

**ORGANIZATIONAL CHARACTERISTICS AND COMMUNICATION
EFFECTIVENESS OF SOLAR COMPANIES IN KENYA**

EMMA NYAWIRA MWAI

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DECLARATION

I hereby declare that this thesis is my original work and that it has not been presented to any other institution of higher learning for a degree award.

Signature

Date

Emma Nyawira Mwai

BUS-3 9693-3/2018

Declaration by the Supervisors

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

Sign.....

Date...

Prof. Thomas A. Senaji

The East African University, Kenya

Sign

Date

Dr. Wilson Muema

Kenya Methodist University

DEDICATION

This thesis is dedicated to my mum and dad since their love and encouragement helped me further my studies.

ACKNOWLEDGEMENT

First, I would like to thank the almighty God who has given me peace of mind and good health during the period of coming up with this thesis.

I am grateful to my supervisors Prof. Thomas Senaji and Dr. Wilson Muema who supported me in every way by offering encouragement and guidance on how to write the thesis. I am also grateful to the Kenya Methodist University administration for allowing me to further my studies.

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ABSTRACT

The solar energy sector has been performing poorly in recent years. This poor performance has been attributed to factors such as making poor decisions, implementing inadequate strategies, and ineffective communication. Managers can perform their duties and responsibilities through effective communication. Communication is also used by managers as a foundation for planning. After receiving important information, managers have the responsibility to communicate the plans to implement the information. Organization characteristics were sought in the study and how they influence communication. A descriptive research design was adopted for this study through which information from demographic groups was gathered. A descriptive research design helped generate emphasis on determining the extent to which variables co-vary (the level of frequency with which variables can be expressed). This study used a total of 1224 employees working as middle-level managers and operational managers of Solar Companies in Kenya as the target study. The study used the Cochran formula to arrive at a sample of 293 respondents. The study used questionnaires to collect primary data. The questionnaires were administered to the respondents using a 'drop and pick' method at an agreed time with the researcher as well as electronically. Data analysis was done using Statistical Package for Social Sciences (SPSS) analysis methods namely, descriptive analysis and inferential analysis. Under descriptive statistics, frequencies and percentages were utilized to summarize variables and find patterns. Inferential statistics on logistic binary regression analysis shown the strength and direction of parameters. Graphs, tables, and pie charts were used for data presentation followed by a prose interpretation of findings. The findings of the study indicated a Wald statistic = 5.008, p-value associated with it is 0.025 which is less than 0.05, and odds ratio =2.914 associated with it are for organization structure (1). The Wald statistic values of organization culture (1), (2) (3) were (0.037, 2.409 and 0.013) respectively which is associated with pvalues= (0.847, 0.121 and 0.910) which are all greater than 0.05 respectively, and associated with odd ratio =1.156, odds ratio =.352, odd ratio =1.085 respectively are for organization culture. On communication channel (1) the results showed Wald =16.642 which is associated with a p-value of 0.001 which is less than 0.05 and odds ratio = 6.626. Finally, Communication Frequency reported a Wald statistic value of 14.283 which is associated with a p-value of 0.001 which is less than 0.05, and odds ratio =1.337. The study concluded that organization structure, communication channels, and communication frequency significantly influence the odds of communication effectiveness among solar companies in Kenya, whereas organization culture does not influence the odds of communication effectiveness of solar companies in Kenya. The study recommended for the improvement of organization structure practices including more involvement of employees in the decision-making process, more delegation duties among staff, increased supervision of junior staff through induction and mentorship, and creating a more flexible working environment to promote creativity among employees to enhance communication effectiveness in solar companies. The study recommended an increase in the use of two-way communication in organizations by giving more feedback at the workplace among employees and the use of social media to communicate among employees at all levels.

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LIST OF ACRONYMS AND ABBREVIATIONS

CE	Communication effectiveness
CEOs	Chief executive officers
GW	Gigawatts
MW	Megawatts
NACOSTI	National Commission for Science, Technology, and Innovation
UAE	United Arab Emirates
UK	United Kingdom
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Information flows in an organization's hierarchy through communication. This makes communication a very crucial component that promotes the success of an organization in the modern-day world (Neves & Eisenberger, 2012). Through communication, activities are coordinated with ease, and decisions made tend to be the best decisions. Therefore, the extent to which an organization implements communication dictates the level of efficiency of operation of the particular organization. According to Rho (2019), organizations can make decisions on time and also set success strategies through effective communication in the organization. These success strategies are used to achieve the organization's long-term goals.

According to Shockley-Zalabak and Ellis (2013), communication is used in a business plan in that, information is passed to stakeholders through communication where these stakeholders assist the organization in achieving its set goals and objectives. However, different organizations use different types of communication strategies. The type of information that is being shared between various stakeholders and how the information is presented dictate the type of communication strategy that an organization will use.

Communication is a very important component of managerial skills in an organization. According to Hearn and Ninan (2013), communication is used for managerial functions for example leading and delegating duties. Therefore, the effectiveness of communication in any organization impacts the failure or success of human efforts in the organization. The level of effectiveness of a manager of an organization is determined by factors such as the manager's ability to read, write, speak, and listen (Meehan & Hargie, 2015). As such, a manager of any organization is expected to uphold these components to promote effective communication in

the organization. Furthermore, effective communication impacts the manager's ability to perform his/her job and also impacts the managerial effectiveness of an organization (Lim & Greenwood, 2017). According to Meehan (2013), communication provides a platform where employees are updated on the organization's new policies and also provides a platform where the employee's attitudes are listened to. Besides, effective communication helps in successfully managing any organization (Arnout & Esposito, 2018). Several factors affect communication in any organization. This study sought to establish how factors such as organizational structure, organizational structure, and reward system affect communication in an organization.

Several studies have been conducted to establish the factors that affect communication in an organization and how these factors impact the effectiveness of communication in the organization. AlNuaimi and Khan (2019) conducted a study to establish the factors that affect communication in the renewable energy sector in the United Arab Emirates. His study focused on the renewable energy sector in Tanzania. The study found that both the organizational structure influences how organizations communicate.

On the other hand, Person 1999 determined that communication influences the amount of work done in an organization and also acts as a stumbling block towards the company's progression and expansion, therefore, resulting in a virtually impossible output of the system. In recent years, Tanzania has witnessed its renewable energy sector grow rapidly yet the sector still faces problems in communication in their daily activities. At most times, this problem is a result of ignorance and lack of effective adherence to the formal channels of communication by both the management and employees of the organization. This in turn results in poor relations between employees in the organization and also affects the feedback received in terms of whether the feedback is appropriate or not. Ineffective communication

does not only affect the management of the organization but it also affects both the employees and the customers where the three most affected groups are the organization's main stakeholders. They are mostly affected since ineffective communication results in unclear and irrelevant information that cannot be implemented. Imalingat (2012), conducted a study on the effect of different communication approaches on firm performance in Kampala, Uganda. The study concluded that indeed communication approaches influence the performance of a given organization. Besides, the study showed that an organization's communication approach influences the organization's efficiency, the quality of decisions, and coordination of activities within the organization.

Kamau (2016) conducted a research study to determine the challenges that affect communication in Kenya's banking industry. The study concluded that both the culture and structure of the organization influenced communication in the banking sector. Besides, the study indicated that an organization with a flexible structure has many benefits in that it helps improve decision and activities coordination within the organization. The communication approach adopted by an organization influences the ability of the employees and the organization to achieve their intended goals and objectives (Ngaruiya, 2016). For instance, the bottom-up approach of communication provides the employees with a platform to express their concerns, recommendations, and suggestions to be considered by the management. Many times, these suggestions are used in policy and decision-making. This particular form of communication is preferred in most organizations since the employees and the management are engaged in the process of decision-making in the organization.

In recent years, the African continent has witnessed the rapid growth of Kenya's renewable energy sector and has since become the most vibrant among most of the other nations in Africa. The investment in the renewable energy sector, including investment in technologies

such as wind, geothermal, small-scale, and biofuels, has also rapidly grown within the years. An increase of US\$1.3 billion in renewable energy investment has been seen within a span period of one year i.e. the investment increased from zero in 2009 to US\$1.3 billion in 2010. Furthermore, Kenya is ranked top in producing geothermal power in Africa at 200 MW. This ranking is based on the increased solar system installed per capita in the country. In 2011, the connectivity level to the national grid was at 28%. Kenya is also ranked first in exploiting geothermal power and also leads in producing geo-energy. Kenya uses the steam produced by the hot rocks underneath the rift valley to harness the power. Kenya also harnesses both sun and wind. Projects such as the Lake Turkana project are focused on harnessing power from such sources. This project is seen to be impudent due to both its scale and location. Statistics indicate that Kenya can on its produce 10GW of geothermal energy. Kenyans preference for solar power can also be attributed to its availability. Several solar power distributors have been seen in the country including M-Kopa that eases its payment scheme with options such as pay-as-you-go and microfinance (Kiplagat et al., 2014).

1.2 Statement of the Problem

Communication is very key in decision making, coordinating activities of the organization, and planning. Success and growth sustainability in companies in the Scandinavian countries attributed their success to communication effectiveness, through enhanced feedback to its stakeholder's better customer service, and management efficiency (Kiplagat et al., 2014).

However, poor choice of communication channels, rigid and bureaucratic cultures have resulted in failed communication in many small and medium enterprises in developing countries which in effect has resulted in low employee morale, lack of employee engagement, and low organization performance (Gochhayat et al., 2017). Kiplagat et al. (2014) noted that solar companies in Kenya have continued to play a critical role in the provision of cheap and

alternative sources of energy which is also environmentally friendly by reducing pollution. Abdullah and Jeanty (2013) noted that it is unfortunate that many new solar companies do not make it to their fifth anniversary, a situation which has been linked to poor coordination of activities, challenges in organization change, poor feedback among stakeholder, and a broken-down public relation infrastructure which have, in turn, resulted in the poor growth of these companies.

Available scholarly studies including Gochhayat et al. (2017) on the influence of organizational culture on organizational effectiveness in Sweden, point out that, well-inculcated organizational culture has a positive effect on communication effectiveness; On the other hand local studies by Odero (2016) on Communication as a factor affecting effective strategy implementation in the banking industry in Kakamega County, noted that effective communication resulted in effective strategy implementation in the banking sector. However, the study by Gochhayat et al. (2017) focused on firms in a developed country, cultures mainly in developed countries are quite different from the ones in developing countries, on the other hand, the study used a linear regression model to test the relationship between the independent and dependent variables. The current study used a non-linear/binary logistic model in predicting communication effectiveness. Besides, the study by Ondero (2016), was within the banking industry which has more formalized organization and communication channels, solar sector is quite different which is normally privately owned with structures that are mainly predetermined by the owners. It is therefore important to carry out a study that focuses on a unique area of study which many have not delved into by focusing on the organizational characteristics and the communication effectiveness among solar companies in Kenya. It is evident that there are limited studies carried out on organization characteristics and communication effectiveness, the available ones are in sectors outside the solar energy industry whereas others focus on communication

effectiveness and its impact on organization strategies. The current study sought to answer the question: what is the influence of organizational characteristics on the communication effectiveness of solar companies in Kenya?

1.3 Purpose of the Study

The main aim of this research study is to establish the influence of organizational characteristics on the effectiveness of communication of Solar Companies in Kenya.

1.3.1 Specific Objectives

The specific objectives of this research study are;

- i. To determine the influence of organizational structure on the effectiveness of communication of solar companies in Kenya.
- ii. To establish the influence of organizational culture on the effectiveness of communication of solar companies in Kenya.
- iii. To establish the effect of communication channels on the effectiveness of communication in the Solar companies in Kenya
- iv. To assess the influence of communication frequency on the effectiveness of communication in the Solar companies in Kenya.

1.4 Research Hypothesis

H₀₁: Organizational structure has no significant influence on the effectiveness of communication of solar companies in Kenya

H₀₂: Organizational culture has no significant influence on the effectiveness of communication of solar companies in Kenya

H₀₃: Communication channels has no significant influence on the effectiveness of communication of solar companies in Kenya

H₀₄: Communication frequency has no significant influence on the effectiveness of communication of solar companies in Kenya

1.5 Justification of the Study

This research study is very useful in the management of many solar companies in Kenya. The study may help them identify the appropriate approach to enhance effective communication and also enhance the performance of the organization. In light of this, the solar companies in Kenya will be able to make the best decision on the appropriate approach of communication. The policy industry may also benefit from this study. The Ministry of Energy, for example, may be able to formulate policies that will ensure that solar companies in Kenya have a conducive environment. By providing a conducive environment, solar companies can adopt flexible organizational structures that help in promoting effective communication and improving the quality of decisions made in the organization. From effective communication, these companies can coordinate their activities efficiently and also achieve set goals and objectives. This study will also contribute to the research world, where researchers and scholars interested in this particular area of study will be able to use the findings of this study to further their investigation or build on the empirical literature of their study.

1.6 Scope of the Study

The study considered only the licensed Solar Companies in Nairobi County because they have the highest concentration of Solar Companies operating in Kenya. The target study population included middle-level and operation-level managers working in solar companies in Nairobi County. The study was conducted within three months given by the university.

1.7 Limitations and De-limitations of the Study

In the course of this study, the researcher experienced limitations in collecting data in the field due to COVID-19 where some respondents shied away from accepting hard copy questionnaires in collecting data. However, in such instances, the researcher would electronically email the questionnaire to the respondents which enhanced response.

Another challenge encountered was some respondents' unwillingness to give data due to fear that such data might be used against themselves, such as edging them out of the industry. The researcher however presented a research permit letter from the university and NACOSTI letter that the researcher had permission to collect such data, therefore, enhancing consent. The respondents were also guaranteed that the research would safeguard the data collected and ensure that it is only used for the academic purpose of writing a thesis report in school.

1.8 Operational Definition of Terms

Communication: According to Aregay (2019), communication involves passing information from one individual to the other. The basic components of communication entail the sender of the message, the message itself, and the recipient of the message.

Organizational Structure: Lim and Greenwood (2017, defined an organizational structure as a set of policies that directs how information and communication flow internally.

Organizational Culture: According to Lim and Greenwood (2017), organizational culture entails the philosophy, experiences, and values that dictate the behavior of a member and it is expressed in terms of the self-image, InnerWorkings, and interactions of the member with the world. It is based on the attitudes, customs, rules, and beliefs that have been developed within a given time and are considered valid.

Communication Channels: According to Shockley-Zalabak and Ellis (2013), defined communication channels as the pathways through which communication takes place it involves both formal and informal channels. In the organization, communication may be done in both one and two ways.

Communication Frequency: According to Neves and Eisenberger (2012), the communication frequency of an organization is defined as the number of times the management of an organization is in communication with the employees of the organization in matters such as making decisions and policies. It depends on the approach of communication that has been adopted by the organization i.e. the mechanism used to obtain feedback and the leadership style practiced in the organization. These factors dictate how often the management communicates with its employees and stakeholders in the making of key decisions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the literature review. The chapter is organized as follows; first, a theoretical framework is presented where various theories to the organizational characteristics of communication effectiveness are discussed. It's followed by an empirical review of previously done studies on organizational characteristics of communication effectiveness. The knowledge gap is also identified here. Third, the conceptual and operational frameworks upon which the study is based.

2.2 Theoretical Review

The theoretical review entails discussing the different theories that support this study, the people who pioneered these theories, the developments made on these theories over the years, the relevance of the theories, and their application to this study. This study will focus on three different theories that support this study i.e. the Communications Theory, the Formal Communication Theory, and the Expectancy Theory.

2.2.1 Communications Theory

Shannon and Weaver (1949) pioneered communication theory. It describes how the elements of a communication process interact with the other elements in dialogue. For a more effective communication process, language should not be a barrier i.e. both the sender and receiver should be in a position to speak in a common language. According to Shannon and Weaver (1949), there are seven steps in the communication process i.e. the message, encoding the message, transmitting the message, receiving the message, decoding and understanding the message, and lastly, the feedback to the message. The message that is to be communicated is

usually produced by a source. The management of the organization should ensure that they engage stakeholders and employees in key decisions through communicating. Therefore, the message from the management should be delivered to the intended recipient without changing the message to avoid room for misjudgment of the message. This implies that the source of the information should be clear as possible in terms of the message and to whom the message should be delivered and at what time should the message be delivered. According to George (2014), the process of encoding a message can be defined as the process through which the sender works on the given message to transmit the signal to the receiver. Channels involved in sending message or communication includes making phone calls, writing formal letters, and memos. Once the recipient receives the message, he or she should inform the sender that the message has been delivered. Lastly, the recipient should implement the message that has been communicated. In other words, the last step in the communication process is feedback.

Eadie and Goret (2015) indicated that according to the communications theory, communication is defined as the process in which psychological states, mechanisms, and traits are represented by human behaviors through their interaction with the same expressions but of another person. The process of communication is characterized by three steps i.e. interacting, expressing, and influencing. According to Miller (2019), feedback helps the achievement of the desired results of communication. On the other hand, once the recipient can comprehend the intended meaning of the message and reacts appropriately, then, and only then can one say that effective communication has been achieved. Therefore, to achieve an effective communication process, the process should be as clear and concise as possible. The process should not be ambiguous. This model of communication is often seen as interactional especially if the feedback is involved since the communication process works in

a bidirectional manner. In this case, the information is continuously encoded and decoded as individuals willingly send and receive messages (Craig, 2013). In an organization, the effects of poor communication are adverse and at times catastrophic to a point the damage is irreversible. This in turn affects the ability of a firm to sustain itself and compete in the market faced with stiff competition. As such, managers should make sure they communicate and interact effectively to succeed in implementing strategies that will promote the growth of solar companies in Kenya.

2.2.2 Formal Communication Theories

Selznick (1948) pioneered the formal communication theory. The formal communication theory is concerned with assessing different communication systems along the channels of communication. These communication systems include; down-up communications systems, top-down, and lateral communication systems. Although variations may be witnessed in this theory considering the theory's form and substance, all formal communications should be structured, rational, and goal oriented.

Top-down communication systems involve the management of the organization providing the employees of the organization with instructions. The management of the organization is responsible for issuing orders to the subordinates and explaining changes in the organization's strategies and policies to other members of the organization to ensure that the policies and strategies are implemented. Several advantages accompany the theory of formal communication. Since the communication channels are influenced by the chain of command, the management of the organization can communicate with other organizational members by use of written documents, formal conferences, and training. Therefore, this theory provides ease of evaluation of employees in the lower echelons of the organization in terms of how they make use of the information provided to them by the management. Both bottom-up and

down-up theories entail the initiation and creation of ideas, discussions, and opinions by the subordinates of the organization and also provides feedback to the management and key stakeholders of the organization for use in making decisions (Eadie & Goret, 2013).

There are several advantages that an organization is to receive from using a bottom-up type of communication. Bottom-up communication helps to promote certain behaviors within the organization e.g. energy-saving where these behaviors can be directed towards other activities of the organization. It also influences the sense of ownership and trustworthiness among lower-level employees in the organization, therefore, promoting organizational innovation and creativity. On the other hand, lateral communication helps the integration and coordination of different departments of the organization and therefore encourages communication between the employees and their workmates. In other words, it promotes information flow between employees of the same level in the organization. Lateral communication is characterized by its fewer formalities and structures and its ability to enhance teamwork within an organization. Therefore, it promotes coordinated group efforts towards achieving the organization's goals and objectives. This implies that through lateral communication, employees can accomplish their tasks and solve problems easily and at the same time encourage the employees to work as a team, therefore, boosting the efficiency of the employees by the concept of combined effort (Ceravolo et al., 2012). Effective communication channels facilitate the effective flow of information from the managers towards their employees and vice versa regardless of the communication systems used. Solar companies in Kenya that implement and enhance effective communication benefit by increasing their innovation levels, prompt feedback of a delivered message, and also increasing the levels of efficiency of the management.

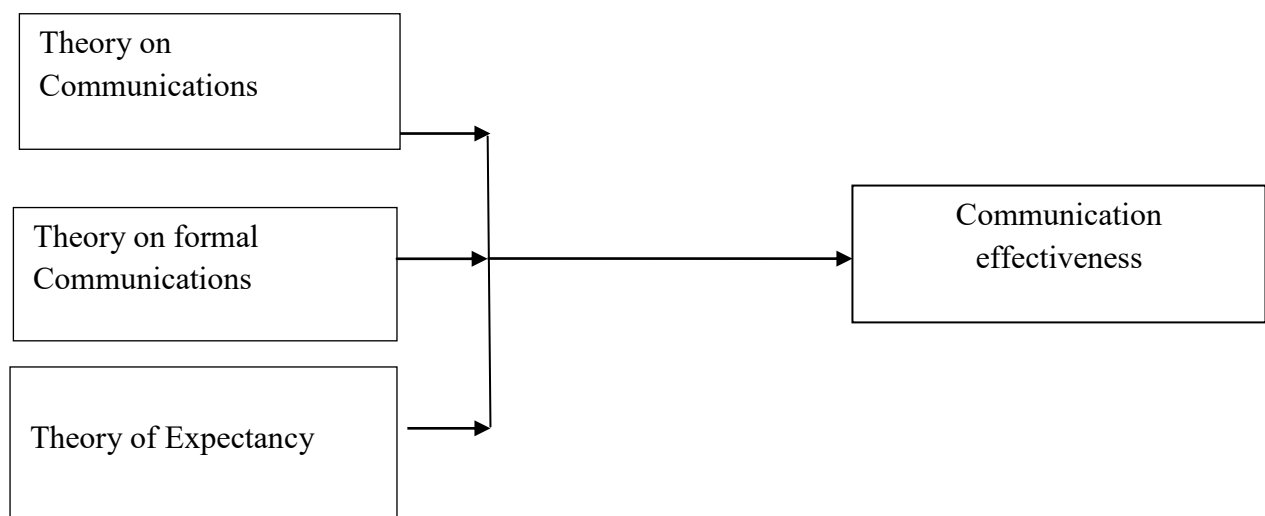
2.2.3 The Expectancy Theory

The expectancy theory was pioneered by Lawler and Suttle (1973). The theory seeks to explain the fact that human behavior towards performance is influenced by effective communication since effective communication tends to motivate employees within an organization. As a result, the desired rewards are obtained and therefore promoting the relationship that exists between employees within an organization (Baumann & Bonner, 2016). To ensure that employees are persuaded to engage in communication with the management, co-workers, and other stakeholders, then the employees should first of all be motivated. This will as a result enhance the relationship that exists between the management and the employees, promote teamwork and high productivity of the employees. This theory is based on the employee's belief that in organizational communication, their performance will be associated with a valued outcome. This implies that the employees believe that after a good performance then there is a good thing that will come out of it. In light of this, the management of the organization should make sure that the organization clearly defines the relationship that exists between performance and outcome in the organization. This will with no doubt promote better employee performances. Besides, the management should show and communicate that the process of determining the best performer among all employees was transparent. This promotes more understanding between the employees and the management. As a result, the employees are more inclined to perform better to achieve the communicated outcome as opposed to a failure to achieve this better performance. This theory is relevant to this study since all levels within an organization are encouraged to enhance effective communication to promote the morale and motivation of employees, increase the quality of service delivery, and enhance good human relations. A clan culture within an organization ensures that employees are natured to achieve the set expectations of the managers working together with their juniors to make their juniors function more effectively. Market culture, on

the other hand, enhances employee innovativeness. Therefore, effective communication channels ensure that the management of the organization supports the employees of the organization towards achieving organizational success. Figure 2.1 below represents the theoretical framework of this study.

Figure 2.1:

Theoretical Framework



Source: Adopted from Farooqui and Niazi (2016) on Game theory models for communication between agents

2.3 Empirical Review

The empirical review discussed in this section seeks to determine and discuss, in line with the research objectives, the already existing literature that is related to this particular field of study. This section will be focused on discussing four factors and their influence on communication effectiveness in a given organization. These factors include; the structure of the organization, its culture, the communication channels adopted by the organization, and the frequency of communication between the management, employees, and stakeholders.

2.3.1 Organizational Structure and Effectiveness of Communication

Namhata and Patnaik (2019) conducted a study on the impact of the structure of an organization on communication effectiveness. Their study involved Italian construction firms where the study focused on both the horizontal and vertical organizational models. The study concluded that to enhance communication, distribution of tasks and responsibilities as well as relationships among employees then the organization should have it's a flat organizational structure. Besides, the study indicated that a horizontal structure made it easier for managers to communicate with their employees. Public institutions usually operate in environments that are not as competitive as the environments in which private companies operate since they operate in competitive and dynamic environments. Therefore, a flexible structure was found to be the most appropriate structure for private companies to use. In short, the conclusion that the study drew was that different situations required the use of different firm structures which had a significant effect on the effectiveness of communication and the channels used for communication by the firm.

Another study was conducted by Rudolph and Welker (2012) who sought to identify the effects which a firm structure has on the communication of audit teams with a case study of Canada. This study used questionnaires to collect data from 109 sample audit teams where each team consisted of three auditors. The results of the study indicated that the level of a firm structure has both negative and positive effects on the communication of the audit teams. Besides, the study indicated that significant control over the overload of information was exercised by the structure teams were led to a negative effect on supervision and satisfaction. In a flat organization, it was observed that the management of such an organization had easier and faster communication with their juniors because a flat organization has very few levels of management and therefore the efficiency of the process involved in decision making among employees of an organization increased significantly.

AlNuaimi and Khan (2019) conducted a study to establish the factors that affect communication in the renewable energy sector using firms in the United Arab Emirates as the case study. This research found that both the flow of information and communication were influenced by the firm structure. AlNuaimi and Khan (2019) went ahead to analyze the effect which the structure of an organization has on the communication of businesses in Slovenia. The study found out that information sharing and open communication were enhanced by the structure of the organization in question. This according to the study further enhanced creativity and innovation in the organization as well as promoted the organization's ability to take risks.

On the other hand, Yahaya et al. (2018) sought to determine the effect that the structure of an organization has on the effective communication of GT bank in Kaduna, Nigeria. The study found that as a result, effective communication was promoted as well as employees gaining a chance to participate in the process and give their feedback on the decisions made. Aluko (2013) also conducted delved into the structure of an organization's effect on the effectiveness of communication. This study focused on firms that are located in Nigeria. The study concluded that organizations must use organizational structures that promotes communication between employees to managers and managers to departments and vice versa. Communication in the organization is generally made easier. The interaction between managers and employees is made easier such that all employees of the organization are involved in making key decisions. Furthermore, according to the study organizations that implement effective communication as many times as possible in their day-to-day activities have several advantages since access to information is made easier and the decisions made are more accurate and are made on time.

Femi (2014) sought to determine what impact the structures of an organization have on communication. This study used organizations that are located in the state of Lagos in

Nigeria. The study concluded that if communication in an organization is being done from a centralized place then these organizations should make use of mechanistic organizational structures. Besides, the study showed that communication among employees of an organization was affected depending on the structure that the organization is using. To reduce the confusion faced by employees, organizations used organizational structures that are clear and have a direct chain of command so that the employees are well aware of the person who is in charge of the organization. On the other hand, the firms that had a flat structure had reduced levels of management thus flow of ideas and information in such an organization was made easier by using a flat structure. CEOs of such organizations were able to freely communicate with the employees of the organization.

Amimo et al. (2019) also conducted a study on the effectiveness of structures of an organization on internal communication. The study focused on five-star hotels that are located in Nairobi County. This study used 95 employees as its target study where a descriptive survey was applied in this population. Questionnaires were used in this study to collect primary data. The study later used a quantitative approach to analyze the data that was collected. After data analysis, the study concluded that organizations should use structures that are more inclined towards achieving the vision and mission of the organization. In this case, organizations should use flexible structures. Besides, such flexible structures, make sure that effective communication between employees in the organization is enhanced thereby promoting the ease of coordinating activities and tasks. It also outlines the duties of an employee very clearly therefore an employee can perform his or her duties and tasks more efficiently and easily. In doing so, the overall firm performance increases.

El-Saboni et al. (2019) studied the influence of organizational structure, culture, and communication performance in Dubai construction firms. The study was both exploratory and descriptive involving 134 firms, both interviews and focused group discussions were

involved in data collection. The results of the study revealed that communication in the organization whether formal or informal follows a particular direction and is a result of a particular culture in the organization. Communication, as was shown by the study, is used to serve different roles that include communicating to different stakeholders such as employees, customers, and media. The study noted that it is upon the business owner to choose the best choice of communication to enhance the flow of communication between parties. Amongst employees, the company has to choose the best way to communicate policies whether downwards. Besides, the organization also communicates with the media on public relations issues. On the other hand, the company keeps constant communication with the customers to create loyalty and increase sales. In an instance where a customer care employee intaking complaint from the customer has no powers to give immediate feedback due to the nature of the organization, it is an indication of weak communication.

Nkararo and Gitari (2018) conducted a study on the influence of organization size, communication effectiveness, and organization structure among small and medium enterprises in the manufacturing area in Nakuru County. The collection of the data was through semi-structured questionnaires administered through in-person drop face-to-face administration. The results of the study revealed that in small organizations chief executive officers in these organizations can communicate directly to the operational staff without gatekeepers. The approach is so with fewer middle-level managers, the approach benefits both easier internal and external communication and ensures faster feedback. This horizontal approach has its challenges including employees giving misleading information or sharing with media internal secrets of the organization.

2.3.2 Organizational Culture and Effectiveness of Communication

Koszermbar-Wiklik (2017) conducted a study to determine the relationship that exists between the culture of an organization and communication in the organization. The study

conducted a survey where 67 teachers and 123 students participated in the survey. The study focused its study on Canada. The survey was conducted by using Cameron and Quinn's questionnaire. The study found out that organizations seek to deal with different categories of communication e.g. informative-instructive, innovation, integrative, and regulatory networks by developing policies of communication to deal with the different categories of communication. Organizations around the world have undergone changes that have enabled these organizations to have different departments where channels of communication used are multidirectional thereby enabling communication between different departments of the organization. Besides, the study showed that internal communication in an organization helps in developing and also affects the culture of the organization by using either formal or informal communication channels.

Gochhayat et al. (2017) studying organizational culture effects on organization effectiveness focused on organizations in India. Data for the study was collected through questionnaires and analysis conducted descriptively. The study concluded that the effectiveness of communication in an organization was influenced by the strength of the culture of the organization i.e. a strong organizational culture tends to have a strong effect on the effectiveness of communication compared to a weak organizational culture. Besides, the study found that there exists a relationship between the culture of an organization and the effectiveness of communication in the organization. Since the value of intangible assets relies on how best the organization makes use of them, their value can be realized by combining the intangible assets with other assets. The main reason that makes internal communication very challenging to many organizations is the fact that it is very difficult to make sure that members of the organization receive the message that was intended for them. This is made difficult since, during communication, different members of the organization may read from different scripts. In light of this, organizations should make sure that they clearly define and

develop the culture of the organization, therefore, promoting both external and internal consistency of the organization. Organizational culture helps in defining the organization and is also used to determine whether an action that is put in place promotes the growth of the organization.

Tedla (2016) sought to determine the effect of the culture of corporates on the effectiveness of communication. The study focused on commercial banks located in Ethiopia. The study used an exploratory research design to assess the relationship that exists between corporate culture and the effectiveness of communication. The study also used the method of purposive sampling to select its sample where a total of 20 senior managers were involved. Interviews were conducted as well during the study. The trust in the interpretation of the findings of the study was enhanced by transliterating, categorizing, and triangulating the interview process. The study found out that there exists a positive relationship between the culture of an organization and the efficiency and effectiveness of communication in the organization. Besides, the study revealed that the culture of the organization should be clearly defined to help the employees of the organization work towards promoting the achievement of the organization's goals and objectives. An organization can be said to have its values since the people working in the organization bring about values to the organization. As such, the culture of an organization is developed and enhanced by the individuals working in the organization. The main challenge, in this case, is faced by managers as they have the responsibility to ensure that a balance is maintained between the goals, values, and responsibilities of the firm with the individual values that are represented by employees in the organization. The values of the organization dictate how the goals and objectives of the organization are implemented by the employees and the managers. The values of an organization depend on the intangible assets of the organization where these intangible assets

do not have a physical form but they tend to compromise the loyalty of customers, the knowledge of employees, the organization's reputation, and its intellectual property.

Odero (2016) conducted a study to determine how communication affects the effective implementation of the organization's strategies. This study focused on organizations in the banking sector located in Kakamega County in Kenya. A descriptive research design was adopted by the study where the sample used in the study comprised of a total of 216 both low and middle-level managers working in banks located in Kakamega County. The study designed questionnaires that are semi-structured and used them to collect primary data in the field. After analysis of the data collected, the study concluded that the culture adopted by the organization in terms of ad-hock, clan, or market influences the implementation of strategies in the organization to ensure its success. Organizations that adopted a hierarchy culture tend to embrace control and structure more, unlike innovativeness. On the other hand, organizations that adopted an ad-hock culture enhanced the development of research hence innovativeness in the organization. The study further revealed that an organization should focus on adopting a culture that ensures that information flows effectively in the organization thereby promoting the effectiveness of communication and growth of the organization. This as a result enhances the performance of the organization.

Gochhayat et al. (2017) studied organization communication, organization culture, and organizational effectiveness. The study involved 334 technical institutions in India. The study sought to establish how weak or strong organizational culture affects organizational effectiveness. The study revealed that strong and deep-rooted culture has more benefit on organization effectiveness than weak and shallow organization culture. Improved organization communication was found to impact positively the relationship between organization culture and organizational effectiveness.

Zheng et al. (2010) studied the mediating role of knowledge management on the relationship between organization strategy, culture, organization structure, and organization effectiveness. The study was conducted among 386 human resources professionals in the west –metropolis. Both web-based and electronic mail survey questionnaires with Likert questions on the extent were used in collecting data for the study. The study revealed the full mediation role of knowledge management on the effect of organization culture on organization effectiveness, the study also revealed a partial mediation of knowledge management on the relationship between organization strategies, culture, and organization structure on organization effectiveness.

2.3.3 Communication Channels and Effectiveness of Communication

Sanina et al. (2017) conducted a study to determine the factors that affect effective communication. The study focused on determining the relationship between organizations that are located in Russia. Secondary data was used in this study where the data was obtained from the national statistics bureau. This data was then analyzed by the use of methods such as correlation analysis, ANOVA, and descriptive statistics. After the analysis of the data, the study revealed that formal channels of communication are most probably enhanced by the managers of the organization for control purposes. These channels of communication entail holding staff meetings more often as well as coming up with memos. The study also indicated that the channels used by governments for communication did not enhance efficiency in communication and the decisions made were not enhanced in terms of their quality due to factors such as decisions being centralized and bureaucracy in the government channels of communication as one has to follow the chain of command. Formal communication further impacts the effectiveness of communication since took organizations very long to grow and develop themselves. These channels also limit the easy information flow from one organizational level to another since the management of the organization is less competent in

terms of making decisions and the control over their juniors is greatly reduced. Formal channels ensure that employees are aware of the policies, standards, and objectives of the organization and hence influencing the effectiveness of communication in such an organization.

Peng and Litteljohn (2012) sought to establish what impact formal channels of communication pose to communication effectiveness. The study focused on manufacturing companies i.e. Techno companies that are located in Japan. The study concluded that formal channels of communication are used in the whole organization where the channels facilitate communication on matters concerning the organization's current state and plans, concerns raised by employees, and issues regarding the environment of the organization. Communication can be said to be cultural since it depends on the way individuals learn how to speak and use nonverbal cues. In most cases, factors such as the person's personality, context, and mood dictate the choice that people choose to communicate. Since communication involves interaction, one should maintain the relationship that exists with the other people surrounding them. The challenge faced in this case lies in miscommunication particularly where the people communicating have major variations in their culture. There are very many demerits that surround miscommunication. One of them is that it may cause conflicts. Cross-cultural communication is characterized by examples of ideas, attitudes, and behaviors. It involves four variables. Time represents one of the four variables where this variable differentiates cultures and how different cultures prefer doing things. e.g. time in the West is seen as quantitative where it is sequential, logical, and moves with increasing certainty to a future that is not possible to touch and a past that is not part of the present.

Amimo et al. (2019) conducted a study to determine factors that influence effective internal communication. The study focused on hotels in Nairobi County in Kenya. The study adopted a descriptive research design where the sample used for the study comprised a total of 200

hotels that have licenses given by the Nairobi city council. Questionnaires were used as a method of primary data collection after which inferential and descriptive statistics were used for data analysis. The study concluded that using a two-way channel of communication promoted the effectiveness of communication between the managers and employees of an organization. Besides, non-verbal communication is crucial in communication between individuals of varying cultures since when verbal messages are unclear and ambiguous, nonverbal cues facilitate communication across cultures in such instances.

Odero (2016) conducted a research study to determine how communication influences the effective implementation of strategies in an organization. The study focused on organizations in the banking sector in Kakamega County in Kenya. A descriptive research design was adopted for this study where a sample of 25 employees was used. This sample was drawn from a population of a total of 85 employees. To choose the sample, the study adopted both stratified and random methods of sampling. Questionnaires were used as his main methods of data collection for this study after which the data collected was analyzed using inferential and descriptive statistics. Furthermore, the study revealed that by using a two-way channel of communication, the efficiency and effectiveness of communication in an organization were greatly promoted. The study also indicated that communication positively influences the implementation of strategies in an organization.

Belov et al. (2018) studied the role of an effective communication channel in government communication to businesses in Russia. The study involved 1050 communication managers working for the government. The study collected data through questionnaires and analyzed data through descriptive, correlation analysis, and regression analysis. The study revealed that personal contacts through acquaintances had the greatest effect on communication to business followed either directly or through an intermediary. The study also revealed that the lesser people in a communication channel the more effective the communication to businesses by

the government. The study recommended the use of the best combination of communication channels in achieving effectiveness, on the other hand, the Russian government needs to consider the technical aspects of the communication channel in achieving the best output.

2.3.4 Communication Frequency and Effectiveness of Communication

Park et al. (2012) conducted a research study to determine how effective communication frequency is in organizations. This study focused on organizations in the European Textile sector. The study analyzed data by use of inferential and descriptive statistics. The study concluded that to ensure communication in any organization is effective as well as enhance employees' relationships, frequent communication should be ensured. This is because by constantly communicating, understanding and trust are developed between employees of the organization thus ensuring that the employees provide feedback and remain open to one another. The frequency of communication also determines whether employees are motivated to work towards achieving the organization's set goals and objectives. This implies that to attain the effectiveness of communication in an organization, then one should ensure that the frequency of communication is improved. By improving the frequency of communication in an organization, the employees can pass ideas and information between one another. It also enhances free interactions thereby strengthening communications and ensuring that the decisions made are more efficient. Furthermore, frequent communication ensures that activities are coordinated more efficiently and that teamwork in the organization is enhanced.

Cigrang et al. (2014) conducted research to determine the factors that affect communication. The study focused on service firms and organizations that are located in Iraq. This study used a descriptive survey with questionnaires that are semi-structured being used to collect primary data. The sample population for this study comprised 144 senior managers that work in the senior firms located in Iraq. To analyze the collected data, descriptive statistics were used in this study. After analysis of the data, the study found out that communication

frequency influenced the effectiveness of communication in an organization. The frequency of communication helped employees by giving them regular platforms in which they can express their concerns and opinions thus promoting mutual understanding between these employees. An organization that implemented frequent communication, made it easier for the employees of the organization to raise concerns as well as communicate with the management of the organization. It is with no doubt that frequent communication high understanding and reduced internal wrangles between the management and the employees. Time and cost are saved in the activities of an organization by ensuring that the employees are well informed of their responsibilities and duties towards achieving the objectives of the organization.

Zeffane et al. (2015) noted that managers and employees of an organization should communicate more often to promote their understanding of the operations and functions of the organization. It also ensures that the management of the organization uses the assets of the organization including human capital in a more effective way to achieve the set goals and objectives of the organization. Increasing the frequency of communication promotes team spirit and teamwork of employees thus contributing towards effective communication in the organization.

Park et al. (2012) conducted a study to establish what effects frequent communication has on communication effectiveness focusing their study on commercial banks that are located in Europe. An exploratory research design was used and both secondary and primary data was used where questionnaires were used in collecting primary data. Interviews were also held with a total of 30 executive managers. The survey that was conducted by this study involved 202 CEOs. The data collected was then analyzed by the use of content analysis and descriptive statistics. The study revealed that having frequent communications between

employees and managers improved their understanding of one another, therefore, allowing the management and employees to agree on the way forward. This results in making strategic decisions within the organization. Furthermore, the study revealed that increasing the frequency of communication between employees and managers resulted in teamwork, information sharing, and effective communication among employees.

2.3.5 Effectiveness of Communication

According to Hargie and Tourish (2012), effective communication is defined as the process in which ideas, information, knowledge, and thoughts are exchanged between individuals in a way that the aim of communication is achieved in the best means possible. In other words, effective communication can be defined as giving the receiver the message sent by the sender in a way that the receiver will easily understand what the sender wanted to share. It involves more than exchanging information since it entails comprehending the emotions and intentions that surround the message sent by the sender. The messenger should make sure that he or she listens keenly to the sender to get the full meaning of the message. According to Melewar and Bassett (2016), one needs to learn some very important skills to ensure communication is done efficiently and clearly. These skills help one to deepen the connection that exists with other people, solve problems, improve teamwork, and build respect and trust in the organization.

Efficient management of the organization as well as the self-discipline of employees is promoted through effective communication. It also allows employees to raise their concerns by using the open communication approach. Teamwork in the organization promotes the morale and the spirit of the employees. Through effective communication, ideas and information is shared thus better decisions are made where these decisions promote the growth of the organization. In fact, according to Meehan (2013), strong relations and interactions between employees are enhanced by promoting effective communication in the

organization. Employees are thereby motivated to improving teamwork and sustaining long-term cooperation between the employees. Effective communication is therefore viewed as a building block towards developing trust since the sharing of ideas and information results in the development of transparency and trust within the organization.

According to Hargie and Tourish (2012), organizations should implement effective communication to promote innovation and creativity in the organization. It will also help the organization in creating an environment where employees exchange and share information and ideas freely thus enhancing creativity and innovation towards achieving the organization's set goals and objectives. By implementing effective communication, the organization indirectly reduces employee misunderstandings and conflicts. This is important in any organization as ineffective communication may promote the spread of distorted information resulting in conflicts, division, and disharmony between employees. This is a hindrance to teamwork (Arnaout & Esposito, 2018). Lim and Greenwood (2017) revealed that ineffective communication in an organization leads to resistance to change and as a result, the goals and objectives of the organization are not achieved. Effective communication enhances employee relations and therefore ensuring the organization achieves its set goals and objectives.

According to Peng and Litteljohn (2012), face-to-face communication is the most used mode of communication across many organizations since it allows dialogue and fast feedback. It also improves the individual's focus, enhances the use of verbal and nonverbal cues as well as natural language. This mode of communication helps foster the relationship between employees and the management as well as enhancing the sharing of information between colleagues. This mode of communication is preferred by a majority of employees regardless of their levels since it is the most effective mode of communication as compared to other modes such as emails and telephones. It enables the management to express their

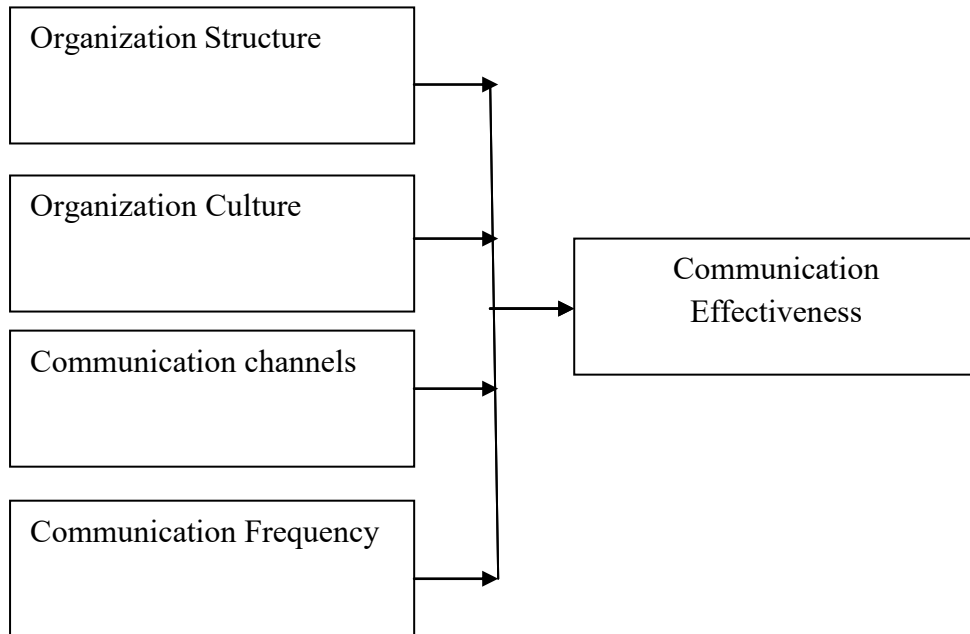
dissatisfaction or true feelings and emotions that show to what extent they are committed to and serious about an issue (Peng & Litteljohn, 2012). Besides, Steyn (2014) reveals that all other forms of communication that organizations have adopted in recent years are channels of communication that involve media e.g. emails and social media. However, these channels do not involve face-to-face communication but instead, they tend to use technology where the sender and receiver can only communicate under circumstances where they both have access to technological devices such as computers and phones as well as internet access.

2.4 Conceptual Framework

A conceptual framework is defined as the structure (theoretical) which is made up of principles and assumptions that hold ideas where these ideas contain other broader concepts. A conceptual framework consists of all the concepts, beliefs, and expectations that are related to the research study. A conceptual framework is very crucial in describing how different variables relate to each other and is also useful in the development of the research design which will be used for the study. It shows the relationship that exists between the independent and dependent variables that are used in a particular study. Figure 2.2 below represents the conceptual framework of this study.

Figure 2.2:

Conceptual Framework



Independent variables

Dependent variable

2.5 Operational Framework

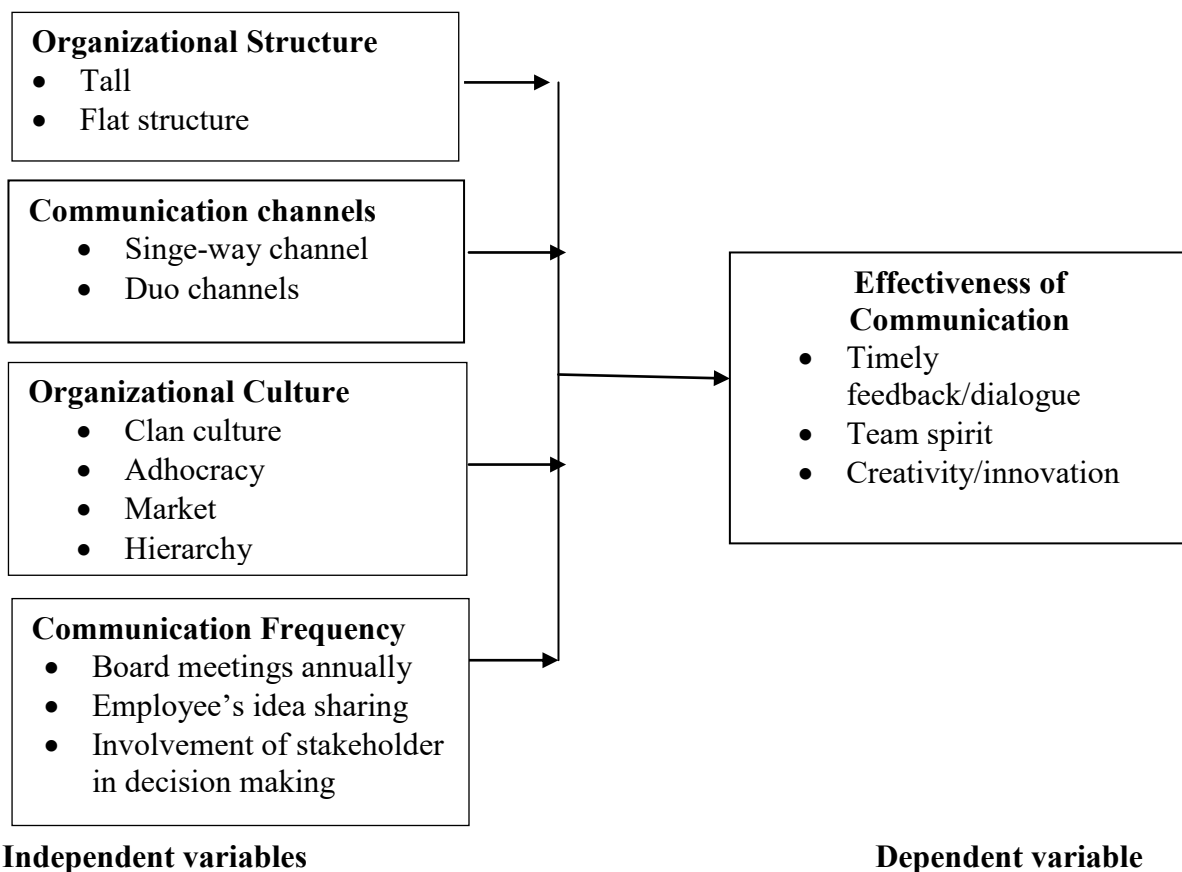
The variables in the study had indicators/items that were used as measures in the study. The variables in the study included; organization structure, organization culture, communication channels, and communication frequency. On the other hand, the dependent variable was communication effectiveness. The organization study had a sub-variable that included tall versus flat structures, which were used as dichotomous options for the study. Organization cultures in the study included: clan culture, adhocracy culture, market culture, and hierarchy culture. Communication channels identifies in the study included: one-way versus two-way communication. Communication frequency was indicted through: a board that is conducted meetings annually, how employees share ideas through social media or memos etc,

involvement of stakeholders in decision making or participation in decision making through workshops, etc.

On the other hand, the dependent variable communication effectiveness was identified through timely issuance of feedback between customers and business, employees' themselves internally, building up of teams in organizations, coming up with unique products because of effective communication,

Figure 2.3:

Operational Framework



Adopted From: Morley et al. (2012).

Organizational influence processes: perceptions of values, communication, and effectiveness. The above shown operational framework can predict that effective communication is influenced by organizational characteristics.

2.6 Critical Review of Literature

The literature reviewed in the area of communication effectiveness and organization structure cut across different sectors of the economy including manufacturing, green energy, agriculture, telecommunication, consultancy as well as education. The studies are also derived from studies conducted globally, locally as well as within the sub-Saharan region. Namhata and Patnaik (2019) for instance conducted a study on the impact that structure of an organization on communication effectiveness among Italian construction firms. The study revealed that horizontal organization structure had a significant and positive effect on communication effectiveness. The study gave insight into how different organizational structures including vertical and horizontal structures influence communication effectiveness. However the study was conducted in a much-developed economy where the effect of macro-economic dynamics different from the Kenyan setting, besides the study was conducted in the area of construction, a study in the area of the solar company has not been researched by many scholars it was therefore important to establish how organization characteristics such as organization structure influence communication effectiveness among insurance companies in Kenya.

Rudolph and Welker (2012) studied the effect effects which a firm structure has on the communication of audit teams in Canada. The study uses a no-linear regression model. The study revealed a positive but insignificant effect of firm structure on communication effectiveness. The study was also an important guide to the study by revealing how to model variables for a binary regression model. However, the study has not to be conducted in a local perspective such as Kenya, developed economies such as Canada have well-formulated organization structures whose communication works. The study also has the limitation of being conducted in the area of auditing/consultancy sector that deals in services provision. The solar companies in Kenya have dealt in the manufacturing and distribution of their

products through sales teams and distributors therefore many people are involved in the communication chain. However, in the Kenyan setup organizations have structures that are not permanent they are introduced for convenience. It was important to conduct a study in the area of green energy especially the solar sector in Kenya.

Whereas some studies revealed a positive association between the study variables, some gave negative results on the effect of organizations' structure on communication effectiveness. For instance, AlNuaimi and Khan (2019) while studying the factors that affect communication in the renewable energy sector using firms in the United Arab Emirates as the case study. The study was descriptive and involved ordinary least squares to regress study variables. The study revealed that tall organizational structure negatively affects communication effectiveness. The study was among the studies that posited mixed reaction and a contributor to the existing debate on the effect of organization structure on communication effectiveness.

Koszermbar-Wiklik (2017) through his study to determine the relationship that exists between the culture of an organization and communication in the organization in Canada among 67 teachers and 123 students. The survey was conducted by using Cameron and Quinn's questionnaire. The study was descriptive, descriptive analysis conducted revealed that internal communication served an important purpose in enhancing communication effectiveness. However, the study was conducted in an academic setting i.e in a school, besides the study was conducted in Canada in a developed country. The study had limitations in using descriptive analysis in the study. A study such as the one proposed by the study that used binary logistic regression analysis helped in making references and testing of hypothesis. Conducting a study in the local setup also helped in contributing to the local literature in the area of communication effectiveness.

Gochhayat et al. (2017) studied organizational culture and its effect on organization communication effectiveness in India. Data for the study was analyzed descriptively. The study revealed that strong organizational culture affected communication effectiveness. Through teamwork and the provision of a good environment for providing feedback, communication effectiveness was enhanced. The study was however conducted in India where the social preference of employees might be different for those of the Kenyan case, besides the study was only descriptive it was important therefore to conduct a study that focuses uses inferential statistics and modeling to infer the effect of culture and communication effectiveness.

Sanina et al. (2017) studied the factors that affect effective communication in the public sector in Russia. Secondary data from the national statistics bureau was used to conduct regression analysis on formal communication and its effect on communication effectiveness. The study revealed that formal communication such as the use of memos negatively affects communication effectiveness in the public sector. The study was an important insight into the different effects that communication channels have on communication effectiveness. However, the study was conducted in a developed country with different formal structures which are in contrast to the private sector. The study also assumed linear regression between the independent variables and the dependent variables. The current study was however conducted in the private sector in the solar sector as well as uses binary logistic regression to accurately determine communication effectiveness of communication among solar companies in Kenya.

Park et al. (2012) studied the effect of effective communication frequency in organizations in the European Textile sector. The study was descriptive. The study revealed that frequent communication at all levels of the organization resulted in effective communication. The study also noted that effective communication led to better decision-making among the firms in the county. The study was an important source of empirical literature through its

contribution to the ongoing debate on the relationship between organization characteristics and communication effectiveness. However, the study was an avenue for a future study in areas that have been ignored such as the solar sector. Also, the study was conducted in developing countries, available local literature is scanty, it was important to fill the gaps but conducting a study in the solar sector.

From the previous studies reviewed, the critical review showed that the organizational characteristics and effectiveness of communication do not point to a specific direction, but gave mixed reactions. The study, therefore, hypothesized that there is no significant influence on organizational characteristics and communication effectiveness. The current study, therefore, was a contribution to the current debate on the influence of organizational characteristics and communication effectiveness by specifically looking at the solar sector in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology covered by this chapter helps one to understand how the study should be undertaken to achieve the objectives of the study. This chapter provided different methods that were used in developing this research project. It provided the research design and instruments used in this study, the sample size as well as the target population about which inferences were made by the researcher, the technique used to obtain the sample size, and finally, this chapter presented the methods that the study implemented to collect and analyze data as well as present its findings.

3.2 Research Design

A research design is defined as the structure of all the methods that the researcher used to combine different components of the research logically to efficiently tackle the research problem at hand (Saunders, 2012). This study opted to use a descriptive research design since this type of research design can show how the situation takes place naturally. It is mainly used in developing theories and making judgments. It was also preferred since the target population of this study is large and has homogeneous traits and therefore provides a way in which data can be collected with much ease. It also helps the researcher obtain data that is related to the same demographic groupings and also interpret this data with ease. A descriptive research design emphasizes determining how often something happens or in other words, the extent to which the variables of the study co-vary. Therefore, a descriptive research design was the best fit for the study.

3.3 Population Of The Study

The population is defined as a group of people, objects, or events that have similar characteristics where these characteristics fit a given specification (Cooper & Schindler,

2008). This study focused on the employees that work for solar companies as the study's unit of analysis. The Energy Regulatory Commission (ERC) of Kenya indicates that there are 12 Solar Companies in Kenya. The study considered middle, and low-level managers in the organizations. The choice of these categories of respondents is because they are directly or indirectly involved with communication channels and key decision-makers of Solar Companies in Kenya. According to Deloitte Survey Report (2019) Finance department (144), marketing and sales (432), technical department (360) and human resource department (288).

Table 3.1:

Target Respondents

S/N	Solar Company/Departments	Finance	Technical	Marketing (Sales)	Human Resource Development
1	Azuri Technologies Ltd	13	33	36	25
2	B-Box	12	28	38	30
3	Bio-Lite	11	35	42	32
4	D-Light	13	20	38	28
5	Solar Panda	12	27	37	24
6	Sun Transfer	13	25	35	18
7	Sun-Culture	12	19	34	23
8	Greenlight Planet	14	28	28	19
9	Kenya Limited	11	35	37	26
10	M-KOPA Kenya Ltd	10	40	47	22
11	Mobisol	14	46	32	18
12	NIWA	9	24	28	23
	Total	144	360	432	288

Source: Deloitte Survey (2019)

3.4 Sampling Size and Sampling Method

A sample design is defined as the method that the researcher used to select items that are contained in a sample (Kothari, 2004). This study used the Cochran formula to find out an appropriate sample size for the study for an infinite population of 1224 respondents. The formula proposed for the use of the following equation in sampling is shown here:

$$n = \frac{n_0}{1 + (n_0 - 1) / N}$$

Where n is the sample to be arrived at, n_0 is the Cochran sample size recommendation of 385 respondents, N is the population size which is 1224. Executing the formula provided the following results

$n = 385 / \{1 + [(385-1) / 1224]\} = 385 / 1.314 = 292.99$, which is 293 respondents to nearest figure. The distribution of the sample was as follows:

$$144 / 1224 * 293 = 34$$

$$360 / 1224 * 293 = 86$$

$$432 / 1224 * 293 = 104$$

$$288 / 1224 * 293 = 69$$

Table 3.2:

Sample Distribution

Departments	Frequency	Sample size
Finance department	144	34
Technical department	360	86
Marketing and sales department	432	104
Human resource development department	288	69
Total	1224	293

3.5 Data Collection Instrument

To collect primary data from the field, this study used well-designed questionnaires as its main primary data collection tool. The study chose the questionnaire due to its ability to collect data with high accuracy from the field and a large group of respondents within a short period without altering this original opinion. Cooper and Schindler (2008) also affirmed that questionnaires can collect data on perceptions and attitudes without manipulating data from the field.

3.6 Validity and Reliability of Research Instruments

3.6.1 Validity of the Research Instruments

According to Hannes et al. (2010), the validity of any research instrument is determined by the ability of the instrument used to collect data that is useful to the study. It is the instrument that measures the concepts which are being investigated. This study sought to determine content validity which entails the ability of a measure to depict only one component of a given construct. Content validity was used in this study to also determine to what level a sample of items represents the content that is to be measured by KMO and Bartlett's Test. Besides, the researcher used experts and academicians in the Kenya Methodist University to obtain opinions and suggestions on the questionnaire used to collect data. The university supervisor checked the questionnaire to determine the validity of the instruments.

Therefore, a pilot study that entailed 29 respondents was conducted. The respondents were chosen randomly from all the solar companies in the country. The purpose of the pilot study was to ascertain whether there were risks in the study. It is mainly used especially when the methods involved in the study are a bit complex or inappropriate. Findings from the pilot study were not included in the actual study.

3.6.2 Reliability of the Research Instruments

To test the reliability of the research items used, Cronbach's alpha was used. The reliability of a research instrument determines whether the research instrument used can give consistent responses over a repeated number of data collection if the same instrument is used for all the similar data collection procedures (Mohamad et al., 2015). Since it's a measure, the reliability threshold is set at a minimum of 0.7 where items falling below this level are rejected. Those above this threshold of 0.7 are accepted hence determining whether the research instrument used was consistent i.e. internal consistency (Smith & Smith, 2018). Strict procedures were followed when collecting data to ensure that the reliability of the research instrument was enhanced. These procedures used in data collection were noted to ensure ease of future studies conducted gathering similar findings by following the same procedures of data collection that were followed in this study.

3.7 Data Collection Procedure

The researcher with the help of trained research assistants was involved in administering these questionnaires to the respondents. A time period of two weeks was given to the respondents by the researcher thus giving the respondents ample time to go through the questionnaire and give clear and relevant responses. The researcher was available for clarity on issues in the questionnaire that the respondents did not understand. Being a period when the world is grappling with COVID-19, the researchers observed all the guidelines given by the ministry of health and world health organization including putting on a mask when in public, regularly sanitizing hands, keeping social instance as well as regularly washing hands. The researcher also observed these regulations by keeping a two (2) meter distance when administering questions to the respondents. The researcher also administered an online questionnaire through emails sent with an online link which were also shared through

Whatsapp groups. Data was automatically gathered in google drive once the submission of the questionnaire was done.

3.8 Data Analysis and Presentation

Descriptive and inferential statistics were used to analyze the data collected in this study. Besides, the Statistical Package for Social Sciences (SPSS) was used for data analysis. Descriptive statistics were used to ensure that the quantitative data was adequately summarized by a meaningful description of scores and pattern of variables present in the research study. Frequency and percentages are examples used in descriptive statistics. On the other hand, inferential statistics, including Pearson chi-square analysis were the main methods used to determine the link that exists between organizational dispositions and the effectiveness of communication of solar Companies in Kenya. The nature of variables in the study was determined by the use of correlation analysis. To determine the nature of the relationship that exists between variable indicators, a binary logistic model was used with odds of communication being 0= not effective and 1=effective. The empirical model was of the following form:

Logit (π_{ijkz}) = $\eta + \alpha_i + \beta_j + \gamma_k + C_{zn}$, where

Where:

Logit (π_{ijkz}) is the odd of communication being effective or the probability of the communication being effective denoted (π), if communication effectiveness probability is p , the probability of communication not being effective is $1-p$, therefore Logit (π_{ijkz}) = $\log p / \log(1-p)$, which is the ratio of the logarithm of effective communication probability versus the logarithm of not effective communication which depends on organization structure (i), organization culture (j), communication channel (k), and communication frequency (zn). On the other hand, the chances of communication not being effective was Logit ($1-\pi$)_{ijkz}.

Where η is a constant, the $i=1, 2$ indexes organization structure, $j=1, 2, 3, 4$ is organization culture, $k= 1, 2$ is communication channels, whereas $Z=n$ is the number of the board meetings that relate to communication frequency. $I, j, k,$ and z are the indicators of variables.

The indicators coefficients (α is coefficient for organization structure, β is coefficient for organization culture, γ is the coefficient for communication channel and C is coefficient for communication frequency) is determined by the extent of the restrictions involved in the estimation. Therefore, the reference categories were used in this case to give; $\alpha_1 = \beta_1 = \gamma_1 = 0$, where α_1 = tall structure, β_1 = clan culture, γ_1 =one-way communication channel.

Bar graphs, pie charts, and tables were used as the main methods of data presentation after which the results were interpreted narratively.

3.9 Research Ethics

Since the data obtained from the respondents is purely for academic purposes only, then the information obtained from these respondents should be held with the utmost confidentiality. The study did not in any way whatsoever cause harm to the respondents. This includes either cognitive, physical, or psychological harm. Consent was obtained by the interaction between the researcher and the respondents and therefore gaining the permission and confidence of the respondents to conduct the study.

Besides, the researcher informed the respondents of both the importance and objectives of the study. The researcher also made sure to provide assurances of confidentiality and secrecy to the participants on the information provided to encourage many respondents to take part in the research. Questionnaires were administered by the researcher to the study participants through initial communication and therefore boosting the participants' willingness to participate in the study and provide accurate and reliable information.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

Chapter four presents the findings of the study and a discussion of the findings. The reporting of the finding was based on 245 responses gathered from the field.

4.1.1 Response Rate

According to Fowler (2014), response rate refers to the number of active participants in the study divided by the total sample considered in the study then multiplied by 100%. The study targeted at collecting data from 293 respondents however managed to collect data from 245 respondents which represented 84% response rate. According to Bailey (2010), a response of 50% is considered good adequate for further analysis whereas a response of above 80% is considered excellent for further analysis. Table 4.1 below shows the response rate.

Table 4.1:

Response Rate

Response	Frequency	Percentage
Responded	245	83.6
No response	48	16.4
Total	293	100

Source: Research Data (2020)

4.1.2 Data Reliability And Validity Tests

Both validity and reliability tests were conducted as pre-tests/ pilot tests to establish the adequacy of the questionnaire used in data collection on its constructs. The results of the study revealed that the questionnaire was adequate to go ahead with actual data collection and fit for further analysis as shown below under reliability and validity tests.

4.1.2.1 Reliability tests

Reliability tests was conducted on the data to reveal how a certain measure yield consistent results. Cronbach alpha was used to test the reliability of the instrument. According to Smith and Smith (2018), Cronbach alpha is used to test the internal consistency, a Cronbach alpha result of 0.7 is acceptable and fit for further analysis however a measure that is lower than this should be dropped. Likert scale was used in the study with measures that ranged from 1 ('strongly disagreed') to 5 ('strongly agreed'). The reliability results are shown in Table 4.2 below.

Table 4.2:

Reliability Tests

Variable	Cronbach's Alpha Value	Number of Items measured
Organization structure	0.824	4
Organization culture	0.882	5
Communication channel	0.843	3
Communication frequency	0.825	4
Communication effectiveness	0.934	7

Source: Research Data (2020)

Table 4.2 above shows that Organization structure was measured on a Likert scale with 4 items, an example of a question asked was: 'There is the delegation of duties among staff'. The organizational structure had a Cronbach's Alpha value of 0.824 which is acceptable guided by Smith and Smith (2018).

Organizational culture was measured on a Likert scale with 5 items, an example of a question asked was: 'There is a sharing of our company goals and objectives among employees.' The organizational culture had a Cronbach's Alpha value of 0.882 which is acceptable guided by Smith and Smith (2018).

Communication channel was measured on a Likert scale with 3 items, an example of a question asked was: 'We use social media at work to communicate'. The organizational

culture had a Cronbach's Alpha value of 0.843 which is acceptable guided by Smith and Smith (2018).

Communication frequency was measured on a Likert scale with 4 items, an example of a question asked was: 'There is an exchange of knowledge and ideas in decisions making among employees'. The organizational culture had a Cronbach's Alpha value of 0.825 which is acceptable guided by Smith and Smith (2018).

Communication effectiveness was measured on a Likert scale with 7 items, an example of a question asked was: 'We give feedback to our customers'. The organizational culture had a Cronbach's Alpha value of 0.934 which is acceptable guided by Smith and Smith (2018).

4.1.2.2 Validity Tests

Tests on construct validity were carried out through Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The study findings are shown in table 4.3 below.

Table 4.3:

Construct Validity Tests

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.957
Bartlett's Test of Sphericity	Approx. Chi-Square	342.215
	Df	245
	Sig.	.000

Source: Research Data (2020)

The results on the table above revealed a KMO value of 0.957 which shows that the instrument constructs are adequate for further analysis, the higher the value towards 1 the better. On the other hand, Bartlett's Test of Sphericity revealed a p-value of 0.001 which is lesser than 0.01 indicating that the instrument measures are adequate for further analysis.

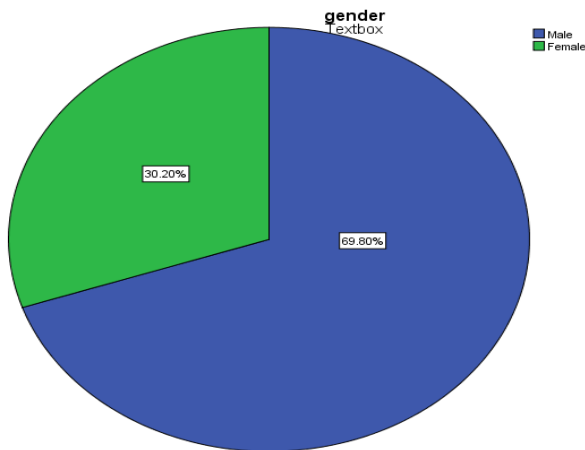
4.2 Demographic Characteristics Of The Study Population

To capture the general information about the respondents' information such as the gender, position held by of the staff in their organization, age of the organization, and the age of the organization were captured in the study.

4.2.1 Gender of the respondents

The study sought to establish the gender of the respondents. Figure 4.1 below shows the classification by gender.

Figure 4.1:
Gender of the Respondents



Source: Research Data (2020)

The majority of the respondents as shown by Figure 4.1 above are male as shown by 69.8% whereas a minority of the respondents were female as shown by 30.2%. This an indication that solar companies' businesses are mainly dominated by males.

4.2.2 Business Years of Operation

This section of the study sought to establish the number of years that the business had been in operation. Table 4.4 below shows the results

Table 4.4:
Business Years of Operation

Years	Frequency	Percent
Between 1 and 5 years	30	12.2
6 years and 10 years	48	19.6
11 years and 14 years	138	56.3
Beyond 15 years	29	11.8
Total	245	100.0

Source: Research data (2020)

As shown by table 4.2 above the majority of the business had been in operation for a period of between 11 and 14 years as shown by 56.3%, this was followed by business that had been in operation between six years and 10 years 19.65%, followed by business that had been in operation for a period between 1 and 5 years as shown by 12.2%, finally, only 11.8% of the business of the businesses had been in existence for more than 15 years. This implies that the businesses are old enough in the industry and have set and achieved some of their strategic goals.

4.2.3 Employees Experience

This part of the questionnaire sought to find out the experience of the years of the employees working in solar companies in Nairobi. The results are shown in Table 4.5 below.

Table 4.5:
Employees Experience

	Frequency	Percent
Between 1 and 5 years	111	45.3
Between 6 to 10 years	131	53.5
More than 10 years	3	1.2
Total	245	100.0

Source: Research Data (2020)

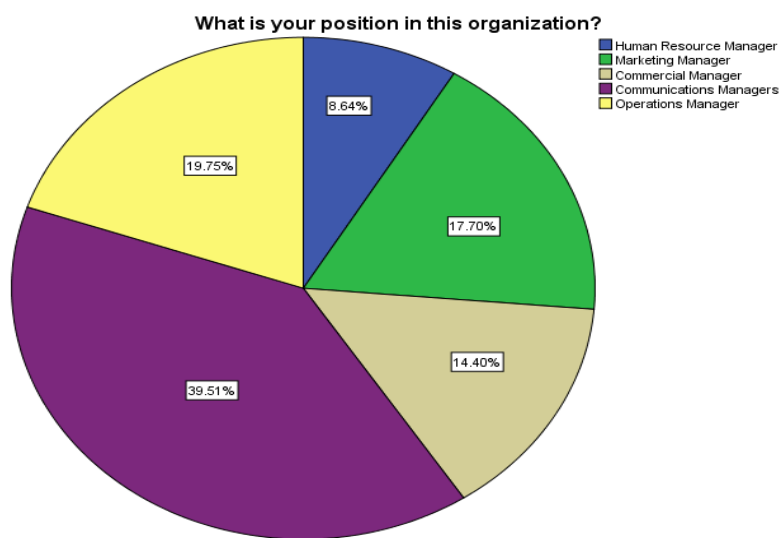
As shown by table 4.3 above the majority of the respondents had worked for a period between six and ten years as shown by 53.5, this was followed by employees who had worked for less than five years as shown by 45.3% whereas only 1% of the employees had worked in the organization for a period between 10 and 15 years. This reveals that

respondents are aware of what happens in the organization and forms a good source of the required data. According to Holman, Joyeux, and Kask (2008), a long time at the workplace is associated with high output.

4.2.4 Position of the Employees in the Organization

This study sought to find the different positions that were held by the respondents in the organization. The results are shown in figure 4.2. below.

Figure 4.2:
Position of the Employees in the Organization



Source: Research Data (2020)

Figure 4.2 above revealed that the majority of the respondents were communication managers as shown by 39.5%, followed by 19.7% of respondents who were operations managers, this was followed by 17.7% of respondents who were marketing managers. Commercial managers were at 14.4% whereas only 8.6% were human resources managers. This result reveals that solar companies are dominated by workers at the lower level and aggressive marketers and public relations staff as communication managers.

4.3 Descriptive Analysis of the Study variables

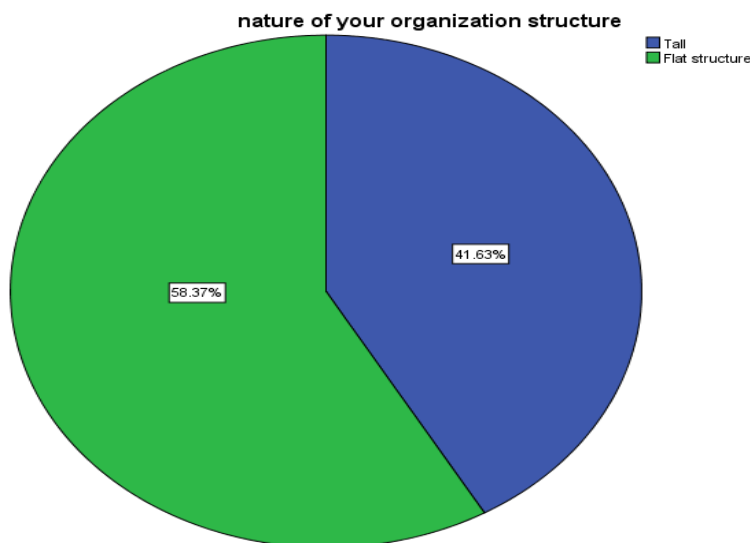
The study used frequencies, percentages to establish the demographic characteristic of the study variables. Some questions were just closed like a choice between yes and no questions whereas others had questions on a Likert scale: the Likert scale was on the range of 1 (strongly disagreed) to 5 (strongly agreed).

4.3.1 Influence of Organization Structure on Organization effectiveness

4.3.1.1 Nature of Your organization Structure

This section of the study sought to establish the nature of the organization structure. The results are shown in figure 4.3 below.

Figure 4.3:
Nature of Organization Structure



Source: Research Data (2020)

Figure 4.3 above shows that the majority of the organization have a flat structure as shown by 58.37%, whereas only 41.63 have their organizational structure as tall.

A similar finding by Namhata and Patnaik (2018) conducted a study on the impact of the structure of an organization on communication effectiveness among Italian construction firms

found that a horizontal structure made it easier for the managers to communicate with their employees. Public institutions usually operate in environments that are not as competitive as the environments in which private companies operate since they operate in competitive and dynamic environments. Therefore, a flexible structure was found to be the most appropriate structure for private companies to use.

4.3.1.2 Practices in Organization Structure

This section of the study sought to establish the extent to which the respondents agree on the existence of practices relating to their structures. In carrying out this task the study used a Likert scale: the Likert scale was on the range of 1 (strongly disagreed) to 5 (strongly agreed).

Table 4.6 below shows the results.

Table 4.6:

Practices in Organization Structure

Statements	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Our employees are involved in the decision-making process	12	4.9	34	13.9	27	11	127	51.8	45	18.4
There is the delegation of duties among staff	5	2	27	11	18	7.3	132	53.9	63	25.7
We have supervision of junior staff	7	2.9	26	10.6	16	6.5	126	51.4	70	28.6
There is the flexibility of working environment to promote creativity	8	3.3	23	9.4	20	8.2	121	49.4	73	29.8

Source: Research Data (2020)

Table 4.6 above revealed on the statement that ‘employees are involved in decision-making process’, majority of the respondent as shown by 51.8% (127) agreed, followed by 18.4% (45) who strongly agreed, followed by 13.9% (34), followed by 11% (27) who were neutral, only 4.9% (12) Of the respondents disagreed.

On the statement that ‘there is the delegation of duties among staff’, 53.9% (132) of respondents agreed, followed by 25.7% (63) respondents that strongly agreed, followed by

11% (27) disagreed, 7.3% (18) were neutral whereas only 2% (5) of the respondents strongly disagreed.

On the statement that ‘there is the supervision of junior staff’, 51.4% (126) of the respondents agreed, 28.6% (70) strongly agreed, 10.6% (26) of the respondents disagreed, followed by 6.5% (16) were neutral whereas only 2.9% (9) of the respondents strongly disagreed.

On the statement that ‘There is the flexibility of working environment to promote creativity’, 49.9% (121) agreed, followed by 29.8 % (73) that strongly agreed, followed by 9.4% (23) who disagreed, 8.2% (20) of the respondents were neutral whereas only 3.3% (8) of the respondents strongly disagreed.

A similar study by Namhata and Patnaik (2018) on Italian firms revealed that a flexible structure is the most appropriate structure for private companies to use. Therefore, different situations required the use of different firm structures which had a significant effect on the effectiveness of communication and the channels used for communication by the firm.

A study by Rudolph and Welker (2012), sought to identify the effects which a firm structure has on the communication of audit teams with a case study of Canada concurred that the level of a firm structure has both negative and positive effects on the communication of the audit teams. In a flat organization, it was observed that the management of such an organization had easier and faster communication with their juniors because a flat organization has very few levels of management and therefore the efficiency of the process involved in decision making among employees of an organization increased significantly. AlNuaimi and Khan (2019) concurred with the study findings on a study to establish the factors that affect communication in the renewable energy sector using firms in the United Arab Emirates as the case study. The descriptive analysis found that both the flow of information and communication were influenced by the firm structure. The study also revealed concurred that

information sharing and open communication was enhanced by the structure of the organization in question. This according to the study further enhanced creativity and innovation in the organization as well as promoted the organization’s ability to take risks.

4.3.2 Influence Of Organizational Culture On Communication Effectiveness

4.3.2.1 Type of Organization Culture

This section of the study sought to establish the type of organizational culture in solar companies. The results are as shown in table 4.7 below.

Table 4.7:

Type of Organization Culture

Statement	Frequency	Percent
Mentoring and nurturing of people as close as in the family	44	18.0
Innovation and entrepreneurial spirit	61	24.9
Focus on competition and achievement	70	28.6
Structured and controlled culture to enhance efficiency	70	28.6
Total	245	100.0

Source: Research Data (2020)

Table 4.7 above shows that the majority of the companies had focused on competition and achievement as shown by 28.6 % and structured and controlled culture to enhance efficiency as shown by 28.6%, followed by companies with a culture based on innovation and entrepreneurial spirit as shown by 24.9%, only 18.0% of the companies had mentoring and nurturing of people in the family. This revealed that solar companies are mainly in profit maximization and creating a market share that outperforms others through innovation and aggressive strategies.

4.3.2.2 Practices in Organization culture

The study also sought to establish the extent to which they agree on statements on practices of organization culture. In carrying out this task a Likert scale was used with 1 strongly

disagree, 2 disagreed, 3 neutral, 4 is agreed and 5 strongly agree. The results are shown in the following table 4.8 below.

Table 4.8:

Practices in Organization Culture

Statements	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
We embrace teamwork among employees	5	2	21	8.6	17	6.9	146	59.6	56	22.9
There is a sharing of our company goals and objectives among employees	7	2.9	17	6.9	24	9.8	123	50.2	74	30.2
Our employees enjoy a healthy relationship amongst themselves	8	3.3	18	7.3	25	10.2	113	46.1	81	33.1
There are clearly defined roles and responsibilities of employees	9	3.7	18	7.3	20	8.2	124	50.6	74	30.2
We encourage the interaction of employee at all levels	5	2	26	10.6	20	8.2	107	43.7	87	35.5

Source: Research Data (2020)

Table 4.8 revealed on the statement that ‘We embrace teamwork among employees’, majority of the respondent as shown by 59.6% (146) agreed, followed by 22.9% (56) who strongly agreed, followed by 8.6% (21) who disagreed, followed by 6.9% (17) who were neutral, only 2% (5) Of the respondents strongly disagreed.

On the statement that ‘There is a sharing of our company goals and objectives among employees, 50.2% (123) of respondents agreed, followed by 30.2% (74) respondents that strongly agreed, followed by 9.8% (24) were neutral, 6.3% (18) disagreed whereas only 2.9% (7) of the respondents strongly disagreed.

On the statement that ‘Our employees enjoy a healthy relationship amongst themselves’, 46.1% (113) of the respondents agreed, 33.1% (81) strongly agreed, 10.2% (25) of the respondents were neutral, followed by 7.3% (18) who strongly disagreed, only 3.3% (8) of the respondents strongly disagreed.

On the statement that ‘there are clearly defined roles and responsibilities of employees’, 50.6% (124) agreed, followed by 30.2 % (74) that strongly agreed, followed by 8.2 % (20)

who were neutral, 7.3% (18) of the respondents disagreed whereas only 3.7% (9) of the respondents strongly disagreed.

On the statement that ‘We encourage the interaction of employee at all levels, 43.7% (107) agreed, followed by 35.5 % (87) that strongly agreed, followed by 10.6% (26) who disagreed, 8.2% (20) of the respondents were neutral whereas only 2% (5) of the respondents strongly disagreed.

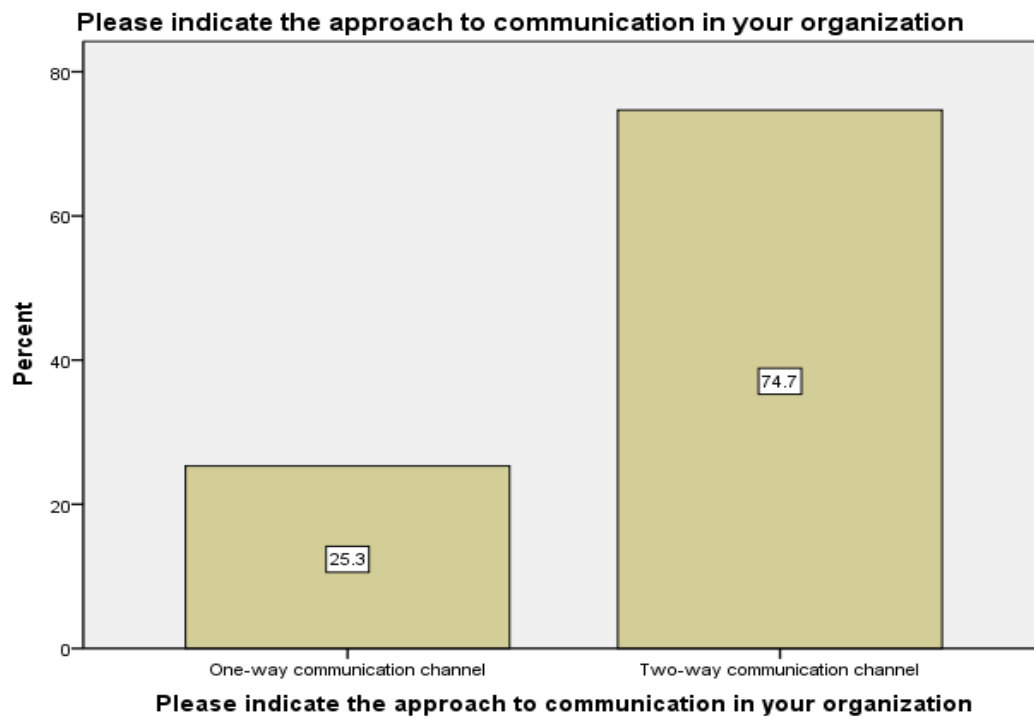
Odero (2016) concurred with the current study findings on a study to determine how communication affects the effective implementation of the organization’s strategies. Odero study revealed that the culture adopted by the organization in terms of ad-hock, clan, or market influences the implementation of strategies in the organization to ensure its success. Organizations that adopted a hierarchy culture tend to embrace control and structure more, unlike innovativeness. On the other hand, organizations that adopted an ad-hock culture enhanced the development of research hence innovativeness in the organization. The study further revealed that an organization should focus on adopting a culture that ensures that information flows effectively in the organization thereby promoting the effectiveness of communication and growth of the organization. This as a result enhances the performance of the organization.

4.3.3 Influence of Communication Channel on Communication Effectiveness

4.3.3.1 Approach to Communication

The part of the questionnaire sought to find different communication channels by their respective organizations in offering communication. The results are shown in figure 4.4 below.

Figure 4.4:
Approach to Communication Channels



Source: Research Data (2020)

Figure 4.4 above indicates from a majority of the respondents that 74.7% of the organization communicates through a two-way communication channel whereas only 25.3% of the respondents used a one-way communication channel. This implies that employees normally exchange knowledge often and gives feedback.

A study by Peng and Litteljohn (2012) on the impact formal channels of communication pose to communication effectiveness among manufacturing companies in Japan noted that formal channels of communication are used in the whole organization where the channels facilitate communication on matters concerning the organization's current state and plans, concerns raised by employees and issues regarding the environment of the organization. Communication can be said to be cultural since it depends on the way individuals learn how to speak and use nonverbal cues. In most cases, factors such as the person's personality,

context, and mood dictate the choice that people choose to communicate. Since communication involves interaction, one should maintain the relationship that exists with the other people surrounding them.

4.3.3.2 Practices of Communication Channels

This section of the study sought to establish the extent to which the respondents agreed on statements on organization channels. In carrying out this task a Likert scale was used with 1 strongly disagree (SD) to 5 strongly agree (SA). The results are shown in table 4.9 below.

Table 4.9:

Practices in Organization Channels

Statements	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Information flows from top management to the subordinates	5	2	22	9	21	8.6	136	55.5	61	24.9
We give feedback at the workplace	7	2.9	20	8.2	24	9.8	129	52.7	65	26.5
We use social media at work to communicate	10	4.1	25	10.2	23	9.4	107	43.7	80	32.7

Source: Research Data (2020)

Table 4.9 shown above revealed on the statement that ‘information flows from top management to the subordinates’, majority of the respondent as shown by 55.5% (136) agreed, followed by 24.9% (61) who strongly agreed, followed by 9% (22) who disagreed, followed by 8.6% (21) who were neutral, only 2% (5) Of the respondents strongly disagreed.

On the statement that ‘We give feedback at the workplace, 52.7% (129) of respondents agreed, followed by 26.5% (65) respondents that strongly agreed, followed by 9.8% (24) who were neutral, 8.2% (20) disagreed whereas only 2.9% (7) of the respondents strongly disagreed.

On the statement that ‘We use social media at work to communicate’, 43.7% (107) of the respondents agreed, 32.7% (80) strongly agreed, 10.2% (25) of the respondents disagreed,

followed by 9.4 % (18) who were neutral, only 4.1% (10) of the respondents strongly disagreed.

Sanina et al. (2017) concurred that when conducting a study to determine the factors that affect effective communication. The study revealed that communication channels entail holding staff meetings more often as well as coming up with memos. The study also indicated that the channels used by governments for communication did not enhance efficiency in communication and the decisions made were not enhanced in terms of their quality due to factors such as decisions being centralized and bureaucracy in the government channels of communication as one has to follow the chain of command. Formal communication further impacts the effectiveness of communication since took organizations very long to grow and develop themselves. These channels also limit the easy information flow from one organizational level to another since the management of the organization is less competent in terms of making decisions and the control over their juniors is greatly reduced. Formal channels ensure that employees are aware of the policies, standards, and objectives of the organization and hence influencing the effectiveness of communication in such an organization.

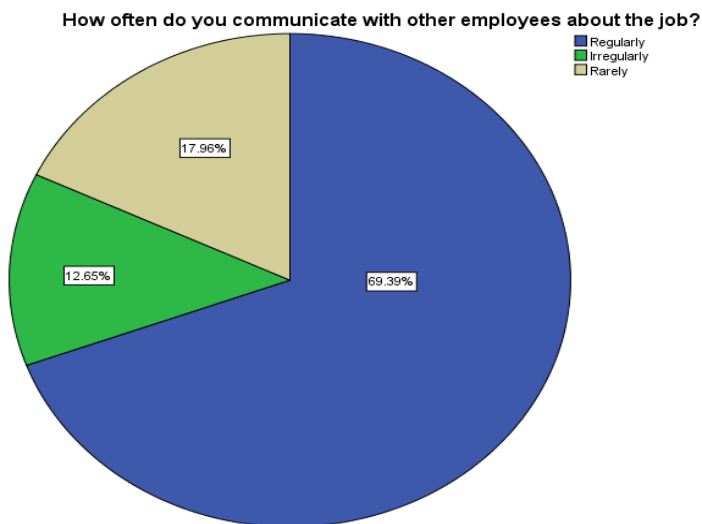
Belov et al. (2018) affirmed that that personal contacts through acquaintances had the greatest effect on communication to business followed either directly or through an intermediary. The study also revealed that the lesser people in a communication channel the more effective the communication to businesses by the government. The study recommended the use of the best combination of communication channels in achieving effectiveness, on the other hand, the Russian government needs to consider the technical aspects of the communication channel in achieving the best output.

4.3.4 Communication Frequency

4.3.4.1 Frequency of Communication

This section of the questionnaire asked the respondents how regularly the employees communicate formally in the organization. Figure 4.5 below shows the results.

Figure 4.5:
Frequency of Communication



Source: Research Data (2020)

Figure 4.5 above revealed that the majority of the respondents in solar companies communicate regularly as shown by 69.39%, this was followed by 17.96 of the respondents who revealed that they rarely communicate. Only 12.6% of the respondents revealed that communicate irregularly. This study revealed frequent communication to be important in organizations.

Park et al. (2012) concurred with the study finding on their study to determine how effective communication frequency is in organizations. The study revealed that communication frequency is important in organization effectiveness, this is because by constantly communicating, understanding and trust is developed between employees of the organization thus ensuring that the employees provide feedback and remain open to one another. The

frequency of communication also determines whether employees are motivated to work towards achieving the organization’s set goals and objectives.

4.3.4.2 Board Meetings

This section of the questionnaire asked the respondents about the number or frequency of the meetings that the companies hold annually. Table 4.10 reveals the result.

Table 4.10:

Board Meetings

	N	Minimum	Maximum	Mean	Std. Deviation
Board meetings in one year	245	1	15	7.37	3.499
	245				

Source: Research Data (2020)

Table 4.10 above revealed that on average the companies held 7 meetings as shown by a mean of 7.37, the highest number of meetings held by the companies was 15 whereas the lowest was one. This indicates that the companies meet quite often to discuss and communicate strategies way forward for the companies.

Park et al. (2012) concurred with the study finding on their study to determine how effective communication frequency is in organizations. The study revealed that communication frequency is important in organization effectiveness, this is because by constantly communicating, understanding and trust is developed between employees of the organization thus ensuring that the employees provide feedback and remain open to one another. The frequency of communication also determines whether employees are motivated to work towards achieving the organization’s set goals and objectives. This implies that to attain the effectiveness of communication in an organization, then one should ensure that the frequency of communication is improved. By improving the frequency of communication in an organization, the employees can pass ideas and information between one another. It also

enhances free interactions thereby strengthening communications and ensuring that the decisions made are more efficient. Furthermore, frequent communication ensures that activities are coordinated more efficiently and that teamwork in the organization is enhanced.

4.3.4.3 Communication Frequency Practices

The study also sought to establish the extent to which they agree on statements on practices of communication frequency. In carrying out this task a Likert scale was used with 1 strongly disagree, 2 disagreed, 3 neutral, 4 is agreed and 5 strongly agree. The results are shown in Table 4.11 below.

Table 4.11:

Practices in Organization Channels

Statements	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
We engage our stakeholders on set goals and objectives	20	8.2	23	9.4	19	7.8	137	55.9	46	18.8
There is an exchange of knowledge and ideas in decisions making among employees	6	2.4	21	8.6	18	7.3	125	51	75	30.6
We provide feedback on decisions made by the top management	6	2.4	22	9	23	9.4	126	51.4	68	27.8
There are board meetings on key decisions and strategies	6	2.4	22	9	15	6.1	110	44.9	92	37.6

Source: Research Data (2020)

Table 4.10 shown revealed on the statement that ‘We engage our stakeholders on set goals and objectives’, majority of the respondent as shown by 55.9% (137) agreed, followed by 18.8% (46) who strongly agreed, followed by 9.4% (23) who disagreed, followed by 8.2% (20) who strongly disagreed, only 7.8% (19) of the respondents were neutral.

On the statement that ‘There is an exchange of knowledge and ideas in decisions making among employees’, the majority of the respondents as shown by 51% (125) of respondents agreed, followed by 30.6% (75) respondents that strongly agreed, followed by 8.6% (21) who

disagreed, followed by 7.3% (18) who were neutral, only 2.4% (6) of the respondents strongly disagreed.

On the statement that ‘We provide feedback on decisions made by the top management’, the majority of the respondents agreed as shown by 51.4% (126), followed by 27.8% (68) who strongly agreed, followed by 9.4% (23) of the neutral respondents, followed by 9% (22) of the respondents who disagreed, only 2.4% (6) of the respondents strongly disagreed.

On the statement that ‘there are board meetings on key decisions and strategies’, the majority of the respondents agreed as shown by 44.9% (110), followed by 37.6% (68) of the respondents who strongly agreed, followed by 9% (23) of the respondents who disagreed, 6.1% (15) of the respondents were neutral, only 2.4% (6) of the respondents strongly disagreed.

Cigrang et al. (2014) concurred with the findings of the study on communication frequency practices when they conducted a study to determine the factors that affect communication. The study focused on service firms and organizations that are located in Iraq. The study found out that communication frequency influenced the effectiveness of communication in an organization. The frequency of communication helped employees by giving them regular platforms in which they can express their concerns and opinions thus promoting mutual understanding between these employees. An organization that implemented frequent communication, made it easier for the employees of the organization to raise concerns as well as communicate with the management of the organization. It is with no doubt that frequent communication high understanding and reduced internal wrangles between the management and the employees. Time and cost is saved in the activities of an organization by ensuring that the employees are well informed of their responsibilities and duties towards achieving the objectives of the organization.

4.3.5 Communication Effectiveness

4.3.5.1 Practices in Communication Effectiveness

This section of the study sought to find out the extent to which the respondents would agree with statements on communication effectiveness practices. Table 4.12 below shows the results.

Table 4.12:

Practices in Organization Channels

Statements	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Our customer service has improved	8	3.3	18	7.3	18	7.3	120	50.6	76	31
We give feedback to our customers	11	4.5	22	9	24	9.8	100	40.8	87	35.5
Our Customer are loyal	11	4.5	18	7.3	29	11.8	84	34.3	103	42
We have innovated new Products	11	4.5	24	9.8	15	6.1	94	38.4	101	41.2
We have come up with new market innovation	19	7.8	14	5.7	17	6.9	115	46.9	80	32.7
We have realized management efficiency	14	5.7	16	6.5	21	8.6	118	48.2	76	31
Our employees are loyal	10	4.1	23	9.4	18	7.3	100	40.8	94	38.4

Source: Research Data (2020)

Table 4.12 above shown revealed on the statement that ‘Our customer service has improved’, majority of the respondent as shown by 50.6% (120) agreed, followed by 31% (76) who strongly agreed, followed by 7.3% (18) respondents who were neutral and also the same percentage disagreed, only 3.3% (8) of the respondents were strongly disagreed.

On the statement that ‘We give feedback to our customers’, the majority of the respondents a shown by 40.8% (100) of respondents agreed, followed by 35.5% (87) respondents that strongly agreed, followed by 9.8% (22) who were neutral, followed by 9% (22) who were neutral, only 4.5% (11) of the respondents strongly disagreed that feedbacks are given in the organization.

On the statement that ‘our Customers are loyalty’, the majority of the respondents strongly agreed as shown by 42% (103), followed by 34.3% (84) of respondents who agreed, followed

by 11.8% (29) of the neutral respondents, followed by 7.3% (18) of the respondents who disagreed, only 4.5% (11) of the respondents strongly disagreed.

On the statement that 'We have innovated new Products', the majority of the respondents strongly agreed as shown by 41.2% (101), followed by 38.4% (98) of the respondents who agreed, followed by 9.8% (24) of the respondents who disagreed, 6.1% (15) of the respondents were neutral, only 4.5% (11) of the respondents strongly disagreed.

On the statement that 'We have come up with new market innovation', the majority of the respondents agreed as shown by 46.9% (115), followed by 32.7% (80) of the respondents who strongly agreed, followed by 7.8% (19) of the respondents who strongly disagreed, 6.9% (15) of the respondents were neutral, only 5.7% (14) of the respondents disagreed.

On the statement that 'We have realized management efficiency', the majority of the respondents agreed as shown by 48.2% (118), followed by 31% (76) of the respondents who strongly agreed, followed by 8.6% (21) of neutral respondents, 6.5% (16) of the respondents were disagreed, only 5.7% (14) of the respondents strongly disagreed.

On the statement that 'Our employees are loyal', the majority of the respondents agreed as shown by 40.8% (94), followed by 38.4% (94) of the respondents who strongly agreed, followed by 9.4% (23) of the respondents who disagreed, 7.3%.

Efficient management of the organization as well as the self-discipline of employees is promoted through effective communication. It also allows employees to raise their concerns by using the open communication approach. Teamwork in the organization promotes the morale and the spirit of the employees. Through effective communication, ideas and information is shared thus better decisions are made where these decisions promote the growth of the organization. In fact, according to Meehan (2013), strong relations and interactions between employees are enhanced by promoting effective communication in the organization. Employees are thereby motivated to improving teamwork and sustaining long-

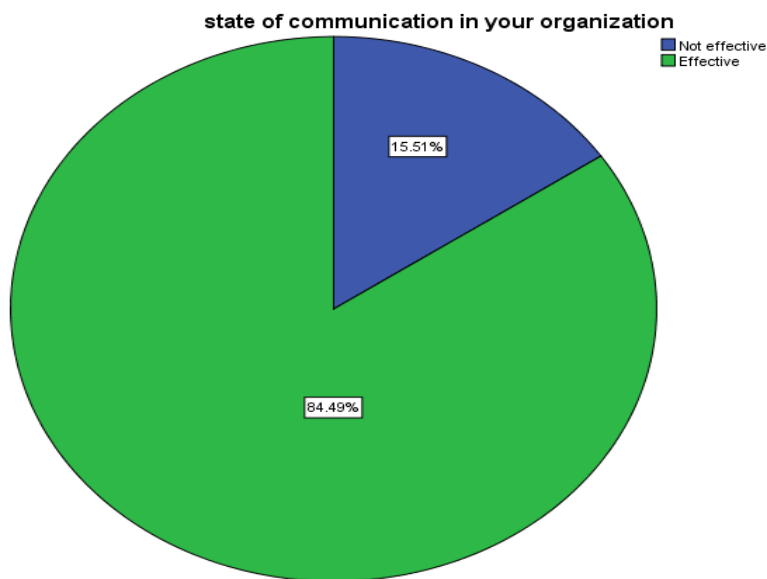
term cooperation between the employees. Effective communication is therefore viewed as a building block towards developing trust since the sharing of ideas and information results in the development of transparency and trust within the organization.

Meehan (2013), concurred that efficient management of the organization as well as the self-discipline of employees is promoted through effective communication. It also allows employees to raise their concerns by using the open communication approach. Teamwork in the organization promotes the morale and the spirit of the employees. Through effective communication, ideas and information is shared thus better decisions are made where these decisions promote the growth of the organization. According to Meehan, strong relations and interactions between employees are enhanced by promoting effective communication in the organization. Employees are thereby motivated to improving teamwork and sustaining long-term cooperation between the employees. Effective communication is therefore viewed as a building block towards developing trust since the sharing of ideas and information results in the development of transparency and trust within the organization.

4.3.5.2 State Of Communication in Organization

This section of the questionnaire sought to establish the overall state of communication in solar companies. The results are as shown in figure 4.6 below.

Figure 4.6:
State of communication Effectiveness



Source: Research Data (2020)

Figure 4.6 above revealed from the majority of the respondents that communication in their companies is effective as shown by 84.49%, only 15.51% of the respondents felt that communication in the organization was not effective.

4.4 Hypothesis Testing

The study carried out hypothesis tests to establish the nature of the relationship between study variables, hypothesis tests were carried out through correlation analysis and binary logistic regression methods. The Hypothesis set for the study were as follows:

4.4.1 Correlation Analysis

Correlation analysis conducted established the relationship between the study variables. The results are shown in Table 4.13 below.

Table 4.13:***Correlation Analysis***

	Constant	Organization structure (1)	Organization culture (1)	Organization culture (2)	Organization culture (3)	Communication channel (1)	Communication Frequency
Constant	1.000	-.177	-.551	-.616	-.626	-.382	-.605
Organization structure (1)		1.000	-.006	-.081	.043	-.310	.135
Organization culture (1)			1.000	.680	.620	.079	-.060
Organization culture (2)				1.000	.689	.128	-.060
Organization culture (3)					1.000	.029	.056
Communication channel (1)						1.000	.185
Communication Frequency							1.000

Source: Research Data (2020)

From table 4.13 above it was revealed that organization structure (1) and organization culture had a negative relationship of $r = -0.006$. Organizational structure (1) and Organization culture (2) had a negative relationship at $r = -0.081$. Organizational structure (1) had a positive relationship with Organization culture (3) at $r = 0.043$. Organizational structure (1) had a negative relationship with the Communication channel (1) at $r = -0.310$. Organizational structure (1) had a positive relationship with Communication frequency (1) at $r = 0.135$.

Organization Culture (1) had a positive relationship with Organization Culture (2) at $r = 0.680$. Organizational Culture (1) had a positive relationship with Organization Culture (3) at $r = 0.620$. Organization Culture (1) had a positive relationship with Communication channel (1) at $r = 0.079$. Organization Culture (1) had a negative relationship with Communication

Frequency (1) at $r = -0.060$. Organization Culture (2) had a positive relationship with Organization Culture (3) at $r = 0.689$. Organization Culture (2) had a positive relationship with the communication channels (1) at $r = 0.128$. Organization Culture (2) had a negative relationship with Communication Frequency (1) at $r = -0.060$. Organization Culture (3) had a positive relationship with the communication channel (1) at $r = 0.029$. Organization Culture (3) had a positive relationship with Communication frequency at $r = 0.056$. Communication channel (1) had a positive relationship with Communication frequency at $r = 0.185$.

Yahaya et al. (2018) concurred that there exists a positive relationship between communication and a flexible structure of the organization. Due to reduced bureaucracy, the process of decision-making is fast in this structure. As a result, effective communication was promoted as well as employees gaining a chance to participate in the process and give their feedback on the decisions made.

Gochhayat et al. (2017) concurred with the study findings that organization culture, organization structure, and organization strategy had a positive effect on organization effectiveness through mediating the role of organizational communication. The study also revealed that strong and deep-rooted culture has more benefit on organization effectiveness than weak and shallow organization culture. Improved organization communication was found to impact positively the relationship between organization culture and organizational effectiveness.

4.4.2 Binary Logistic Regression Analysis

Binary regression analysis was conducted to establish the strength of the relationship and direction of the relationship between organizations' characteristics variables and communication effectiveness.

4.4.2.1 Chi-square Tests

Chi-square was performed to determine whether there is any relationship between the independent variables and the dependent variables. Table 4.14 below shows the results from omnibus tests.

Table 4.14:

Omnibus Tests of Model Coefficients

	Chi-square	Df	Sig.
Step	64.172	6	.000
Block	64.172	6	.000
Model	64.172	6	.000

Source: Research Data (2020)

From the above table, 4.14 study revealed that the null hypothesis that the intercept (constant) and all the coefficients of the independent variables does not affect has been rejected since the p values ($p=0.001$) from the above all p values are less than 0.01 with a chi-square value of $x^2 = 64.172, p=0.001$.

4.4.2.2 Model Summary

The regression analysis conducted was to determine how the predictors explain the variation on the dependent variable or the percentage of the dependent variable that can be explained by the independent variables. Table 4.15 shows the result.

Table 4.15:

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	147.242 ^a	.230	.399

a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.

Table 4.15 above shown the Cox & Snell R Square and Nagelkerke R Square that helps in calculating or explaining the variation. They also referred to as *pseudo R²* values that

normally have lower values than in multiple regression, however, the interpretation is in like manner as multiple regression. As shown in the table above the explained variation ranges from 23% and 39.9% depending on your reference readings that are; Cox & Snell R^2 or Nagelkerke R^2 values. In this study we used Nagelkerke R^2 to explain variation on the dependent variable as explained by the independent variable in the model, therefore 39.9 of communication effectiveness is explained by the model. The classification summary is shown in table 4.15 below

Table 4.16:

Classification Table

	<u>Observed</u>	<u>Predicted</u>			
		State of communication in your organization		Percentage Correct	
		Not effective	Effective		
Step 1	State of communication	Not effective	17	21	44.7
	in your organization	Effective	6	201	97.1
	Overall Percentage				89.0
a. The cut value is .500					

Source: Research Data (2020)

Binary logistic regression is used in predicting events occurring or not happening. In this, our study the binary logistic regression is used to predict having effective or not effective communication in solar companies. An occurrence of effective communication happened where the odds are greater or equal to 0.5 i.e. communication is effective. The value given by classification is 89% in table 4.13 showing that the model is good in the classification of the outcome by the model.

4.4.2.3 Logistic Regression Coefficients and Exponential coefficients

In establishing the strength of the relationship between independent and dependent variables binary logistic regression analysis was conducted under the Entry method. Table 4.17 below shows the results.

Table 4.17:***Regression Coefficients and Logistic Odds***

Variables	B	SE	Wald(w)	df	Sig.	Exp (B)
Organization Structure						
Tall (reference category)	-	-	-	-	-	1.000
Flat	1.070	.478	5.008	1	.025	2.914
Organization Culture						
Clan culture(reference category)	-	-	-	-	-	1.000
Adhocracy	.145	.750	.037	1	.847	1.156
Market	-1.045	.673	2.409	1	.121	.352
Hierarchy	.081	.722	.013	1	.910	1.085
Communication Channel						
One way (reference category)	-	-	-	-	-	1.000
Two way	1.891	.464	16.642	1	.000	6.626
Communication Frequency	.290	.077	14.283	1	.000	1.337
Constant	-1.446	.806	3.221	1	.073	.235

Table 4.17 above presents the significance (sig) level for each category and Wald statistics (W) and Exp (B).

4.4.2.3.1 Organizational Structure and the Effectiveness of Communication

The study sought to establish the influence of Organizational Structure on the Effectiveness of Communication. The study revealed a Wald statistic = 5.008, $df=1$, p -value associated with it is 0.025, and Exp (B) =2.914 associated with it is for organizational structure. The results indicated that flat organization structure significantly influenced chances of communication effectiveness because the p -value is less than 0.05 which was the chosen level of significance, confirming that we can reject the null hypothesis and confirm that there is a relationship with communication effectiveness. Having a flat organizational structure which was significant increases the odd for communication effectiveness by a factor of 2.914 because the exp (B) associated with the organization structure is 2.914 when other variables did not/held constant.

Yahaya et al. (2018) concurred there is a relationship between structures in an organization and communication effectiveness through a study to determine the effect that the structure of an organization has on effective communication of GT bank in Kaduna, Nigeria. The study found a positive relationship between communication and a flexible structure of the organization. Due to reduced bureaucracy, the process of decision-making is fast in this structure. As a result, effective communication was promoted as well as employees gaining a chance to participate in the process and give their feedback on the decisions made.

4.4.2.3.2 Organization Culture and the Effectiveness of Communication

The study sought to establish the influence of Organizational culture on the Effectiveness of Communication. The study revealed a Wald statistic value of Organization culture Adhocracy, Market and Hierarchy were (0.037, 2.409 and 0.013) respectively, $df=3$ which is associated with $pvalues=$ (0.847, 0.121 and 0.910) respectively, and associated with Exp (B) =1.156, Exp (B) =.352, Exp (B) =1.085 respectively are for organizational culture. The results revealed that organization culture indicators had no significant effect on chances for communication effectiveness because the p-values related to organization culture were all greater than 0.05 which was the chosen level of significance, which concurs with the null hypothesis that there is no relationship with communication effectiveness.

Gochhayat et al. (2017) were of different opinions where they conducted a study to determine how organizational culture affects the extent to which communication is effective and found that the effectiveness of communication in an organization was influenced by the strength of the culture of the organization i.e. a strong organizational culture tends to have a strong effect on the effectiveness of communication compared to a weak organizational culture. Besides, the study found that there exists a relationship between the culture of an organization and the effectiveness of communication in the organization. Since the value of intangible assets relies

on how best the organization makes use of them, their value can be realized by combining the intangible assets with other assets.

Tedla (2016) similarly had divergent findings when he sought to determine the effect of the culture of corporates on the effectiveness of communication. The study focused on commercial banks located in Ethiopia. The study found out that there exists a positive relationship between the culture of an organization and the efficiency and effectiveness of communication in the organization. Besides, the study revealed that the culture of the organization should be clearly defined to help the employees of the organization work towards promoting the achievement of the organization's goals and objectives. An organization can be said to have its values since the people working in the organization bring about values to the organization.

4.4.2.3.3 Communication Channel and the Effectiveness of Communication

The study sought to establish the influence of communication channels on the effectiveness of Communication. The study revealed a Wald =16.642, df=1, which is associated with a *p-value* of 0.001 and Exp (B) = 6.626 for the Communication channel. The results revealed that two-way communication channels significantly influenced the chances of having effective communication because the *p-value* of 0.001 is less than 0.05 which was the chosen level of significance. Besides, having a Communication channel (1) /two-way communication channel which was significant increases the odd for communication effectiveness by a factor of 6.626 because the exp (B) associated with the communication channel is 6.626 when other variables did not/held constant.

Odero (2016) concurred with the study findings when he conducted a research study to determine how communication influences the effective implementation of strategies in an organization. Furthermore, the study revealed that by using a two-way channel of

communication, the efficiency and effectiveness of communication in an organization was greatly promoted. The study also indicated that communication positively influences the implementation of strategies in an organization.

4.4.2.3.4 Communication Frequency and the Effectiveness of Communication

Finally, the study sought to establish the influence of communication frequency on the effectiveness of Communication. Communication Frequency revealed a Wald statistic value of 14.283, $df=1$, which is associated with a *p-value* of 0.001 and $\text{Exp (B)} = 1.337$. The results, therefore, revealed that communication frequency significantly influenced chances for having communication effectiveness because the *p-value* of 0.001 was less than 0.05 which was the chosen level of significance, which means we can reject the hypothesis and confirm that communication frequency influences communication effectiveness. An increase in the number of board meetings (Communication frequency) which was significant increases the odds of communication success by a factor of 1.337 because the exp (B) associated with the communication frequency is 1.337 when other variables did not/held constant.

Zeffane et al. (2015) concurred that communication frequency impacted positively on communication effectiveness. Managers and employees of an organization should communicate more often to promote their understanding of the operations and functions of the organization. It also ensures that the management of the organization uses the assets of the organization including human capital in a more effective way to achieve the set goals and objectives of the organization. Increasing the frequency of communication promotes team spirit and teamwork of employees thus contributing towards effective communication in the organization. Finally, the intercept or constant had a $\text{Wald} = 3.221$, $df=1$, associated with a *p-value* of 0.073 and $\text{Exp (B)} = 0.235$. The results, therefore, revealed that the constant was not significant because the *p-value* of 0.073 associated with the constant was higher than the chosen level of significance which was 0.05.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

Chapter five of the study presents a summary of the key findings in the study, the conclusions arrived at from the findings of the study as well as recommendations for further studies.

5.2 Summary of the Findings

The findings of the study were obtained from descriptive as well as inferential statistics conducted in the study based on the four objectives. The reporting of the finding was based on 245 responses gathered from the field.

The study revealed from descriptive statistics on the influence of organizational structure that: Majority of the respondents agreed that: employees are involved in decision-making process', as shown by 55.5% (127) agreed, there is the delegation of duties among staff' where 53.9% (132) agreed, there is the supervision of junior staff' as shown by 51.4% (126) and that there is the flexibility of working environment to promote creativity' as shown by 49.9% (121) who agreed, which revealed that organizational structure influences communication effectiveness.

On the influence of organizational culture, the study revealed that: majority agreed they embrace teamwork among employees' as shown by 59.6% (146) agreed; they also agreed that there is a sharing of our company goals and objectives among employees as shown by 50.2% (123) of respondents; they also agreed that the employees enjoy a healthy relationship amongst themselves' as shown by 46.1% (113) of the respondents and also agreed that there are clearly defined roles and responsibilities of employees' as shown by 50.6% (124) of the respondents.

On the influence of communication channel, the study revealed that: majority agreed that information flows from top management to the subordinates' as shown by 55.5% (136); agree

that they give feedback at the workplace as shown by 52.7% (129) of respondents and finally agreed that they use social media at work to communicate' as shown by 43.7% (107) of the respondents.

On the influence of communication frequency, the study revealed that: the majority of respondents agreed that they engage our stakeholders on set goals and objectives' as shown by 55.9% (137); agreed that there is an exchange of knowledge and ideas in decisions making among employees' as shown by 51% (125) and finally agreed that there are board meetings on key decisions and strategies', as shown by 44.9% (110) of the respondents.

On the effectiveness of communication in the organization, the study revealed that: the majority of respondents agreed that customer service has improved' as shown by 50.6% (120); agreed that they give feedback to their customers' as shown by 40.8% (100); also strongly agreed that they have innovated new Products', as shown by 41.2% (101) and that they have realized management efficiency' shown by 48.2% (118). Finally, respondents agreed that the employees are loyal' as shown by 40.8% (94) of the respondents.

On the inferential statistics conducted the study revealed that:

Organizational structure (1) significantly influences the chances of communication effectiveness of the organization as shown by Wald=5.008 and associated $p=.025$ which is less than 0.05. Organizational culture (1), (2) (3) has no significant influence on the chance of communication effectiveness as shown by a p -value of (0.847, 0.121, and 0.910 respectively) which are all greater than 0.05. Communication channel (1) significantly influences chances of communication effectiveness as shown by a Wald = 16.642 and associated $p= .001$ which is less than 0.05. Whereas Communication Frequency significantly influences chances of communication effectiveness success as shown by Wald=14.283 with associated $p=0.001$ which is less than 0.05.

5.3 Conclusions

The study concluded that organizational structure significantly influences the chances of communication effectiveness. Besides, the communication channel significantly influences the odds of communication effectiveness. Also, communication frequency significantly influences the odds of communication effectiveness. Finally, the study concluded that organization culture does not influence the odds of communication effectiveness.

5.4 Recommendations

The study recommended for the improvement of organization structure practices including more involvement of employees in the decision-making process, more delegation of duties among staff, increased supervision of junior staff through induction and mentorship, and creating a more flexible working environment to promote creativity among employees to enhance communication effectiveness in solar companies.

The study also recommended an organizational culture that ensures employees can effectively engage them in communicating new ideas, sharing experiences, and coming together to create new products.

The study recommended the increase in the use of two-way communication in organization channels by giving more feedback at the workplace among employees and the use of social media including Facebook, Linked In, Twitter, and website to communicate among employees at all levels.

The study recommended for enhancement of communication frequency through more engagement of companies' stakeholders on set goals and objectives, more exchange of knowledge and ideas in decision making among employees, and having more board meetings to make key decisions and set strategies that have a more positive influence on communication effectiveness.

5.5 Recommendation for Further Studies

Another study needs to be conducted on organizational effectiveness mediated by communication effectiveness among wind power companies in Kenya.

Another study needs to be conducted on the determinants of knowledge management and communication effectiveness in creating brand loyalty among solar companies in Kenya.

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APPENDICES

Appendix I: Research Questionnaire

You have been chosen to take part in the exercise of providing data to find out the organization characteristics influencing communication effectiveness. Please spare your twenty minutes and give your confidential feedback. We will only use your feedback for academic pursuit.

Instruction please tick where appropriate

Section A: Demographic Characteristics

1. Please indicate your sex?

Male

Female

2. Please indicate the age of your business in years?

Less than 3 years

3-6 years

7-10 years

Over 10 years

3. Indicate the number of years you have worked in your organization?.....

4. What role do you play in your organization??

Commercial laser

Communication personnel

Human Resource specialist

Marketing and sales

Operations roles

PART B: Organisational structure

5. What is the nature of your organization's structure?

Tall

Flat structure

Please indicate the extent to which you agree or disagree with the following statements relating to organization structure practices in your organization using a 5-point Likert scale

with the following options 5=strongly agree, 4= agree, 3= neither agree nor disagree, 4=disagree and 5=strongly disagree.

	Statements on organization Structure	SD	D	N	A	SA
6	Our employees are involved in the decision-making process					
7	There is the delegation of duties among staff					
8	We have supervision of junior staff					
9	There is the flexibility of working environment to promote creativity					

Part C: Organizational Culture

10. Which one of the following best describes the culture in your organization? (Please select only one)

- () Mentoring and nurturing of people as close as in the family
- () Innovation and entrepreneurial spirit
- () Focus on competition and achievement
- () Structured and controlled culture to enhance efficiency

Please indicate the extent to which you agree or disagree with the following statements relating to organization culture practices in your organization using a 5-point Likert scale with the following options 5=strongly agree, 4= agree, 3= neither agree nor disagree, 4=disagree and 5=strongly disagree.

	Statement on organizational culture	SD	D	N	A	SA
11	We embrace teamwork among employees					
12	There is a sharing of our company goals and objectives among employees					
13	Our employees enjoy a healthy relationship amongst themselves					
14	There are clearly defined roles and responsibilities of employees					
15	We encourage the interaction of employees at all levels					

Part D: Communication Channel

16. Please indicate the approach to communication in your organization

One-way communication channel ()

Two-way communication channel ()

Please indicate the extent to which you agree or disagree with the following statements relating to communication channel practices in your organization using a 5-point Likert scale with the following options 5=strongly agree, 4= agree, 3= neither agree nor disagree, 4=disagree and 5=strongly disagree.

	Statement on Communication Channel	SD	D	N	A	SA
17	Information flows from top management to the subordinates					
18	We give feedback at the workplace					
19	We use social media at work to communicate					

Part E: Communication Frequency

Q20. How often do you communicate with other employees about the job?

Regularly ()

Irregularly ()

Rarely ()

21. How many board meetings do you have in one year

Please indicate the extent to which you agree or disagree with the following statements relating to communication frequency practices in your organization using a 5-point Likert scale with the following options 5=strongly agree, 4= agree, 3= neither agree nor disagree, 4=disagree and 5=strongly disagree.

	Statement on communication frequency	SD	D	N	A	SA
22	We engage our stakeholders on set goals and objectives					
23	There is an exchange of knowledge and ideas in decisions making among employees					
24	We provide feedback on decisions made by the top management					
25	There are board meetings on key decisions and strategies					

Section F: Communication effectiveness of Solar Energy firm Kenya

Please indicate the extent to which you agree or disagree with the following statements relating to communication effectiveness in your organization using a 5-point Likert scale with the following options 5=strongly agree, 4= agree, 3= neither agree nor disagree, 4=disagree and 5=strongly disagree.

	Statement on communication Effectiveness	SD	D	N	A	SA
26	Our customer service has improved					
27	We give feedback to our customers					
28	Our Customers are loyal					
29	We have innovated new Products					
30	We have come up with new market innovation					
31	We have realized management efficiency					
32	Our employees are loyal					

33. What would you say is the state of communication in your organization?

Effective ()

Not effective ()

Appendix II: Research License

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Appendix III: Research Letter



Appendix IV: List of Solar Companies in Kenya

1. Greenlight Planet
2. Kenya Limited
3. D-Light
4. M-KOPA Kenya Ltd
5. Azuri Technologies Ltd
6. B-Box
7. Solar Panda
8. Bio-Lite
9. Sun-Culture
10. NIWA
11. Sun Transfer
12. Mobisol