptitude, skills, understanding of a task and the constraints operating in the work environment. Babel (2004) defines motivation as the contemporary immediate influence on the direction, vigor and persistence of action. The relationship between the employer and the employee should be of mutual understanding with a view to facilitate the employee to identify himself with his work and with the business he is working for. Lack of motivation in return, affects productivity. A number of symptoms may point to low morale: declining productivity, high employee turnover, increasing number of grievances, higher incidence of absenteeism and tardiness, increasing number of defective products, higher number of accidents or a higher level of waste materials and scrap. A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and the objectives of the firm. The appearance of the job as a whole has, in fact a bearing on the willingness and quality of an employee's performance.

Internal communication plays a very vital role in implementation of all these ideal motivational practices in the organization. If people understand the bigger organizational picture they was more willing to stay for the ride and more motivated to do the job you need them to do. It is this making people understand the bigger picture, is an important and complex job that demands attention from practicing managers. Indeed, the 'manager who suffers from poor communication skills is likely to feel frustrated most of the time. Because the aim of this study is to determine a possible motivational factor for employees (which is specifically "communication"), the theoretical frameworks that have been chosen for this study are motivational theories – a content motivation theory; and a process motivation theory. Theories of motivation can be divided into two: the content theories; and the process theories. Content theories emphasize the factors that motivate individuals. Examples of content theories are Maslow's theory, Alfelder's theory, McClelland's theory, and Herzberg's theories. On the other hand, the emphasis on process theories is on the actual process of motivation. Some examples of process theories are Expectancy theories, equity theory, goal theory, and social learning theory (Salem, 2008).

The content motivation theory that has been chosen as one of the frameworks for this study is Herzberg's Two-Factor Theory or Motivator-Hygiene Theory. This theory basically extended Maslow's hierarchy of need theory and is more directly applicable to the work situation. Herzberg's research suggested that motivation is composed of two largely unrelated dimensions: job-related factors which can prevent dissatisfaction, but do not promote employees' growth and development (hygiene); and job-related factors that encourage growth (motivators). Herzberg's theory is the first of its kind to emphasize the importance of non-monetary rewards in motivating employees. According to this theory, satisfying experiences are most often associated with the non-monetary, or intrinsic, content of the work. This includes variables such as achievement, recognition, personal growth, personal responsibility and the characteristics of the work. These factors are called motivators. When people are satisfied, they attribute their satisfaction to the work itself and not on the environment in which they work (Grunig, 1992).

On the other hand, dissatisfying experiences result from the extrinsic work environment. These factors include company policies, salary, co-worker relations, supervisor relationships, status, supervision, personal life and job security. Extrinsic factors cause a person who feels neutral about the job to feel dissatisfied and less motivated. The theory explains that workers basically attribute their dissatisfaction to the environment in which they work, or conditions that surround the doings of the job. This is also known as the "Hygiene factor". This should be continually maintained because employees never completely satisfied (Joey, 2002). He also noted that when the hygiene factors are very low, workers are dissatisfied. However, when hygiene factors are met, workers are not dissatisfied but it does not necessarily mean that they are satisfied or motivated to work. The same goes for the motivator factors. When motivators are met, workers are satisfied leading to higher performance. However, when motivators are not met, workers are not satisfied but it does not necessarily mean they are dissatisfied with their work. On the other hand, the process motivation theory adopted for this study is the goal theory of motivation. In the late 1960s, Edwin Locke proposed that intentions to work toward a goal are a major source of work motivation. That means the goal will tell the people what needs to be done and how much effort will need to be put in order to fulfill the goal and target of the organization. The key steps in applying goal setting are: (1) diagnosis for readiness; (2) preparing employees via increased interpersonal interaction, communication, training, and action plans for goal setting; (3) emphasizing the attributes of goals that should be understood by a manager and subordinates; (4) conducting intermediate reviews to make necessary adjustments in established goals; and (5) performing a final review to check the goals set, modified, and accomplished (Cooper & Schindler, 2006).

Herzberg's two Factor Theory

Herzberg put forward the view that productivity of an employee is based not only the job satisfaction but also on work motivation. Chandran (2004) elucidates that according to Herzberg, an individual's relation and attitude towards work can determine success or failure. People have

two sets of needs that are related to job satisfaction and others to job dissatisfaction. Elements of the job that led to job satisfaction are labeled as motivators and elements to dissatisfaction are labeled as hygiene factors. Intrinsic factors or motivators such as achievement, recognition, advancement, the work itself and responsibility are related to job satisfaction. Job dissatisfaction is the result of extrinsic factors or hygiene factors such as working conditions, job security, supervision, level of communication, pay and organization policies. Herzberg is interested in the extremes where employees either feel good or bad about the work, this leads to development of motivators and hygiene factors. Herzberg states that the opposite of job satisfaction is not job dissatisfaction and therefore, job dissatisfaction is not the opposite of job satisfaction.

Chandran (2004) suggests nine factors that motivate employees and they are reducing time spent at work, fringe benefit, sensitivity training, spiraling wages, two-way communication, job participation, human relation training, communication and employee counseling. He also compared motivation with that of internal self-charging battery suggesting that the energy or the positivity should come from within the employees to become motivated. Herzberg argues that an employee is motivated to satisfy its growth needs; it is founded upon satisfaction innate of a sense of achievement, recognition, responsibility and personal growth. He further says that recognition is transformed into feedback, responsibility to self-regulation, authority to communicate, exercise control over resource and accountability and lastly, growth and advancement are transformed into the new expertise. Though hygiene theory is one of the popular theories of motivation, the findings done from past empirical studies show that pay, recognition and responsibility are classified as both a motivator and hygiene factors. This study looks at communication as one of the extrinsic factors of motivation.

McClelland's Theory of Needs

Pinnington (2011) put forward the theory stating that individual acquires certain type of needs during his/her lifetime. Individuals acquire these needs by learning and interacting with the environment theory focuses on three needs: Need for achievement - it drives to excel, to achieve in relation to a set of standards, to strive to succeed. Individuals with this drive desire to do something more efficiently overcoming challenges to achieve the objectives; Need of power - it is the need to make others behave in a way that they would not have behaved otherwise. Individuals with this need are placed in competitive situations to be concerned with gaining influence over individual, group or organization; Need for affiliation - it is the desire for friendly and close interpersonal relationship. Individuals with this desire tend to have a strong desire to be liked or accepted by others and thus maintain harmonious relationship with others. According to Shannon & Weaver (1949), these theories are based on needs of people and the factors that influence their behaviour. It therefore follows that the achievement of the three needs can be enhanced with good communication.

Transmission Model of Communication

The theory of communication evolved over the years, but the model of Shannon and Weaver (1949) is one of the firsts that explains the process of communication. The Shannon-Weaver model of communication has been called the "mother of all models." According to Shannon and Weaver's model, a message begins at an information source, which is relayed through a transmitter, and then sent via a signal towards the receiver. But before it reaches the receiver, the message must go through noise (sources of interference). Finally, the receiver must convey the message to its destination. Today, communication is being regarded as an important factor in business, and that the ability of the company to communicate can determine its success (Welch & Jackson, 2007). This model is specially designed to develop the effective communication between sender and receiver. Also they find factors which affecting the communication process called "Noise". At first the model was developed to improve the Technical communication. Later it's widely applied in the field of Communication. A later development of this theory was the Osgood and Schramm's circular theory of communication (Mitchell et al, 1990). Transmission of information across the organization is therefore a prerequisite to employee motivation.

This later theory emphasizes the circular nature of communication. The participants swap between the roles of source/encoder and receiver/decoder. This theory is based on Shannon and Weaver's communication theory although it goes a step further. Schramm believes that the communication process should consist of a sender, channel and receiver (Bryant & Heath, 2000). However, Schramm explains that while one person is speaking, the other is listening. How this listening is done constitutes information for the sender (Bryant & Heath, 2000). If a receiver frowns, that provides different information than if "he or she" smiles supportively (Bryant & Heath, 2000). It is explained in this theory that recognizing the dynamics of interaction countered the tendency to communication as a linear progression of steps leading to or "causing" each following step. He understood that people respond idiosyncratically to messages as a function of their personality, group influences, and the situation under which the communication occurs (Bryant & Heath, 2000).

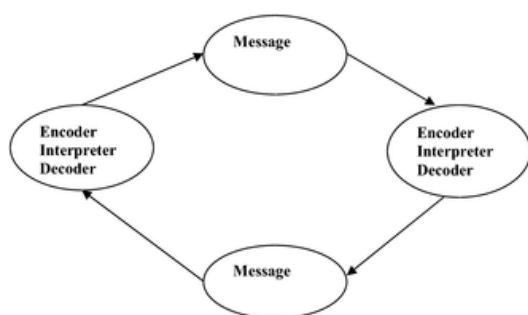


Figure 1: Osgood and Schramm's Circular Theory of Communication

Source: Schramm W. (1954) quoted in Mitchell et al (1990)

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The process of the model is simple. In it, the sender and receiver function as both encoder and decoder of information. Each functions as the interpreter of the message (Underwood, 2003). This model explains that effective communication can be possible if both the receiver and the sender are capable of interpreting meanings out of the information being communicated. For instance, in the business context, the supervisor may mean well and believe that he is delivering the messages properly to the employees. However, because the employees have not been briefed earlier about a particular piece of information that plays an important part on what the supervisor communicated, they miss the point of what the supervisor tries to say. In return, the supervisor may interpret that the employees are still ignorant about a specific piece of information and still need further briefing.

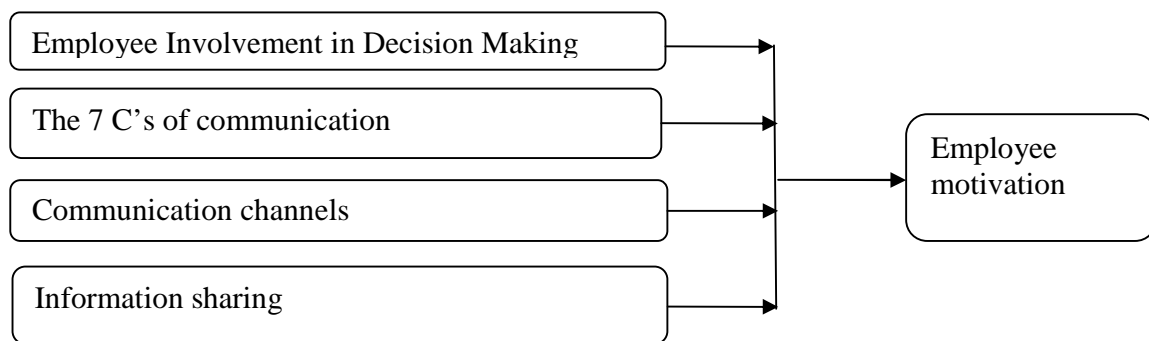
Communication Theory

The communication theory is some form of explanation of a class of observed phenomena. Harper (2002) colorfully described theory as "the net which we throw out in order to catch the world to rationalize, explain, and dominate it." The idea of a theory lies at the heart of any scholarly process, and while those in the social sciences tend to adopt the tests of a good theory from the natural sciences, many who study communication adhere to an idea of communication theory that is akin to that found in other academic fields. Uncertainty reduction theory (URT) was initially presented as a series of axioms (universal truths which do not require proof and theorems (propositions assumed to be true) which describe the relationships between uncertainty and several communication factors. URT was developed to describe the interrelationships between seven important factors in any dyadic exchange: verbal communication, nonverbal expressiveness, information-seeking behavior, intimacy, reciprocity, similarity, and liking. Communication has existed since the beginning of human beings, but it was not until the 20th century that people began to study the process. As communication technologies developed, so did the serious study of communication. When World War I ended, the interest in studying communication intensified. The Universal Communication Law states that, "all living entities, beings and creatures communicate" through movements, sounds, reactions, physical changes, gestures, languages, breathe etc.

Shannon's (1948) model of the communication process is, in important ways, the beginning of the modern field. It provided, for the first time, a general model of the communication process that could be treated as the common ground of such diverse disciplines as journalism, rhetoric, linguistics, and speech and hearing sciences. Part of its success is due to its structuralist reduction of communication to a set of basic constituents that not only explain how communication happens, but why communication sometimes fails. Good timing played a role as well. The world was barely thirty years into the age of mass radio, had arguably fought a world war in its wake, and an even more powerful, television, was about to assert itself. It was time to create the field of communication as a unified discipline, and Shannon's model was as good an excuse as any.

CONCEPTUAL FRAMEWORK

A conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Salem, 2008). A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. According to Bowditch and Jones (1997), a conceptual Framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical aspects of a process or system being conceived. The interconnection of these blocks completes the framework for certain expected outcomes. The framework tries to interpret that the higher the level of hygiene and motivator in terms of how the supervisor communicates with the employees during policy briefing, training, or just informal talk, the higher the possibility that employees will develop goals. However, the effectiveness of that process is affected by how well the two parties communicate – that is how well the employees encode, interpret and decode the messages that the supervisor tries to disseminates, and vice-versa, on how well the supervisor encode, interpret and disseminate the messages that the employees give in return.



Independent variable

Dependent variable

Figure 2: Conceptual Framework

Relationship between Communication and Employee Motivation

Employee commitment has been a matter of focus for companies to be successful and the committed employees are considered as the most important factors of organizational effectiveness. However, retaining committed employees within organization is not an easy task. The employees of modern era work to satisfy the needs as well as achieve their individual goals (Daly et al, 2003) who pointed out the increasing trend of employees doing many jobs at a time in their career and have become more mobile. Employees are no more working in organizations for a long term basis. Thus, it needs a proper understanding of what motivates and satisfies them at work to generate such commitments. As they pointed out, communication is an interchange of thought or information that brings about mutual understanding, trust, confidence and harmony in

an organization. Through communication behavior is modified, change is effected, information is made productive and eventually goals are achieved. Good communication is mandatory in any organization in order for the organization to survive and sustain its competitive advantage.

Internal communication has been recognized as a strategic focus for business communication, second only to leadership concerns (Barret, 2002) who notes 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 employees”. Managers within organizations are in a role of personal influence in their relationships with employees. Employee communication has several purposes, and motivating employees to action in support of organizational objectives is one important one. Most employee communication functions rely on a multiple audience strategy such as face-to-face managerial communication activities and all-employee channels, including newsletters, magazines, posters, videos and intranets. Some employee communications functions add a formal feedback mechanism to their strategies. However, most of the effort is placed on producing informational material and delivering it—an output-centered model that often has no measurement strategy attached to the plan. Today, organizations worldwide have a wide choice of different communication strategies and tools for communicating at all levels within an organization. Communication technique or tools selected would depend on the subject matter that needs to be communicated to employees. Of the many communication techniques available, induction programmes and printed or graphic communication appear to be more commonly used, either alone or in combination, to convey an important or complicated message.

It is clear from the available sources on organizational communication that an organization’s internal communication system is an important contributing factor to staff morale and productivity. Employees tend to have higher morale and are more motivated in the workplace if all the channels of communication are open. Some messages contain general information about the organization; while others, are intended to motivate staff or to boost the organization’s general morale.

A modern organization, therefore, cannot function effectively without a positive internal climate and well-functioning channels of internal communication. To reach these goals, an organization’s internal communication strategy should be responsive to employee needs and concerns. Sim & Wright (2000) states that in the new information era, managers have realized that the assets of the institution lie very much in the hands of the employees. Management cannot afford to ignore the aspirations, attitudes and preferences expressed by its employees. It has to gain from satisfied employees, working at jobs to which they are best suited. When organizations commit themselves to effective communication with their employees, a number of important benefits can result. Well-informed employees are usually satisfied employees.

There has been plenty of research across a number of industries and countries and the research from organizations like Gallup as to the benefits of enhancing the bond between the employee, their colleagues and the organization. Some of those benefits documented are: increased passion for, commitment to and alignment with the organization's strategies and goals, improved overall organizational effectiveness, a high-energy working environment; Increased productivity and improves morale; Boosted business growth; Made the employees effective brand ambassadors for the company; Created a sense of loyalty in a competitive environment; Attracted more people like existing employees Increases employees' trust in the organization; Lowered attrition rate and higher talent retention; Created a community at the workplace and not just a workforce and Improved customer brand experience and customer loyalty.

Employee Involvement in Decision Making

According to Mitchell et al (1990) there are three predominant types of participation comprising: representative, consultative and substantive. Representative participation would include participation which consists of employees serving on boards, or some other formal representation, in which employees are able to express their views. The second type of participation is consultative which is similar to representative in that employees have the ability to make inputs to the work process, although not through formal means such as boards. The final type of participation is substantive. In substantive participation, employees are more likely to have control over the work process and be able to have a direct impact on their working life.

Organizational researchers from all around the world consider the job involvement as an important factor which influence both employees' as well as organizational outcomes (Lawler, 1986). Employees with high levels of job involvement make the job a central part of their personal character and focus most of their attention on their jobs. They are likely to exhibit less unexcused lateness and unexcused absences than employees with lower levels of job involvement. Also job involvement is negatively related to intentions to quit and positively associated with job satisfaction and organizational climate perceptions. It also promotes organizational citizenship behaviors as OCBs are more influenced by what employees think and feel about their jobs and that job involvement shows a positive attitude towards the job.

Employers increasingly attempt to access knowledge with productivity enhancing potential, held by employees. A broad variety of different employee participation and involvement programmes have been put in place by employers attempting to obtain this information. The intent of quality circles, teams, employee involvement and participation programmes is at least partially to access the information asymmetries which exist between employers and employees. Recently, there has been a focus on the concepts of 'decentralization of decision making'. This has taken the form of management pushing either decisions or tasks down to lower levels in the organization. Such efforts are associated with the belief that there are decisions and tasks which employees are in a better position to respectively take and complete, than those more senior members of the

organization. However, not all experts are convinced that employee involvement will promote greater efficiency (Gamble & Gamble, 2000).

According to Joey (2002), in a participatory environment where information is communicated back to management, profits was reduced because the resultant increase in the number of decision makers increases monitoring costs and subsequent inefficiencies. Participation should be in an advisory capacity with employees conveying information 'back-up' to management. The greater transaction costs involved when many people are making decisions. However, Mullins (2007) asserts that participatory programmes can result in improved firm performance. This is the case when employees have greater job knowledge than management, and can either act directly on this information, or the information can be efficiently conveyed back to management.

The majority of research into worker involvement has been within the very broad area of employee participation. This concept encompasses practices ranging from ornamental employee advisory committees, with employees only able to make suggestions, to initiatives which give employees primary control over the work process, and many of the decisions which are made regarding how the work is performed. In previous research the typical means of measuring whether a firm or establishment does have employee participation programmes or processes, is to ask whether quality circles, advisory committees or employee involvement initiatives exist. At the firm level, this type of question reveals very little because the firm may consist of 500 manufacturing sites, stores or outlets, each with some variation of the type of practice. This type of measurement error is less likely if the interview is conducted in any one establishment. However, determining if a practice exists yields us with little knowledge of the actual level of employee control or increased communication which employee involvement programmes are often meant to promote. Due in part to these design deficiencies in previous research, the results are largely mixed regarding the impact of employee involvement on performance. Whether employee involvement has an impact on company performance depends largely on the quality and form of involvement adopted.

It has been found by lots of researchers across various time periods that job involvement keeps the employees motivated and satisfied with their jobs and boost the employees to put more efforts into their work and therefore tend to display higher levels of job performance (Testamicael, 1997).

The 7 C's of Communication

There are 7 C's of effective communication which are applicable to both written as well as oral communication. The communication must be complete. It should convey all facts required by the audience. The sender of the message must take into consideration the receiver's mind set and convey the message accordingly. A complete communication develops and enhances reputation of an organization, they are cost saving as no crucial information is missing and no additional

cost is incurred in conveying extra message if the communication is complete. It persuades the audience (Gamble and Gamble, 2002).

Conciseness on the other hand means wordiness, i.e., communicating what one wants to convey in least possible words without forgoing the other C's of communication. Conciseness is a necessity for effective communication. Concise communication is both time-saving as well as cost-saving and it underlines and highlights the main message as it avoids using excessive and needless words (Harris & Nelson, 2008).

Consideration implies "stepping into the shoes of others". Effective communication must take the audience into consideration, i.e. the audience's view points, background, mind-set, education level, etc. and making an attempt to envisage the audience, their requirements, emotions as well as problems. It involves ensuring that the self-respect of the audience is maintained and their emotions are not at harm (Kinicki & Kreitner, 2006). The communicator should modify their words in message to suit the audience's needs while making their message complete.

According to Welch and Jackson (2007) clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. Communication contributes effectively towards the organizational success. This is only done if it is used to perform its key functions of: controlling, motivating, emotional expressions and decision making. In large organization, miscommunication is inevitable.

Most executives agree that effective communication is essential for the successful performance of organizations. In fact, it seems clear that communication is the key to all interpersonal activity. Communication is the process for conveying meaning from one person to another or from the formal organization to the individual employee. Communications from the organization are the essential ingredients in the formation of individual role expectations, better known as sent roles (Joey, 2002). One conclusion from these studies would be that different workers from different working environments have varying degrees of role clarity needs. Unfortunately, there is a paucity of research with respect to the specific effects of role clarity on the need structures of workers.

According to Barrett (2012), concrete communication implies being particular and clear rather than fuzzy and general. Concreteness strengthens the confidence. A concrete message is supported with specific facts and figures. It makes use of words that are clear and that build the reputation. Courtesy in the message implies the message should show the sender's expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic. Courteous message implies taking into consideration both viewpoints as well as feelings of the receiver of the message. Courteous message is positive and focused at the audience. Correctness in communication implies that there are no grammatical errors in communication. Correct communication is exact, correct and well-timed. If the

communication is correct, it boosts up the confidence level. It checks for the precision and accurateness of facts and figures used in the message. Awareness of these 7 C's of communication makes one an effective communicator (Pinnington, 2011).

Communication Channels

Today, numerous channels are used for internal and external organizational communication. Yet, while channels such as bulletin boards, intranets, newsletters and e-mail are an efficient mode of communication for certain messages, the power of face-to-face communication cannot be underestimated. Media such as reports and letters are less effective for information exchange than "dynamic" channels--such as one-on-one conversations, corridor chats and small-group meetings--that incorporate dialogue in the workplace (Grunig, 1992). For example, CEO meetings with employees help to build affinity and trust. Luncheons, roundtables and cross-departmental work groups facilitate communication among employees. To encourage face-to-face communication, HR and top management can work together to enable supervisors to be key communicators in the organization.

Organizational communication is also essential on a routine basis. It provides updates, such as progress on fulfilling organizational goals or reasons for policy changes. Ongoing reports from HR and senior management on business strategy and policies, for example, demonstrate respect for the employee role in the company's success, provide direction and foster trust. In addition, new communication techniques help to improve sharing and retention of information. Message maps, for instance, are one-page summaries of a change process, assembled by the leadership team, that create clarity and consistency of the message transmitted by top management (Harris & Nelson, 2008). Additionally, the mission statement is a key communication channel, both internally and externally focused. Recent research highlights that Fortune 1000 organizations use the mission statement as a business strategy to build corporate identities, good will, public image and organizational values. The findings note that high-performing organizations use their mission statement, within the context of good will, to reach out to employees, shareholders and communities (Shannon & Weaver, 1949). Whatever communication channel is selected, it is important to be upfront and transparent about both positive and negative issues.

However, in today's age of continuous connectivity, a common problem is information overload. Research shows that people typically remember only three to five points from any communication, so a good message will make those points stand out. Clear, concise and precise messages help employees focus on relevant information and ensure that staff will pay attention to them. Intricate presentations of strategy may prevent employees from understanding and correctly implementing the company's communications.

For many people, clear and concise communication within a working environment is essential. When employers choose to not create channels of communication with employees that allow

each party to share information with the other, chances are that employee perception of the company was less than ideal. Lack of communication can go a long way toward setting up an us/them mentality that breeds negativity in the workplace, opens the door for rumors to develop, and can undermine the morale of even the most devoted of employees. Honesty in communication will also have a significant impact on employee perception. Employees who are confident that employers are being truthful and forthcoming in what they say are more likely to support the company and its officers, even during periods when sales are down and production is temporarily curtailed. When management develops a reputation for making statements that are later proven to be untrue, employees lose confidence in the leadership and are more likely to begin looking for an employer they can trust (Sim & Wright,2000).

Dynamics of communication in organizations is always varied and complex as the complex rules, values, climate and corporate goals, perhaps because the message is a multidimensional construct. In connection with the necessity of complex interactions of internal publicity is no different from outside the organization

Information sharing

Information sharing is one of the easiest and most effective management for the participation of workers in firms (Babbie, 2004). Good information on organizational goals and objectives, new events, activities and services can reveal features of their employees from others. At the level of internal communication organization aims to create a unified corporate identity, understanding the philosophy of the organization. There are radicals who believe that the involvement and motivation of staff is the only way to ensure customer satisfaction and the organization must ensure that its employees are highly motivated to communicate, "are necessary, and we need you". Work related to enrichment design jobs so that employees have a high level of vigilance and choice. This can be achieved through the development of individual workstations, including features that Barker (2002) stated that independence is a key element or the formation of groups that independence, the following example, the principles social and scientific design. Fundamentals of the theory and strengthen the regime emphasized that the function can play in increasing the promotion of and satisfaction with, and how this in turn can improve individual and collective work. The value inherent motivation, therefore, based on the idea of enrichment work model of contribution also diverse, with the strength of his first four aspects. They must ensure that the impact extends to lower levels of the organization, so that clarification can be decentralized, and therefore covers the work of fortification. However, the power aspect also includes suggestions for improving the organization that the environment is one aspect of voice. The other three degrees - the dissemination of information, extension and mastery of content to ensure that employees have the right to information, skills and rewards for using their power so as to make a significant contribution to the goals of the organization.

Similarly Testamicael (1997) included four practices that are directly related to the contributions of its employees at the beginning of a list of 16 management practices that advance the necessary competence, namely the possession of employees, information exchange, participation and opportunities, and joint efforts and redesign.

The article by Foerenbach and Goldfarb (1990) in the early nineties has been one of the firsts to take notice of the changing needs of employees. Testamicael (1997) took note from a survey of nearly 300 organizations conducted from 1987 to 1989 by the International Association of Business Communicators (IABC) that employers in the nineties have become increasingly aware that employee loyalty and commitment are dependent on effective communications programs, but that many corporate communications efforts remain ineffective. Findings show that employees are less focused on the company and more focused on non work-related issues-families and quality of life. Thus, the organization has the responsibility to get the employees involved. However, several issues must be resolved first. For instance, although employees are more satisfied than ever with the information they're getting, communication efforts are still not meeting their needs. The majority of employees want face-to-face communication. Also, other issues include: employees remain intensely critical of management's willingness to listen to them and to act on their ideas; first-line supervisors, although overwhelmingly the preferred source of information, are still not communicating at satisfactory levels; and senior management remains invisible and out of touch.

Cooper & Schindler (2006) also agrees that effective communication can lead to employee motivation and job satisfaction. The authors believe that companies can use their employee communications programs to achieve their business goals if these are managed properly. One of the factors that affect the reputation of the company is the consistency and relevance of communications, outside and in. Therefore, managing communication and being able to implement an effective one may motivate employees to work as they will have the perception or the view that the company treats them as someone who really belongs with the group, and is not isolated.

ACAS, an organization in the UK that resolves employment disputes, stated that “ensuring that everyone has a say in decisions that affect them is the basis for building better relationships within workplaces”. Furthermore, the company stated that effective communication is a key to good decision making, smooth management of change and organizational improvement.

According to Tarrington & Hall (1991), a study from General Electric and Hewlett-Packard in the 1980s revealed the importance of communication in motivating employees. The two companies quantitatively established the correlation between managerial communication effectiveness and employee satisfaction based on five questions in employee attitude surveys that focused on one-to-one communication. They concluded that “the better the managers' communication, the more satisfied the employees were with all aspects of their work life”. Since

then, both Hewlett-Packard and GE have shifted the focus of much of their communication efforts to build on the immediate manager as the key link in the communication chain.

In GE, employees have freedom of speech. Employees have been given the opportunities to improve and to voice out their ideas and suggestions. Employee empowerment has been considered as a management technique which can be applied universally across all organizations as a means of dealing with the needs of modern global business. Empowerment describes working arrangements which engage the empowered at an emotional level. They differentiate between concepts of empowerment which are relational and motivational. As a relational concept empowerment is concerned with issues to do with management style and employee participation. As a motivational construct empowerment is individual and personal, it is about discretion, autonomy, power and control. This motivational aspect to empowerment becomes the defining feature of the initiative. Furthermore, Chandran (2004) stated that an empowered employee must feel a sense of personal worth, with the ability to effect outcomes and having the power to make a difference. In addition, advocates of empowerment claim that employee empowerment helps firms to enthuse and enable employees to take responsibility for the service encounter.

According to Denscombe (2007), the attitudes and loyalty of employees are directly influenced by their participation in communication efforts, and this has a direct influence on how they treat customers and clients, which in turn leads to growth of the bottom line. This shows the importance of communication in the organization's daily operation. For instance, in change management, he explained that the more employees participate in the communication and change strategy, the higher the level of trust between the organization and its employees; the higher the degree of control mutuality between an organization and its employees; the higher the level of commitment between an organization and its employees; the higher the level of satisfaction with the relationship between an organization and its employees; and the more positive the overall relationship between an organization and its internal publics.

EMPIRICAL REVIEW

Recognition for the importance of communication to the management process can be attributed largely to the work of Gamble & Gamble (2002) who maintained that communication was the very "heart" of the management process. The human relationships movement of the 1940's contributed significantly to the notion that communication in organizations should be a two-way process. It emphasized the concern for employee attitudes and satisfaction, stimulated research on employee involvement in decision making, the two-step flow of communication, and upward and downward communication flow.

In 1950's, research on the effects of feedback on employee performance and climate research was initiated. The problem of upward communication distortion was the focus of attention and

research methodologies like ECCO which refers to Episodic Communication Channels & Organizations. The term “communication audit” was first used as a description of the process used to assess the accuracy of management’s perceptions of subordinates’ communication. Communication audit methodologies advanced a general systems approach to the study of organizational communication (Sim & Wright, 2000).

The study concludes and recommends that communication is very important for employees who work in any organization anywhere in the world, such as communication gives the feeling of belonging and sense of partnership with employees working in the organization. When employees feel they have been heard and that they can communicate with their supervisors at any time they feel more a part of a group and are more motivated to work. Communication problems also decrease as the conflicts among professional colleagues resulting in a pleasant and healthy to work around the world to increase productivity of the organization in general (Torrington and Hall 1991).

Strategic internal communication system leads to increased employee passion for, commitment to and alignment with the organization’s strategies and goals. Vercueil (2001) stated that many companies are now realizing that an employee’s attitude and performance cannot be separated. When employees have negative attitudes about their work, their job performance and productivity inevitably suffer. When they have positive attitudes, job performance and productivity are likely to improve. Employee values have shifted. If employers want to count on a productive workforce in changing times, they have to understand why employees will work for an organization and give the commitment they desire.

In today's global business environment effective organizational communication--internal and external--has a significant impact on an organization's success. Reasons for the increasing importance of organizational communication are many, with workplace change front and center. Overall, the world of work has become more complex More than ever before, knowledge, learning and innovation are critical to an organization's sustainability, Further, with employees often being widely distributed geographically, communication technologies and networks are essential for the accomplishment of a company's strategy.

Therefore, effective internal organizational communication is critical to actively engage employees, foster trust and respect, and promote productivity'. Hence, communication between employees and senior management is among the top five very important aspects of employee job satisfaction.

Ideally, employees should not feel uncomfortable or afraid to pose questions, suggestions or concerns to management. Therefore the internal communication strategy of an organization should ask: "Can employees question the decisions of management without fear of repercussion?" There are various mechanisms that can be used to encourage feedback and

communication from employees to senior management (bottom-to-top), such as employee attitude surveys. Employees can also meet with their supervisors to discuss any matters regularly or as needed, and this process can be used as a means of upward communication.

According to Zikmund and Babin (2009), it is important that senior management communicate directly with employees, so that employees understand the organization's business goals, policies and vision, and are apprised about what is going on in the organization. It can be particularly challenging for large organizations to keep the lines of communication clear and employees in the loop. Senior management can reduce these potential obstacles by keeping employees well-informed through companywide meetings and the use of technology in top-to-bottom communications e.g. CEO chat rooms, Town Hall Meetings, intranet mechanisms and e-mails. Transparency in communication in the workplace, trust and respect between employees and senior management, as well as the use of appropriate communication channels to facilitate top-down and upward communication in the company and openness to employee voice, are some of the most critical factors that can either contribute to or detract from effective internal organizational communication and therefore the communication strategy should address these issues.

Elashmani and Harris (1993) further argues that successful human resources communication is achieved throughout the company by sending professional emails, memos and having face to face or group meetings with employees. Human resources personnel must communicate in such a way that the information they provide is factual, accurate and timely. Effective communication within human resources plays a crucial role in attracting and maintaining the most qualified employees. The growth and development of companies worldwide is dependent on attracting the best and brightest job candidates.

They observed that motivating employees, especially part-time employees can be a difficult challenge for managers. Their perspectives shed light on specific ways in which managers can use communication as motivation. Communication can be utilized as a tool to enforce control as well as way to negotiate and manage conflict. As seen at Red Robin, Inc., this problem can be approached in a number of different ways. It is sometimes necessary to motivate employees, especially part-time employees, through the use of coercion and managerial authority. It is important to note that long-term use of a mechanistic approach to management is not beneficial to employees. However, certain situations may call for the use of this type of managerial communication. Communicating in a more open, respectful and collaborative way will produce more positive motivation and thus more positive results.

It is a self-evident fact that organizational communication plays a vital role in employee motivation and performance as real changes are taking place in modern organizations which confront the new reality of tighter staffing, increased workloads, longer hours and a greater emphasis on performance, risk-taking and flexibility. Employee communications have a crucial

role to play in the management effort to reorient employees perplexed by changes, or inform and motivate those who adapt more readily. Within this general need to communicate there exists the specialized requirement for effective communication as an outcome of managing an organization's employee relations.

Today's organizations are run by multi and cross-functional teams which show little tolerance for unquestioned authority. To deal with this situation, the art of persuasion and the effort to find the correct emotional match with your audience is necessary. This match means that it is not enough for communication to be a one-way ticket (Torrington and Hall 1991). There has to be downward and upward communication. Effective downward communication allows decisions taken by the management of the organization to be converted into action by employees, also boosts teamwork, trust, better relations, productivity and fewer chances of rumours and miscommunication. Furthermore, it allows for a consistency of action, and it may stimulate a greater commitment on the part of employees. Upward communication helps managers to understand both business and personal issues that affect employees. In addition, creative suggestions from employees help management in decision making and improvement of the organization.

Torrington & Hall (1991) did a study on the effects of poor communication in organizations. He established that in workplaces poor communication is a serious problem and can be costly to an organization. The impact can be devastating to the parties involved. Some of the results include: Loss of business, customers, products, goods, services, employee turnover, loss of productivity, absenteeism, sabotage, injury and accidents, sick leave and so on. The main purpose of this study is to identify the effects of poor communication on organizational performance and to find out the strategies for improving on communication at the workplace so that employee motivation can be enhanced. The specific objectives of the study included finding out the factors, levels, types and effects of poor communication at the workplace.

The study was guided by the writings of Elashmawi and Harris, (1993) who have argued that a fuller understanding of organizations is a vital ingredient at every forward step of the career process, and that communication is a primary element for understanding how organizations function and how members of the organization should, even must, behave in organizations if they are to advance their careers.

RESEARCH METHODOLOGY

Research design

The research design that was employed in this study is descriptive survey method. According to Kothari (2004) descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or a group. The writer further gives the steps to be followed in this design as beginning with specifying the objectives of the study

followed by designing the method of collecting data, selecting a sample as the third step followed by collecting data, processing and analysing the data then reporting the findings as the last two steps. The method was preferred since it is more precise and accurate since it involves description of events in a carefully planned way to portray the characteristics of a population fully.

Target Population

The population of study was 156 respondents comprising of senior managers, middle level managers and support staff at Nokia Siemens Networks Kenya with its regional office in Nairobi. The company is known to have fully fledged satellite offices within Africa, which rely on decisions made from their head offices in Dubai. The total staff population stands at 156. These are the people best placed to provide the required information.

Sampling Frame

Sampling is that part of statistical practice concerned with the selection of a subset of individuals from within a population to yield some knowledge about the whole population especially for the purposes of making predictions based on statistical inference. A sampling frame is the source material or device from which a sample is drawn. For this study, the sampling frame comprised of all employees of Nokia Siemens Networks in Kenya.

Sample and Sampling Technique

Stratified random sampling was used basing the strata on the various management levels. This was then put on a sampling frame, and from this the sub samples was chosen at random. The sum of each of the sub samples gave the total sample size. The writer further adds that stratified random sampling is the most powerful means of generalizing findings based on samples to populations. According Kothari (2004), stratified proportionate random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population. Stratification aims to reduce standard error by providing some control over variance. The choice of this technique was governed by the benefits that accrue to the researcher in terms of increasing the sample's statistical efficiency, provision of adequate data for analyzing the various sub-populations and that it will enable different research methods and procedures to be used in different strata. According to Mugenda and Mugenda (2003), in order to obtain reliable information and for generalization to take place, a sample of 10% to 30% of the target population would be sufficient and so 30% is considered to be even better. The researcher thus selected 48 respondents from the population at Nokia Siemens Networks Kenya.

Instrumentation

Data in this study was collected using semi structured questionnaires. According to Harper (2002), for questionnaire to provide useful results, the questions must be both valid and reliable. The questionnaires were preferred in this study because respondents of the study are literate and quite able to answer questions asked adequately. The researcher considered this method because it was the most economical way of data collection compared to others in the sense that it can be used to collect data from a big population within a small period of time that the researcher has (Mugenda and Mugenda, 2003).

Data Collection Procedure

Both qualitative and quantitative data was collected focusing on the effects of communication on employee motivation in Nokia Siemens Networks Kenya using the semi-structured questionnaire with open and closed ended questions. In all the targeted departments, the researcher produced the introduction letter issued by the college authorizing the collection of the data and, or assure the target respondents confidentiality of the information she received by virtue of conducting the study in that particular organization. The drop and pick later method was used in administering the research tools.

Pilot test, Validity and Reliability

Reliability measures the relevance of the questions included in the questionnaires and validity refers to whether the instrument is actually able to test what it is supposed to test. To ensure validity and reliability of the questionnaire, the same was tested under field conditions. Pre-testing enables the researcher to receive important feedback on how questions are to be recorded or restructured. The questionnaire needs to be pre-tested under field conditions before it is ready for the field. It is very important for the researcher to pretest research instruments to enhance clarity of the instruments to be used. The purpose of enhancing clarity is to ensure collection of accurate information and to correct any deficiencies revealed during pre-testing exercise (Mugenda and Mugenda, 2003). The researcher pre-tested the questionnaire, which was not part of the actual study since subjects in the actual sample should not be used for pre-testing. The researcher selected a pilot group of 15 individuals from the target population to test the reliability of the research instruments. Finally, the responses received from the questionnaires were attuned accordingly and any area needing adjustments was done.

Data Analysis Method

Once the data is collected, the next step that the researcher took is the processing and analysis of data. Data is processed via editing and coding (Zikmund and Babin, 2009). After the collection of questionnaires from the respondents, the acceptability of questions was examined and coded assigning numbers to each of the question.

This study used the quantitative method of data analysis. The data was analysed by use of descriptive statistics (mean score and percentages) and inferential statistics multiple regression. Data was coded and thereafter analyzed using Statistical Package for Social Sciences (SPSS) program version 21 and presented using tables and pie charts to give a clear picture of the research findings at a glance. According to Denscombe (2007) descriptive statistics involves a process of transforming a mass of raw data into tables, charts, with frequency distribution and percentages which are a vital part of making sense of the data. Conceptual content analysis was used to analyze data that is qualitative nature or aspect of the data collected from the open ended questions. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives.

In addition, a multivariate regression model was applied to determine the relative importance of each of the four variables with respect to employee motivation. Regression method was used due to its ability to test the nature of influence of independent variables on a dependent variable. Regression is able to estimate the coefficients of the linear equation, involving one or more independent variables, which best predicted the value of the dependent variable (Coben, 2001). This is what a correlation analysis cannot provide as compared to a regression analysis. Consequently, based on these considerations, the multiple regression analysis was chosen as the approach to analyze the data. The model specification was as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y= Employee motivation

X1= Employee Involvement in Decision Making

X2= The 7 C's of communication

X3= Communication channels

X4= Information sharing

ε = error term

β =coefficient of determination

α = constant

Ethical Considerations

Ethics refers to rules of conduct and refers to the researcher's conduct throughout the research process. According to Mugenda and Mugenda (2003), researchers are people who are concerned about other peoples' quality of life. They must, therefore, be people of integrity who would not

take research for personal gain or research that had negative effect on others. There are various ethical issues that a researcher should avoid or practice when undertaking research such as confidentiality and privacy, anonymity, Plagiarism and fraud among many others. Involvement of human beings either directly or indirectly in almost all research give rise to ethical issues (Sim and Wright, 2000). Hence, the researcher should make individuals involved assured of confidentiality. Considering the ethical values, the participation of employees was confidential and voluntary. There were no hard and fast rules to participate in the research process. Questionnaire was distributed among employees who wish to fill them up. Since the questionnaire did not contain any questions regarding full names or any identification, the responses were confidential. The study collected sensitive information; therefore, the researcher will have a moral obligation to treat the information with utmost modesty. The researcher assured the respondents confidentiality of the information given to ensure that the respondents were not reluctant to give the information as sought by the study.

RESEARCH FINDINGS

Factor Analysis

The communality table (Appendix III) helps the researcher to estimate the communalities for each variance. This is the proportion of variance that each item has in common with other factors. For example 'reduced unexcused absence' has 93.6% communality or shared relationship with other factors. This value has the greatest communality with others.

In the total variance explained table (Appendix IV), the researcher used Kaiser Normalization Criterion, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis was used and 13 factors were extracted. As the table shows, these 13 factors explain 86.35% of the total variation. Factor 1 contributed the highest variation of 20.629%. The contributions decrease as one move from one factor to the other up to factor 13.

The initial component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization. The component matrix results (Appendix V) allowed the researcher to identify what variables fall under each of the 11 major extracted factors. Each of the 46 variables was looked at and placed to one of the 13 factors depending on the percentage of variability; it explained the total variability of each factor. A variable is said to belong to a factor to which it explains more variation than any other factor.

Karl Pearson’s Correlation Analysis

Table 1: Correlation matrix

		Employee motivation	Employee Involvement in Decision Making	The 7 C’s of communication	Communication channels	Information sharing
Employee motivation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	64				
Employee Involvement in Decision Making	Pearson Correlation	.061	1			
	Sig. (2-tailed)	.033				
	N	64	64			
The 7 C’s of communicati on	Pearson Correlation	.003	.310*	1		
	Sig. (2-tailed)	.041	.013			
	N	64	64	64		
Communicati on channels	Pearson Correlation	.240	.045	.286*	1	
	Sig. (2-tailed)	.036	.725	.022		
	N	64	64	64	64	
Information sharing	Pearson Correlation	.332*	.072	.338*	.293*	1
	Sig. (2-tailed)	.007	.574	.006	.019	
	N	64	64	64	64	64

Pearson’s correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. The Pearson correlation in table 4.13 indicates that there is no significant correlation between the independent variables. That is, none of the correlation coefficients are greater than 0.5 hence no problem of multicollinearity. This means that all the four predictor variables could be used.

REGRESSION ANALYSIS

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.8542	0.7297	0.7114	0.2867

R-Squared is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. 71.14% of the changes in the employee motivation could be attributed to the combined effect of the predictor variables. This is in line with Elashmawi & Karris (1993) that good communication is mandatory in any organization in order for the organization to survive and sustain its competitive advantage.

Table 3: Summary of One-Way ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.762	4	3.44	39.83	0.0001
	Residual	5.097	59	0.09		
	Total	18.859	63			

The probability value of 0.0001 indicates that the regression relationship was highly significant in predicting how employee involvement in decision making, the 7 C's of communication, communication channels and information sharing affect employee motivation.

Table 4: Regression coefficients of the relationship between employee motivation and the four predictive variables

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.134	1.068		4.807	1.09E-05
	Employee Involvement in Decision Making	0.689	0.158	0.067	4.361	5.27E-05
	The 7 C's of communication	0.545	0.098	0.033	5.561	6.83E-07
	Communication channels	0.597	0.101	0.36	5.911	1.82E-07
	Information sharing	0.78	0.131	0.453	5.954	1.54E-07

The F calculated at 5% level of significance was 39.83 since F calculated is greater than the F critical (value = 2.5252), this shows that the overall model was significant.

As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 5.134 + 0.689X_1 + 0.545X_2 + 0.597X_3 + 0.78X_4$$

The regression equation above has established that taking all factors into account (employee involvement in decision making, the 7 C's of communication, communication channels and information sharing) constant at zero employee motivation was 5.134. The findings presented also show that taking all other independent variables at zero, a unit increase in the employee involvement in decision making would lead to a 0.689 increase in the scores of employee motivation and a unit increase in the scores of the 7 C's of communication would lead to a 0.545 increase in the scores of employee motivation. Further, the findings shows that a unit increases in the scores of communication channels would lead to a 0.597 increase in the scores of employee motivation. The study also found that a unit increase in the scores of information sharing would lead to a 0.78 increase in the scores of employee motivation.

Overall, information sharing had the greatest effect on the employee motivation, followed by the employee involvement in decision making, then communication channels while the 7 C's of communication had the least effect to the employee motivation. All the variables were significant ($p < 0.05$). This is in agreement with Testamical (1997) that a modern organization, therefore, cannot function effectively without a positive internal climate and well-functioning channels of internal communication.

SUMMARY OF FINDINGS

Employee Involvement in Decision Making

This study revealed that employee involvement in decision making affects employee motivation in Nokia Siemens Networks Kenya to a great extent as it makes individuals have a sense of belonging increasing job satisfaction hence productivity, builds confidence in employees to take up challenges, employees feel appreciated, creates a sense of responsibility and esteem, enables picking up of leadership talents within employees, leads to faster acceptance of changes affecting them, improves employees morale, commitment and team working and empowers employees to know strategic direction of the company. The study deduced that the aspects of employee involvement in decision making that affect employee motivation in Nokia Siemens Networks Kenya to a great extent include substantive participation (employees have control over the work process and be able to have a direct impact on their working life), consultative participation (employees have the ability to make inputs to the work process, although not through formal means such as boards) and representative participation (employees serving on boards, or some other formal representation, in which employees are able to express their views). It was clear that

employees with high levels of job involvement make the job a central part of their personal character and focus most of their attention on their jobs.

The 7 C's of communication

The study established that the 7 C's of communication affects employee motivation in Nokia Siemens Networks Kenya to a great extent. The study also found that the aspects of the 7 C's of communication that affect employee motivation in Nokia Siemens Networks Kenya to a great extent include its clarity, courtesy, correctness, completeness, conciseness, consideration and concreteness.

Communication Channels

The study further established that communication channels affect employee motivation in Nokia Siemens Networks Kenya to a great extent. The communication channels that affect employee motivation in Nokia Siemens Networks Kenya to a great extent include verbal communication, written communication, visual communication (signs, symbols and designs, video clips) and non-verbal communication (tone of the voice, touch, smell and body motion).

It was clear that proper communication leads to shared vision, goals, openness and trust within individuals, teams and an organization, employees tend to have higher morale and are more motivated in the workplace if all the channels of communication are open. The study also found that in business communication self-confidence plays a vital role which when clubbed with fluent communication skills can lead to success, good verbal communication is an inseparable part of business communication, oral communication (face to face) is considered richer than written communication due to its ability to carry larger loads of information and for its ability to allow instant clarification of any message ambiguity, communication should always take into consideration timing and the media and the organization's structure has a significant impact on the communication and strategy implementation process.

Information Sharing

The study found that that information sharing affect employee motivation in Nokia Siemens Networks Kenya to a great extent as it gives employees clear direction and understanding of the companies objectives and what's expected of them, increases morale, makes employees feel empowered and trusted, increases cohesion within a team, ensures easy decision making, creates inter learning and also removes ambiguity and uncertainty as it creates a platform whereby top management can clear up issues to the employees.

It was clear that good information sharing creates a unified corporate identity, understanding the philosophy of the organization, good information sharing ensure that the impact extends to lower levels of the organization, so that clarification can be decentralized, and therefore covers the work of fortification and suggestions for improving the organization that the environment is one

aspect of voice which the employees in the company enjoy. The study also deduced that internal communication strategy in the firm is responsive to employee needs and concerns, ensuring that everyone has a say in decisions that affect them is the basis for building better relationships within workplaces, formation of groups enhance information sharing and thus motivation, information sharing is one of the easiest and most effective management for the participation of workers in firms and good information on organizational goals and objectives, new events, activities and services reveal features of their employees from others.

Motivation

The study found that communication in the company creates a sense of loyalty in a competitive environment, make the employees effective brand ambassadors for the company, enhances positive attitude towards the job, creates a community at the workplace, improved morale and increases employees' trust in the organization.

It was deduced that alignment with the organization's strategies and goals, increases organizational citizenship behaviours, increases passion for work, increases job satisfaction, lowers attrition rate and higher talent retention, commitment to the organization, reduced intentions to quit, high-energy working environment and reduced unexcused absences.

From the regression analysis, the study found that 71.14% of the changes in the employee motivation could be attributed to the combined effect of the predictor variables. The findings also show that information sharing had the greatest effect on the employee motivation, followed by the employee involvement in decision making, then communication channels while the 7 C's of communication had the least effect to the employee motivation. All the variables were significant ($p < 0.05$).

CONCLUSIONS

From the findings, the study concludes that the degree of employee involvement in decision making affects the employee motivation as it makes individuals have a sense of belonging, creates a sense of responsibility and esteem and improves employees' morale. Employees at Nokia Siemens Networks Kenya have control over the work process and are able to have a direct impact on their working life. The study further deduced that the 7 C's of communication especially clarity, courtesy, correctness and completeness affects the employee motivation at Nokia Siemens Networks Kenya. The study also concludes that communication channels such as verbal communication, written communication and visual communication affect employee motivation in Nokia Siemens Networks Kenya to a great extent. Employees tend to have higher morale and are more motivated in the workplace if all the channels of communication are open. The study further deduced that information sharing affects employee motivation in Nokia Siemens Networks Kenya to a great extent as it gives employees clear direction and understanding of the company's objectives and what's expected of them, increases cohesion

within a team and create a unified corporate identity. Internal communication strategy in the firm is responsive to employee needs and concerns, ensuring that everyone has a say in decisions that affect them is the basis for building better relationships within workplaces. The study finally concludes that information sharing had the greatest effect on the employee motivation, followed by the employee involvement in decision making, then communication channels while the 7 C's of communication had the least effect to the employee motivation.

RECOMMENDATIONS

From the study findings and conclusions, the study recommends that since employee involvement in decision making affects the employee motivation, the company managers should involve the employees of all cadres to enable them have experience on the intricates of running the business. Since the study found that the 7 C's of communication affects the employee motivation to a great extent, it therefore recommended that the management should ensure there is clarity, courtesy, correctness and completeness of any information shared. The study further recommends that communication should always take into consideration timing and the organization's structure has a significant impact on the communication and strategy implementation process. The management should there is good verbal communication in the company especially oral communication (face to face) which is considered richer than written communication due to its ability to carry larger loads of information and for its ability to allow instant clarification of any message ambiguity. The study finally recommends that the management should enhance information sharing as it makes employees feel empowered and trusted, increases cohesion within a team and ensures easy decision making. Formation of groups enhance information sharing and thus motivation, information sharing is one of the easiest and most effective management for the participation of workers in firms and good information on organizational goals and objectives, new events, activities and services reveal features of their employees from others.

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