STD NO. 4236-529-5

EMPLOYEES OF KENYA POWER'S PERCEPTIONS OF THEIR ADOPTION AND IMPLEMENTATION OF ONLINE INTERNAL COMMUNICATION TOOLS FOR RELATIONSHIP BUILDING

by

PAUL WAITITU

Submitted in accordance with the requirements for

the degree of

MASTER OF ARTS

in the subject

COMMUNICATION

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: PROF TC DU PLESSIS

APRIL 2015

ACKNOWLEDGEMENT

In completing this study I am deeply grateful to the following:

- The Management of Kenya Power (KPLC) for granting me permission to conduct the study within the organisation.
- The Employees of Kenya Power at the Western Regional Office in Nakuru who willingly cooperated in taking part in this study.
- My wife, Jane Waititu for being an inspiration and source of strength all through our marriage life.
- My children, Muthoni, Wanjiku and Njeri for the sacrifices made throughout my studies.
- All my extended family for wishing me well.
- My friends and especially Peter Mungai, Margaret Nduta, Margaret Mogaka and Rispah Momanyi for giving me their unconditional moral support.
- My supervisor, Professor TC (Charmaine) du Plessis from the Department of Communication at the University of South Africa for her valuable guidance and support during this difficult academic journey.

Were it not for the contribution of you all, I don't think it would have been possible to successful complete this dissertation.

Thanks you very much and may God bless you all.

STD NO. 4236-529-5

STUDENT NUMBER 4236-529-5

DECLARATION

I declare that **"EMPLOYEES OF KENYA POWER'S PERCEPTIONS OF THEIR ADOPTION AND IMPLEMENTATION OF ONLINE INTERNAL COMMUNICATION TOOLS FOR RELATIONSHIP BUILDING"** is my own work and that all the sources I have used or quoted have been indicated and acknowledged by means of complete references.

.... 7TH FEBRUARY 2015

SIGNATURE **DATE**

(MR WAITITU PAUL)

Name of Witness: JANE NJERI

Signature.. **Date** 7TH FEBRUARY 2015

ABSTRACT

The purpose of this study was to explore and describe Kenya Power employees' perceptions of their adoption and implementation of online internal communication tools as a means of creating and managing long lasting relationships among all employees in the organisation. The theoretical point of departure for this study was framed within online internal communication and relationship management while principles of e-government were also considered.

A single case study design was adopted for the study which combined both quantitative and qualitative data collection techniques while data was triangulated using an online self-administered questionnaire, focus group moderator's guide and an interview schedule.

The results guided by the theoretical criteria indicate that the implementation of online internal communication tools was done at Kenya Power without considering the internal stakeholders' needs and preferences. The consequence is that employees have developed negative perceptions about internal online communication resulting in low adoption for relationship management activities. The findings of this study could be useful for other public sector organisations in that it will help them to positively change employees' perceptions as well as enhance the implementation and adoption of internal online communication tools for the purposes of relationship building which could result in better internal communication and public sector services.

KEY TERMS

Corporate communication, E-Government, Internal communication, Internal stakeholders, Management communication, Organisational communication, Organisational internal communication (OIC) tools, Organisational internal communication (OIC), Public sector organisations, Relationship building.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

CHAPTER ONE: ORIENTATION AND MOTIVATION

1.1 INTRODUCTION

The advent of e-government and especially online internal communication (OIC) tools has transformed the way in which public sector organisations communicate with their stakeholders (Vasquez & Velez 2011). These authors furthers indicate that its popularity especially among external stakeholders has motivated many such organisations to adopt new technologies to improve their communication. Online communication thus provides an avenue in which the organisation is able to interact with all its stakeholders. Most organisations are now adopting online communication tools such as e-mail, internet, corporate websites and social media among others in their internal and external online communications. However, more research is needed on the use of online internal communication (OIC) tools to communicate with internal stakeholders within the public sector in Kenya as well as in what way these tools can play a role in building relationships in public sector organisations (see chapters 2 and 3).

Certainly, some public sector organisations and agencies have begun to meet their stakeholders' communication needs through OIC by utilising OIC tools for amongst others, information sharing (Asiimwe & Lim 2010; Vasquez & Velez 2011). However, the perceptions and capability of public sector employees to utilise OIC tools and the way in which OIC tools is being implemented in public sector organisations raises the question of its ability to be adopted for purposes of relationship management (referred to as relationship building in this study) as demanded by the current market environment and put forward by numerous scholars (see chapter 2 and 3).

In this regard, Vasquez and Velez (2011), Belch and Belch (2012) and Wright and Hinson (2013) point out that the current market environment requires that new innovations, such as OIC be considered in the context of relationship building. This is necessitated by the fact that the current market is changing from product and service based approach to the relationships based approach (Rensburg & Cant 2009:11; Belch & Belch 2012; Wright & Hinson 2013). Generally, the implementation of OIC tools in public sector organisations is rarely a demand of employees, but instead an imposition resulting from organisational priorities as they try to meet the changing technological and public demands (Rensburg & Cant 2009; Wright &

Hinson 2013). However, OIC offers public sector organisations an opportunity to effectively communicate with their internal stakeholders (Asiimwe & Lim 2010) so as to cultivate long lasting relationships with them.

The adoption and implementation of OIC tools by public sector organisations is facing challenges which they must endeavour to mitigate through employees' involvement and engagement in order to create and maintain sound relationships (DiStaso & McCorkindale 2012). In addition, the implementation of OIC tools should not necessarily follow formally written policies, but considerations should also be made to engage employees in the formulations of self-regulating acceptable use policies so as to encourage ownership and to minimise misuse (Hrdinová & Helbig 2011; Shepherd & Klein 2012). Moreover, implementation strategies should also consider aspects such as inclusiveness, motivation for adoption and perception as well as modification for effective use of OIC for purposes of relationship building.

While the use of OIC continues to grow in Kenya, there is a need for public sector organisations to diversify from the original uses of offering services through websites, providing a venue for efficient communication and access to public information to other uses such as relationship building and marketing so as to accrue more benefits. Overall, the implementation of OIC is likely to be successful if well thought strategies are implemented. By proposing and applying theoretical criteria for OIC within relationship building, this study explored and described how one public sector organisation in Kenya could improve its internal communications and also improve public service delivery.

1.2 CONTEXT OF THE STUDY

In this section, the contextualisation of this study is highlighted which includes the purpose, background, relevance of the topic and the relationship of the topic to the discipline of communication.

1.2.1 Purpose of the study

Communication is a core function in the organisation which enables the coordination and integration of various functions and activities (Johan & Noor 2013:1231). It also facilitate the management of relationships among both private and public sector organisations and their various stakeholders (Rensburg & Cant 2009:16; Opperman 2007:18; Johan & Noor 2013:1231). However, the advent of new technologies is also forcing public sector organisations to drastically transform their communication (see for example O'Neill 2009:752; Lovari, Kim, Vibber & Kim 2011:1; Belch & Belch 2012; Wolf & Archer 2012:93; Wright & Hinson 2013:2) with the result that most of them are now embracing OIC to cope with these changes (Du Plessis 2005:3; Rensburg & Cant 2009:11; Wright & Hinson 2013:2). In addition, Rose and Fogarly (2006:22) indicate that public sector employees are nowadays expected to engage OIC tools and techniques to build long-lasting relationships with their clients and managers and to also integrate them with other traditional communication channels in their internal communication. Moreover, many governments all over the world are increasingly implementing electronic government commonly known as e-government (Castelnovo & Simnetta 2007:21; Abu-Shanab, Al-Rub & Nor 2010:35), which has various online platforms including those that facilitate OIC in public sector organisations and institutions. It is also becoming increasingly important for public sector employees to use OIC tools to build relationships with fellow employees. Nevertheless, the introduction of OIC platforms for OIC tools does not guarantee their automatic adoption by public sector service employees for purposes of relationship building (I-WAY 2005:59; Almahamid, Mcadams, Al Kalaldeh & Al-Sa'eed 2010). In addition, the managements of most public sector organisations do not appreciate OIC as an asset that is capable of enhancing corporate communication as well as promoting sound relationships with internal stakeholders. Besides, many public sector organisations have not fully integrated their employees in the planning and implementation of organisation's activities and programmes (Maenetja 2009:17; Hrdinová & Helbig 2011), a situation that could negatively affect employees' perceptions of such organisations.

By proposing and applying theoretical criteria for OIC within relationship building, this study investigates Kenya Power employees' perceptions of their adoption and implementation of OIC tools as a resource for establishing and maintaining long-lasting relationships within the organisation. This study was done within the context of the Kenyan public sector and concentrates only on internal stakeholders to add to the paucity of research within this context.

1.2.2 Background of the study

The interactive and open nature of OIC tools make them ideal channels that can be used to foster long lasting relations and to enhance employees' perceived image of the organisation (Du Plessis 2005:16; Rensburg & Cant 2009:11). OIC can be defined as "the online communication used by internal stakeholders in their internal communication efforts within the organisation using specific internet resources to attain specific actions". This definition is adapted from Du Plessis (2005:7) and Du Plessis, Angelopulo & Du Plessis (2006:241), who describe corporate online communication as the "online communication by an organisation using computer and specific internet resource to employ online action to attain specific action". However, the definition by Du Plessis (2005:7) and Du Plessis et al (2006:241) focuses on corporate online interactions with external stakeholders. Internal stakeholders in this context refer to employees who have direct influence on how the organisation operates on a daily basis (Rensburg & Cant 2009:28; White, Vanc & Stafford 2010:67; Mkandawire 2012). (See chapter 2 section 2.5 for more information).

However, despite the numerous theoretical advantages associated with OIC for relationship building, the actual scenario in the Kenyan public sector is wanting as its adoption and implementation is not desirous as expected. This is attributed by Abukhazam and Lee (2010:60) to aspects such as lack of consultation and participation of employees in the implementation of e-government systems, leading to poor perceptions of OIC tools. It is also argued that the isolation of employees in the planning and implementation of OIC tools may be detrimental to the adoption process since employees may perceive the platform as an imposition (Zailskaite-Jakste & Kuvykaite 2010). In addition, the integration of OIC resources as well as its integration with the organisation's internal communication strategy as proposed by numerous communication scholars (see for example Welch & Jackson 2007; Marasse & Maselli 2009; Illia & Balmer 2012) may be lacking or superficially done. Moreover, the elements of OIC in most instances are used in isolation besides not being integrated with the overall internal communication strategy (Welch & Jackson 2007).

An internal communication strategy is a plan outlining how the organisation will communicate key messages to its internal stakeholders within a given period of time, to attain specific goals (Fenech 2013). It provides a clear picture of how the organisation intends to support it and is premised on the organisational mission, vision, culture, values, principles, ambitions and aspirations. This strategy is anchored on the corporate strategy which analyses both the organisation's internal and external environments in order maximise the utilisation of resources to achieve the corporate set objectives (Fenech 2013).

Owing to the versatile nature of OIC and due to the fact that OIC tools are gaining popularity in corporate communication, organisations are striving to move away from the product and service based approach to the relationships based approach in order to cope with the changing market environment (Rensburg & Cant 2009:11; Belch & Belch 2012; Wright & Hinson 2013).

So far, several studies have examined the issue of e-government and the use of OIC in public sector organisations in developing countries such as Kenya (see for example Limo 2007; Hussein, Masrek & Karim 2008; Bwalya 2009; Kasimin, Sahari, Noor, Yahya & Aman 2009; Muhammad 2009; Asiimwe & Lim 2010; Jospe 2011; Njuru 2011a; Abu-Shanab et al 201 ; Nkwe 2012). However, current studies in this topic are scarce, particularly in the use of OIC for purposes of relationship building in the public sector. This study therefore investigates employees' perceptions of their adoption and implementation of OIC tools for relationship building at Kenya Power, a public sector organisation based in Kenya.

The study further helps to explicate Kenya Power employees' perceptions of their adoption and implementation of OIC tools for purposes of relationship building as framed in proposed theoretical criteria (see chapter 2, section 2.12). It is suggested that using these theoretical criteria as a basis for OIC can be pivotal in building relationships and the ultimate success of e-government in public sector organisations. In addition, the study forms the basis for further research to promote the use of OIC in other aspects of relationship building that was not covered by the study.

1.2.3 Relevance of the topic

The topic is relevant in that the results of the study contribute to existing knowledge about OIC within the context of relationship management (referred to as relationship building in this study) in public sector organisations. An in-depth evaluation of employees' perceptions of their adoption and implementation of OIC tools for relationship building being undertaken in a public sector organisation can help to also improve internal communication in other public sector organisations in Kenya in that they can use these findings as a point of reference (see chapter 3). In addition the findings of this study can assist with the establishment and management of long-lasting relationships between public sector organisations and their internal stakeholders (Du Plessis et al: 243; Mkandawire 2012) besides improving public sector services (see chapter 2).

The quality of public sector services remains an important issue that needs continuous exploration. Over the last few years, many organisations including public sector ones and especially those whose services are not protected by monopolistic policies, have experienced massive loss of customers (Du Plessis et al 2006:243; Wright & Hinson 2013:4). This situation arises from the rapid market environmental changes characterised by cut-throat competition and consumer awareness through knowledge sharing courtesy of new media technologies. Rensburg and Cant (2009:51), Belch and Belch (2012), as well as Davies, Ryals and Holt (2010) are in agreement that the situation has led organisations to seriously focus on relationship marketing so as to build sustainable and meaningful relationships with their stakeholders (see chapter 2).

Indeed, employees or internal stakeholders are very crucial to the survival of any organisation since they greatly determine the success and image of the organisation (Matthews 2010:18; White et al 2010:66). It is therefore important for public sector organisational management to effectively communicate with them so as to ensure that sound and long-lasting relationships are established and maintained (Rensburg & Cant 2009:53; White et al 2010:66; Mkandawire 2012). It is argued that those organisations which embrace OIC can greatly improve their internal communication (Rensburg & Cant 2009:175; Taylor & Kent 2011) as well as their relationships with their internal stakeholders (Du Plessis et al 2006:243; Opperman 2007:18; Graham & Avery 2013; Wright & Hinson 2013:2).

Indeed, it is common practice in developing countries Kenya included that the implementation of e-government including OIC tools is instigated by development partners (Limo 2007). Moreover, public sector employees are hardly involved or integrated in any way prior or during the implementation of new innovations (Njuru 2011a:2). The author further indicates that employees are not even informed on how the new innovation intends to operate or what their role would be upon implementation. Surprisingly, these same employees are expected to adopt the new tools and to use them in their internal communications. In this regard, Graham and Avery (2013) and Hrdinová and Helbig (2011) are of the view that since OIC tools are designed to be used by employees, they should be involved at all stages of implementation of any new innovation in public sector organisations. These scholars further argue that public sector organisations' managements should ensure that their employees are properly trained and motivated to adopt new innovations. On her part, Chisalita (2006:91) cautions against non-participation of public sector employees in the implementation of OIC tools to prevent their rejection and the ensuing poor relationships within public sector organisations.

The relevance of this topic is therefore based on the premise that despite huge investment by Kenya Power to implement OIC tools through the e-government strategy, its use to establish and management relationships may remain to be a fallacy. Consequently, this may culminate in poor relationships between the organisation and its internal stakeholders, a situation which is detrimental to effective integrated organisational communication and service delivery to its other stakeholders.

1.2.4 Relationship of the topic to the discipline of communication

The topic is relevant to the area of corporate communication within the broader field of organisational communication. The introduction of new technological innovations such as OIC at Kenya Power and other public sector organisations is posing challenges to corporate communicators as the majority of the employees are still clinging to the traditional channels of communication which they still perceive as the most credible. However, if the status quo is to be changed, there is a need for assessing employees' perceptions about OIC and its ability to establish and maintain long term relationships in the organisation.

In the light of this, the findings of this study contribute to the existing body of knowledge on OIC in the area of corporate communication within the context of one public sector organisation (Barker & Angelopulo 2006). The concept relationship building is also framed within the corporate communication field because it advocates for strategic relationships for the mutual benefit of all stakeholders (Welch & Jackson 2007; Marasse & Maselli 2009; Illia & Balmer 2012; Waters & Bortree 2012).

1.2.5 Other research in the field

Several studies have been done on e-government and OIC investigating various aspects such as intention to use e-government resources, online accessibility, digital divide, trust, credibility, attitude, the implementation of online platforms, corporate online identity, online information sharing, online experiences, online interactions, the relationship between perceived usefulness, perceived ease of use, perceived information quality, and intention to use e-government among many others (see for example, Du Plessis 2005; Du Plessis et al 2006; Walczak & Gregg 2009; Almahamid et al 2010; Abu-Shanab et al 2010; Lovari et al 2011; Wray & Van Olst 2012). However, most of these studies have mainly focused on external stakeholders, especially on the customer, and none has specifically addressed employees' perceptions and the ability to use OIC tools to manage relationships within in the context of a public sector organisation in Kenya. This study mainly focuses on employees' perceptions of their adoption as well as implementation of OIC tools for purposes of relationship building in one public sector organisation in Kenya.

The next section outlines the study's goal and objectives.

1.3 GOAL AND OBJECTIVE OF THE STUDY

The goals and objectives of the study are discussed below:

1.3.1 Goal of the study

The two main goals of research are basic and applied research. Basic research is used to investigate and develop theories while applied research is used to investigate practical issues and offer immediate solutions (Terre Blanche, Durrhein & Painter 2006:45; Du Plooy 2009:50).

The goal of this study is applied communication research as it aims to investigate middle and top level employees' perceptions of adoption and implementation of OIC tools for purposes of relationships building in one public sector organisation in Kenya. In other words, employees, as internal stakeholders are expected to use OIC tools in relationship building and their perceptions are therefore crucial for the success or failure of OIC. Moreover, the study also formed the basis for further research on other aspects of OIC and its integration into the internal communication strategies of public sector organisations.

1.3.2 Objectives of the study

The objectives of the study were both exploratory and descriptive. According to Michaelson, Wright and Stacks (2012:4), "an objective is a measurable outcome that leads to the accomplishment of some goal". It firstly explored Kenya Power employees' perceptions of their adoption and implementation of OIC tools as a means of creating and managing long lasting relationships in the organisation to gain new insight on the benefits of OIC. The study was also descriptive as it attempted to describe Kenya Power's OIC efforts and implementation in that it sought to obtain employees' perceptions on how the organisation has been handling the issue.

1.4 FORMULATION OF THE RESEARCH PROBLEM

The formulation of a research problem has an important function in any study as it helps the researcher to firmly focus on the problem that he or she intends to address. It also helps to remove any ambiguity that may cause the researcher to loss track and insight of the intended study (Mathiyazhagan & Nandan 2013). In the next sub-sections, the research problem and research questions will be addressed.

1.4.1 Research problem statement

Recently, there has been a noticeable increase in the demand for online communication and services in most public sector organisations in Kenya. However, despite this increase, most employees of Kenya Power are ill-prepared to use OIC tools in building long-lasting relationships within the organisation (see section 2.9). In addition, employees may consider themselves as inconsequential stakeholders since they are hardly consulted during the planning and implementing of new innovations (Welch & Jackson 2007; Ljungquist 2012). This may negatively impact on employees' perceptions towards the adoption and implementation of innovations such as OIC tools in relationship building.

The research problem statement can be formulated as follows:

The purpose of this descriptive and exploratory study is to evaluate employees of Kenya Power's perceptions of their adoption and implementation of online internal communication tools for relationship building by means of a cross-sectional single case study.

1.4.2 Research questions

A research question is a logical statement that is related to the research objectives that guides the research process by seeking to answer issues that the researcher is investigating by addressing the variables of the study to gather primary data (Wimmer & Dominick 2006:26; Lipowski 2008:1668).

This study attempts to answer the following three research questions:

Research question 1: What are the theoretical criteria for online internal communication within relationship building?

Research question 2: How do employees at Kenya Power perceive their adoption of online internal communication tools for relationship building in accordance with the theoretical criteria?

Research question 3: How does Kenya Power implement online internal communication tools in accordance with the theoretical criteria?

1.4.3 Assumptions

Assumptions are statements or predictions based on logic or reasons which the researcher takes to be true without actually verifying them scientifically and which attempt to answer the research questions (Du Plooy 2009 & Lipowski 2008:1669).

The study addresses the following assumptions:

Assumption 1: There is a need for clear theoretical criteria for online internal communication within relationship building.

Assumption 2: Kenya Power employees have not adopted online internal communication tools for relationship building in accordance with the theoretical criteria.

Assumption 3: Kenya Power has not implemented online internal communication tools in accordance with the theoretical criteria.

1.5 LITERATURE REVIEW

The fundamental areas that are discussed in the literature review (chapters 2 and 3) are related to online internal communication (OIC) and are contextualised through relationship building within the area of corporate communication.

1.6 RESEARCH METHODOLOGY

Methodology refers to “how each of logic, reality, values and what counts as knowledge inform research” (McGregor & Murnane 2010). In chapter 5, the methodological design of this study which includes the research approach, data collection method and techniques, the sampling method, the measuring instruments, data presentation, analysis and interpretation is discussed.

1.7 FEASIBILITY OF THE STUDY AND COMPLIANCE WITH UNISA'S ETHICAL POLICY

The research issue is relevant because the Kenyan government and other public entities such as Kenya Power are investing huge sum of taxpayers and shareholders money on new innovation such as OIC. However, OIC tools end up not being utilised effectively by the employees to improve internal communication in the public sector. This undermines the success of e-government as well as that of Kenya's Vision 2030 (see chapter 3).

Additionally, due to the high number of public entities, it was not possible to interview all public sector employees. Kenya Power was therefore taken as a single case study from which other government ministries and departments as well as other state and public sector organisations and institutions could also learn. Moreover, due to limited financial, time and human resources, it was not possible to interview all 10,252 Kenya Power employees stationed in the 47 branches country wide and as a result, the study only focused on the 115 employees stationed at the Western regional headquarters office in Nakuru.

However, because of the bureaucratic procedures at Kenya Power, the researcher experienced difficulties before clearance was granted to undertake the study. In addition, as the findings may contain researcher's subjective interpretation due to the use of qualitative approach, the researcher was expected to report any inconsistent finding which may have arisen from his subjective interpretation (see chapter 6).

Ethical clearance for the study was acknowledged by Unisa when the study's research proposal was approved in 2012. Kenya Power provided permission to the researcher to conduct the study on 1st October 2013. Moreover, since the study involves human subjects and having read and implemented the Unisa's Research Ethics Policy and the Guidelines for Research Ethics Review (2007), the researcher observed and followed the following ethical procedures:

- All subjects included in the study were requested to give voluntary informed consent prior to the interviews.
- Privacy of all subjects involved in the study was observed through strict anonymity and confidentiality.
- The study does not inflict any harm to the subjects during or after the study.

1.8 ANTICIPATED FINDINGS

The following sections focus on what the study set out to establish and how these findings could contribute to the discipline of communication.

1.8.1 Anticipated findings

Despite the introduction of OIC tools at Kenya Power, the study anticipated to establish that many employees have not embraced them for building relationships in their internal communication due to their pessimistic perceptions toward such tools.

The expected findings led to recommendations that will help to address employees' perceptions that hinder both the adoption and implementation of OIC tools in building relationships with employees at Kenya Power.

1.8.2 Anticipated contribution to the discipline of communication

All major decisions on the implementation of new innovations in Kenya Power are usually made by the top management in Nairobi and then communicated through the hierarchy chain for implementation. Since employees are rarely or never consulted, they perceive the new innovations as an imposition on them.

The importance of this topic was therefore based on the fact that when the top executives of Kenya Power plan and implement new communication tools, they should never forget that those systems will later be used by human beings, and who are likely to develop negative perceptions that may hinder their diffusion and subsequently their adoption. Based on this argument, the theoretical criteria proposed by this study can be used as a heuristic to evaluate and establish employees' perceptions prior, during and after the implementation of OIC tools in public sector organisations in Kenya for purposes of relationship building so as to take the necessary remedial measures.

Furthermore, employees' participation in the planning and implementation of OIC tools can greatly change their perceptions and motivate them to use these tools in their OIC to enhance their relationships with other employees in the organisation.

The findings of this study was therefore expected to add new knowledge with regard to OIC within relationship building that will enhance its adoption and use in establishing and sustaining long-term relationships within public sector organisations. The insight gained from this study could thus also be useful for public sector organisations seeking to use OIC tools for building relationships.

1.9 DEFINING KEY CONCEPTS IN THIS STUDY

For the sake of more clarity, the following key concepts used in this study are now defined.

Corporate communication denotes the management through communication of perceptions and strategic relationships between an organisation and its internal and external stakeholders (Bhargava 2010 & Rawjee, Veerasamy & Gqamane 2012).

E-Government refers to the electronic interactions between the government and public sector employees (Asiimwe & Lim 2010; Nkwe 2012).

Internal communication refers to all the communication transactions among various employees working for the same organisation as they carry out their daily operations (White et al 2010; Ali & Haider 2012; Mkandawire 2012).

Internal stakeholders are usually the organisation's employees who directly influence how it operates on a daily basis (White et al 2010).

Management communication refers to the use of writing and speaking by managers to coordinate organisational activities through employees (Rogers 2013).

Online internal communication (OIC) denotes to online communication used by internal stakeholders in their internal communication efforts within the organisation using specific internet resources to attain specific actions.

Online internal communication (OIC) tools refer to specific internet resources employed to attain specific actions such as information exchange and social interaction among many others used for internal communication.

Organisational communication refers to the process in which the key stakeholders are able to access the relevant information within the organisation, including the changes from all communication units and functions (Antonis 2005; Richmond & McCroskey 2009).

Public sector organisations refer to organisations which are fully or partly owned and are controlled by the government to provide public services either for free or for a fee and which benefit all members of the society rather than just the individuals who own the services or goods (Hilgers & Ihl 2010; Nabafu & Maiga 2012).

Relationship building refers to effectively managing organisation-public relationship around common interest and shared goals, over time, resulting in mutual understanding and benefits for interacting organisation and the internal stakeholders (Belch & Belch 2012; Gilpin 2010; Butterick 2011).

1.10 DEMARCATION OF THE STUDY

The various aspects of the study related to the research questions will be addressed as in the following chapters outline indicated in Table 1.1 below:

Table 0.1: Demarcation of the study

Chapter	**Research question**
Chapter 1: Orientation and motivation	All research questions
Chapter 2: OIC within relationship building	Research question 1
Chapter 3: E-government	Research question 2
Chapter 4: Kenya Power	Research question 3
Chapter 5: Research methodology and operationalisation	All research questions
Chapter 6: Discussion and interpretation of the overall findings	All research questions
Chapter 7: Recommendations and conclusions	All research questions

In the next chapter, OIC is conceptualised within the context of relationship building.

CHAPTER TWO: ONLINE INTERNAL COMMUNICATION IN ORGANISATIONAL PERFORMANCE

2.1 INTRODUCTION

The scope of this chapter entails the conceptualisation of all key theoretical concepts for this study, including relevant theories and literature on online internal communication (OIC). This explanation is provided within the context of the broader discipline of organisational communication, corporate communication, internal communication, online internal communication tools as well as relationship building while concentrating on the internal stakeholders of the organisation.

2.2 ORGANISATIONAL COMMUNICATION

Because organisational communication is seen in this study as the broader field within which corporate communication falls (Barker & Angelopulo 2006), it is also important to first explain this study's perspective. Numerous definitions and perspectives of organisational communication exist. It is especially significant for this study to state that organisational communication is generally perceived as an essential component in managing relationships in the organisation (Richmond & McCroskey 2009:16; Rawjee et al 2012:7745; Spaho 2011:390; Blazenaite 2011:87). In addition, organisational communication is crucial to all organisations as it includes all communication between the organisation and its various stakeholders (Goodman 2006:199; Rawjee et al 2012:7745; Spaho 2011:390) and who it depend on for it survival.

In essence, stakeholders have become active participants in the affairs of organisations as the latter have either a direct or indirect impact on their daily lives (Neher 1997:20). Neher's (1997) seminal perspective is also supported by Steyn, Steyn and Van Rooney (2011). These authors argue that organisations should recognise the importance of the various stakeholders and accordingly establish and maintain relationships with each of them as demanded by the current market environment.

Though hard to define because of numerous perspectives, one definition of organisational communication is given by Richmond and McCroskey (2009:20) as "the process by which individuals stimulate meaning in the minds of other individuals, by means of verbal and nonverbal messages in the context of a formal organisation". However, this definition only captures the narrow focus of this discipline in that it only focuses on the message exchange between individuals in the organisation. On the other hand, Antonis (2005:44) defines organisational communication as “the process in which the key stakeholders are able to access the relevant information within the organisation, including the changes from all communication units and functions” and share this information for the benefit of the organisation. Organisational communication is also described by Barker and Angelopulo (2006) as that “communication that incorporate various areas of communication including corporate communication and which is used to facilitate the effective functioning of the organisation”. This definition by Barker and Angelopulo (2006) is thus adopted for the purpose of this study because it takes into consideration the important aspect of converging different areas of communication for the benefit of the organisation. This definition is also relevant since organisational communication depends on different areas of communication as well the nature and patterns of existing communication systems and the relationships between the organisation and it stakeholders (Neher 1997:20; Antonis 2005:55; Gilpin 2010:267).

This study is in particular concerned with internal communication to internal stakeholders which is managed by an organisation’s corporate communication practitioner to promote relationships in organisations as well as helping both the employees and the organisational management to achieve set goals. Organisational communication is also essential in facilitating socialisation, decision-making, problem-solving and change-management (Rajhans 2012:82). Moreover, organisational communication has assumed a pivotal role in enhancing organisation’s competitiveness as a result of the rapid technological evolvement as well as the dynamic market environment, as it determines the organisation’s success in both the public and private sectors (Richmond & McCroskey 2009:16).

Organisational communication is also used to coordinate employees in different functions and levels and to structure the organisational activities, objectives and processes. On his part, Rajhans (2012:82) avers that organisational communication helps employees to make sense of their organisation as well as promoting effective relationships building between employees and the organisation. In addition, Vasquez and Velez (2011:172) postulate that the adoption of OIC in organisational communication gives an organisation a competitive edge in the market place by placing it in the global arena and eliminating both geographical and time barriers.

Organisational communication also fulfils some functions in the organisation which include information, regulation, integration, management, persuasion, and socialisation among others (Antonis 2005:45; Richmond & McCroskey 2009:25). In addition, some authors (Neher 1997:160; Antonis 2005; David 2011) indicate that communications in the organisation flow in various directions which include upward, downward and sideways also referred to as horizontal or lateral communication and which are likely to be changed by OIC (see section 2.4).

Furthermore, Aula and Siira (2010:132) indicate that organisational communication occurs in different communicative arenas in which both internal and external interactions occur and include institutional and spontaneous arenas. Institutional arena includes the planned activities and engagements while spontaneous arena includes natural occurrences. The same authors further maintain that formal communication occurs in the institutional arena whereas informal and unofficial communication interactions happen in the spontaneous arena. Indeed, both arenas are crucial to effective organisational communication, more so when using OIC tools.

This study also acknowledges other relevant concepts in organisational communication such as public relations which is concerned with the management of relationships with the organisation's various stakeholders or publics (Barker & Angelopulo 2006). However, the concept of corporate communication is adopted for this study as it provides clear demarcating lines between internal and external communication thus making it possible to address internal stakeholders separate from external stakeholders (Cornelissen 2011; Johan & Noor 2011).

Although integration is not the focus of this study, it should nevertheless also be discussed since the integration of both online and offline organisational communication has enhanced the use of new OIC technologies in the organisation.

2.2.1 Integrated organisational communication

Integrated organisational communication is the process of managing, coordinating and controlling all forms of communication that are generated by the organisation, whether planned or not, (Barker & Angelopulo 2006:242) so as to ensure that the organisation achieves its set goals (Blazenaite 2011:97). An integrated approach in organisational communication is needed to ensure that all messages in the organisation are harmonised

(Hanekom 2005:16; Rensburg & Cant 2009; Blazenaite 2011:89) and are in line with the organisation's mission and vision.

Although integration was not the focus of this study, it is still necessary to acknowledge this concept for purposes of contextualisation since integration facilitates the building of message coherence as it ensures that all messages emanating from the various functions are aligned with the organisation's mission and vision (Hanekom 2005:31; Kalla 2005; Welch & Jackson 2007; Rensburg & Cant 2009:29; White et al 2010:70). In addition, integration of communication strengthens the corporate communication messages, adds more credibility and trust as well as constructing the organisation's image in the eyes of both internal and external stakeholders (Gilpin 2010:266).

Numerous communication scholars (Hanekom 2005:31; Du Plessis 2005:116; Kalla 2005; Welch & Jackson 2007; Du Plessis et al 2006; Belch & Belch 2012:23) advocate for the integration of both online and offline corporate communication arguing that both can be used to complement each other. In addition, all the elements of OIC tools such as the corporate website, e-mail, VOIP; tele/video conferencing system and many others could all be integrated into one interactive multimedia communication system and made accessible to internal stakeholders.

This study adopts the perspectives of both Barker and Angelopulo (2006) and Johan and Noor (2011) who consider corporate communication as a separate area within the broader organisational communication discipline.

2.3 CORPORATE COMMUNICATION

Corporate communication is considered an important communication aspect that should be considered by any organisation which desires to create and maintain sound relationships with its key stakeholders and to keep abreast of the market environment (Illia & Balmer 2012). In addition to Barker and Angelopulo (2006), various other scholars also perceive corporate communication as a field within the broader discipline of organisational communication (for example Neher 1997; Rensburg & Cant 2009; Bhargava 2010; Gilpin 2010; Cornelissen 2011; Johan & Noor 2011)

Corporate communications is defined by Cornelissen (2011) as "a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organisation is dependent". On their part, Illia and Balmer (2012) define corporate communication as "the set of activities involved in managing and orchestrating all internal and external communication aimed at creating favourable starting points with stakeholders" on whom the organisation depends.

This study adopts the definition of Cornelissen (2011) as it identifies corporate communication as a management function that when used strategically, is capable of integrating all forms of organisational communication. This integration facilitates the creation of sound relationships with various stakeholders both internally and externally, so as to enhance corporate identity, corporate reputation and corporate brand.

Indeed, corporate communication has been used interchangeably with public relations by some scholars (see for example Johan & Noor 2011) but the two disciplines are not the same. Corporate communication is a wider discipline incorporating various specialised disciplines such as public relations, internal communication, change communication, corporate design, corporate advertising, crisis management, media relations, investor relations and public affairs, all of which aims at ensuring that the organisation presents itself as a holistic entity to the stakeholders both internally and externally (Cornelissen 2011; illia & Balmer 2012; Johan & Noor 2013). In addition, corporate communication is concern with how the organisation voice and projects its image on the world stage which is also populated by various constituencies (Neves & Eisenberger 2012).

Public relations on the other hand is more operational and focuses more on vocational and technical skills with short term and tactical implications, while corporate communication encompasses on management approaches, concepts and principles that cut across the various departments in the organisation and is inherently linked to the corporate objectives and usually with long-term implications (Cornelissen 2011). However, the focus of this study is only on internal communication where employees are considered as the key stakeholders.

According to Illia and Balmer (2012), corporate communication is premised on three main objectives namely, maintaining sound organisational relationships with the key stakeholder groups; evaluating the market environment in order to formulate and adopt policies that are capable of promoting innovations and positive changes and finally to integrate all communications under a single communication strategy. Corporate communication therefore consists of strategic activities that help in the dissemination and sharing of information by a variety of specialists and generalists in an organisation. The overall goal of corporate communication is to enhance the organisation's ability to establish sound relationship with the various stakeholder groups so as to enhance positive corporate reputation (Johan & Noor 2013). In other words, corporate communications is not just a term used to refer to the different communications disciplines in an organisation, but a management function actively charged with overseeing and coordinating the work done by various corporate communication practitioners regardless of their discipline and where each one of them is expected to achieve the corporate objectives as well as increasing the organisation's performance.

As a management function, corporate communication requires corporate communications practitioners to look at all communications in a holistic manner (Barker & Angelopulo 2006) and to link the communications strategy to the overall corporate strategy and corporate objectives (see for example Cornelissen 2011; Illia & Balmer 2012; Johan & Noor 2013). Nevertheless, organisation management must realise the important role played by corporate communication in building relationships with the various stakeholders who can have varying impact on the organisation, both positively and negatively (Cornelissen 2011). The management must therefore broaden the scope and depth of their corporate communication so as do address both planned and unplanned communication (Cornelissen 2011; Illia & Balmer 2012) as the unplanned communication is more profound at times than planned communication (Johan & Noor 2013).

However, with the arrival of communication technology and OIC tools, the borders between internal and external communication is becoming really indistinct as both are targeted using the same tools and techniques. Since the focus of this study is on internal stakeholders, it is also important to conceptualise the concept of internal communication. In order to encourage sound relationships with internal stakeholders, the organisation's corporate communication has to address internal communication as discussed below.

2.4 INTERNAL COMMUNICATION

Internal communication is crucial to any organisation (Welch & Jackson 2007; David 2011) since it provides the cohesion needed to bind together the various internal functions (Blazenaite 2011:89) as well as mitigating any crisis that may occur (Ali and Haider 2012; Fenech 2013) (see also the section 2.5 on communication with internal stakeholders).

Some of the definitions of internal communication include that of White et al (2010) who define it as "all the communication transactions between various organisation's employees as they undertake the daily operations of the organisation" and that of Abdullah and Antony (2012) who define internal communication as "treating employees with an immense value through practices of programmes to attain organisational objectives". Steyn et al (2011) also define internal communication as "the full series of strategies people in an organisation use to communicate with each other". This study adopts the definition of internal communication of White et al (2010) since it considers internal communication in a holistic manner by also focusing on its levels of application, the players involved as well as on its functions in the organisation.

Abdullah and Antony (2012) identify internal communication as a management function that takes into consideration skills such as anticipating, analysing and interpreting public opinions, attitudes as well as other issues that might impact the organisation either positively or negatively (see section 2.7.1 for a discussion of management communication when communicating to internal stakeholders). Both scholars and practitioners concur that internal communication has the ability of creating and maintaining healthy long term relationships in the organisation (David 2011 & White at al 2010). These authors further contend that if used effectively, internal communication is capable of enhancing employees' trust and loyalty as well as modifying their attitude in favour of the organisation.

According to White et al (2010), one of the rationales for having effective internal communication is to avoid a situation where employees cannot access sufficient organisational information. This may be due to minimum information sharing (Ali & Haider 2012) and dissemination of information in the organisation (Fenech 2013). White et al (2010), David (2011), Ali and Haider (2012), argue that such gaps promote the development of grapevine as employees tries to get information from sources other than the official ones in the organisation. The effect may include negative emotions and perceptions such as mistrust, insecurity, fear or anger as most of the rumours might be exaggerated or unfounded. Internal communication therefore affects an organisation's success through high employee turnover; low profit margin as well as minimising employee engagement and commitment toward the organisation (see for example White et al 2010; David 2011 & Steyn et al 2011). In other words internal communication is vital for the proper performance and growth of an organisation.

In light of this, the organisation's management should formulate and implement an internal communication strategy which is technologically proactive in order to develop more direct, motivated, informed, committed and highly efficient workforce (García-Morales et al 2011). These scholars further argue that if indeed a technologically proactive internal communication strategy is implemented, employees are likely to use the IOC tools to make internal communication faster and more effective for the benefit of the organisation. In addition, technologically proactive internal communication promotes two way symmetrical communication (García-Morales et al 2011) which is ideal in fostering the building and maintaining of long term relationships among the internal stakeholders (Steyn et al 2011; White et al 2010). In addition, White et al (2010) posit that employees have a tendency of evaluating internal communication channels based on their expectations for those channels and as such OIC tools (see section 2.6) should be considered as channels of choice for creating and sharing corporate messages and managing relationships in internal communications.

In light of this, it is important to discuss how the organisation communicates online with its internal stakeholders through various online internal communications (OICs) tools which are explained in the next section.

2.5 ONLINE INTERNAL COMMUNICATION

The use of online internal communication (OIC) is on the rise in both public and private sector organisations as they attempt to keep pace with the rapid technological changes (Evans et al 2011), in addition to the change in the way these organisations communicate with their employees (Du Plessis 2005:3). This section therefore focuses on the evolution of OIC as well as some of the most popular tools applicable to an organisation for internal communication.

The new media technologies and particularly the Internet and World Wide Web (WWW) have experienced rapid advancement especially in the last two decades (Gilpin 2010:266; Linke & Zerfass 2012:17). This advancement and the demand for efficient and effective services have triggered major changes in organisational communication in both the public and public sectors (Zailskaite-Jakste & Kuvykaite 2010; Lovari et al 2011; Wolf & Archer 2012:93). In addition, many organisations are being forced to embrace OIC (Du Plessis 2005:3; Du Plessis 2006; Bhargava 2010) due the increasing demand for online services and the need to improve their services (Vasquez & Velez 2011:159) as well relationships with their various stakeholders.

The invention of the internet by the US military in 1960s then known as “ARPANET” (Bhargava 2010) is seen as one of the greatest invention in the field of communication (Bhargava 2010; Gelan 2012:57) after the printing press. These authors further indicate that the Internet was initially used in the military circles but was later adopted by universities for strictly academic purposes. However, the general public did not have the access to this great invention until the early 1990s with the development of the WWW or “the Web” (Bhargava 2010; Macnamara 2010:1; Gelan 2012), whose arrival caught the world by storm.

This first generation Web 1.0 which was broadcast oriented, a one way communication channel, with static websites was introduced in 1991 and was active up to 2003 when Web 2.0 was introduced (Singh et al 2011). It is important to mention that Web 1.0 was gradually replaced by Web 2.0 (Macnamara 2010:1; Singh et al 2011), which has remained active to the present day (Dwvedi, Rani & Anju 2011:124). Indeed, Web 2.0 was developed in 2004 (Bhargava 2010; Du Plessis 2010:2; Dwvedi et al 2011:124) and gained its present popularity due to the aggressive marketing done by Tim O’Reilly between 2005 and 2006 (Macnamara 2010:1). According to Macnamara (2010:1), the development of Web 2.0 “triggered an escalating range of changes in media and public communication which have captured the attention of social scientists as well as industry, media and the public”. Web 2.0 also embraces user-generated content, which is the basis of the now popular social media.

Undeniably, there was a rapid transition from Web 1.0 to Web 2.0 (Greenberg & MacAulay 2009:66) characterised by the presence of dialogical tools which allow users to engage each other and to build all manner of relationships (Dwvedi et al 2011:125). In fact, some authors and scholars (Dwvedi et al 2011:124; Singh et al 2011; Padma & Seshasaayee 2011:51) are pointing out that the entry of Web 3.0 in the online communication arena will cause the next evolution of the Internet as they contend that Web 3.0 has combined the best of both Web 1.0 and Web 2.0. This, however, is not the focus of this study.

Moreover, the use of Web 2.0 is having dynamic impact and with far reaching effects on organisational communication (Bhargava 2010) and especially in the areas of public relations, advertising and marketing communication (Macnamara 2010:2) by allowing online interactive communication and multiple relationships. However, it is also necessary to adopt a working definition for OIC for contextualisation purposes as described in the section below.

2.5.1 Adopting a definition of OIC for this study

Firstly, it is important to mention that due to the fast evolving online environment, OIC lacks a universally accepted definition due the fact that changes occur even before adequate literature is developed to support such definitions. Because of the lack of such definition, the study adopted an adapted definition of OIC as follows:

"Online internal communication refers to online communication used by internal stakeholders in their internal communication efforts within the organisation using specific internet resources to perform specific actions".

This definition is derived from the definition for corporate online communication that is suggested by Du Plessis (2005:7) and Du Plessis et al (2006:241) who refer to it as the "online communication by an organisation using computer and specific internet resources to employ online actions to attain specific actions". This definition recognises that OIC uses internet resources which include online communication tools and platforms including those used for corporate online communication but in this case only targeting the internal stakeholders. It should be noted that the definition is adopted within the context of internal communication in the organisation using OIC tools.

OIC platforms and tools are important for this study as they are crucial in relationship building if they are to be effectively used by organisations in their internal communication (Matthews 2010:17) (see chapters 2 & 3). This is also evidently put forward by other authors such as Vasquez and Velez (2011) who argue that these tools and platforms can be useful to organisations' employees when it comes to relationship building. Scholars such as, Abdullah and Antony (2012), Vasquez and Velez (2011:159) and Du Plessis (2012:4) identify some of the OIC tools which include the corporate website, e-mail, newsgroups, mailing lists, chat systems, video conferencing systems, social media tools such as blogs, wikis, podcasts to name but a few examples some of which will be discussed in the next section.

2.6 ONLINE INTERNAL COMMUNICATION TOOLS

Numerous OIC tools exist across different platforms. However, only the most common OIC tools and platforms as identified by numerous scholars and theorists which can be used to enhance internal communication in the organisation (and which are thus relevant to the study), are discussed in the next sections below.

2.6.1 Internet and World Wide Web

Most organisations have changed the way in which they engage and communicate with their internal stakeholders as a result of the World Wide Web (WWW) (McIvor et al 2004:63; Van Deuresen & Pieterson 2006; Lo & Waters 2012:99; Jian 2013:22), currently still a popular OIC resource (Hanekom 2006:15; O'Neill 2009:752; Jian 2013:22). Not only does it provide the infrastructure that enables employees to engage in numerous interactive and flexible communications through platforms such as the WWW (Van Deuresen & Pieterson 2006; Hanekom 2006:18; O'Neill 2009:752; Lo & Waters 2012:99), but also facilitates the rapid sharing of information through two-way communication (Scarlat & Maxim 2009:36; Evans et al 2011; Lo & Waters 2012:99) which is essential for relationship building.

The internet is defined by Van Dijk (2006:267) as "a global network of both private and public computers and other web enabled mobile devices that are able to communication using the TCP/IP (Transmission Control Protocol/Internet Protocol)". On the other hand, the WWW or "the web" in its Web 1.0 format initially comprised static information, mostly personal and professional objects that allowed very little interaction between users and the sites (Singh et al 2011:147). However, since 2004, the WWW has experienced rapid advancement towards user-driven technologies in Web 2.0 (Dwivedi et al 2011:124) including video-sharing platforms, social networks, electronic word of mouth (eWOM), blogs, wikis and podcasts among many others (see section 2.4.2.6). This technological advancement has forced organisations to change their communication strategies by adopting a variety of new online communication channels and platforms (Eid & Ward 2010:1; Du Plessis 2010:3; Amerian & Pisarava 2012:1) to reach their stakeholders and interact with them. These authors acknowledge that the impact of Web 2.0 is being felt globally even by those who are not actively involved in social media or even the internet. The development of Web 2.0 has allowed users to distribute, collaborate, reconfigure, and share information online (Scott 2009; Dwvedi et al 2011:124) in both corporate and social life.

Previously, the WWW was described by Hanekom (2006:19) as an online resource consisting millions of interlinked multimedia documents that are globally accessible through the internet and the web browser. However, the web has since advanced significantly with the coming of Web 2.0 and recently Web 3.0. This study therefore adopts the definition suggested by Fuchs, Hofkirchner, Schafranek, Raffl, Sandoval and Bichler (2010:51) who define the WWW "as a techno-social system, a system where humans interact based on technological networks".

This definition is adopted for this study as it recognises computer mediated online interactions for building relationships. According to Scarlat and Maxim (2009:36) as well as Dwivedi et al (2011:124), the web has provided the user with the most competent way of creating, posting, accessing and interacting online, using an integrated multimedia platform in which organisations can utilise in both their internal and external communication.

According to Scott (2009) and Singh et al (2011:151), Web 2.0 allows for user-generated content via different social media networks. These social media include blogs, wikis, podcasts, vodcasts, vlogs (Eid & Ward 2010:1; Du Plessis 2010:5; Vasquez & Velez 2011:159; Austin, Coates, Donnelly & Fitzgerald 2009), providing ample opportunities for electronic word of mouth (eWOM). The online user is therefore allowed to collaborate, contribute and share online content, something that was not possible in Web 1.0. Fuchs et al (2010:56) thus summarise the three qualities of the WWW as follows, "Web 1.0 as a tool for thought, Web 2.0 as a medium for human communication and Web 3.0 technologies as networked digital technologies that support human co-operation"

2.6.2 Intranet

An intranet is an internal online communication resource that is used in an organisation and which allows employees to have two-way communication such as obtaining feedback, asking questions, making comments, reporting as well as sharing information (Rajalampi 2011:9) using OIC tools. Rajalampi (2011:9) further points out that, an intranet is still preferred in most organisations, due to its speed and cost-effectiveness as compared to other internal communication resources and that it is also ideal when distributing information simultaneously to all employees.

An intranet is defined by Rajalampi (2011:3) as an "online network within an organisation that uses internet technologies in such a way that its users are able to find, create, utilise, and share information internally on the Web". On their part, Hussein et al (2008:200) define an intranet as "the use of internet technologies internally within an organisation rather than externally to connect to the global Internet". The study adopts Rajalampi's (2011:3) definition as it recognises intranet as ideal media for interacting and sharing information within the organisation.

The ability of OIC to provide an interactive environment has made it an ideal platform for integrating communication and empowering employees in organisations and when the right technology such as content management software and business information systems are used (Van der Merwe 2007:48; Hussein et al 2008:200). An intranet allows employees to transact, interact, search, create, edit, approve, publish and manage content all in one platform (Hussein et al 2008:200) by integrating OIC tools and systems such as Human Resource Information Systems, Financial Information System, Customer-Relationship System, Management Information System, e-commerce systems, e-mails and other more and to also share this information within the organisation (Rajalampi 2011:9).

2.6.3 Online discussion forums

The advent of Web 2.0 infrastructures has made online discussion forums available to employees on the intranet (Saadé & Huang 2009; Chan, Hayes & Daly 2010). According to Saadé and Huang (2009), online discussion forums are a form of asynchronous OIC that has enhanced employees' online interactions in the organisation. Online discussion forums were first introduced in the 1980s. To date, OIC remains a driving force towards new forms of online discussion forums (Saadé & Huang 2009) and also constitutes a significant component in internal communication.

Saadé & Huang (2009) defines online discussion forums as "a web-based application that has been used extensively to bring people together with shared interests and mind-set". The same authors further argue that online discussion forums can be used to enrich the process of information sharing among employee and to bring positive effects on relationship building. In addition, Xia et al (2013) suggest that discussion forums have the potential to change the nature of internal communication by providing an opportunity for employees to collaborate and create relationships by building online communities.

Online discussion forums has been contextualised as part of this study, as it provides significant opportunities for employees to actively engage in the internal communication process through active online participation (Balaji & Chakrabarti 2010). Moreover, by using OICs tools, employees can reinforce their image of the organisation through online discussion forums (Chan et al 2010; Balaji & Chakrabarti 2010). At the same time, online discussion forums allow employees at all levels to engage in online discussions on a variety of topics, some of which are determined by organisation's management and others created by the employees (Xia et al 2013). Besides, online discussion forums have the ability to provide employees with the opportunity to interact at a time that suits individual users. Consequently, online discussion forums can be successful in enhancing relationships through employees' participation and interactions (Saadé & Huang 2009).

2.6.4 Corporate website

A corporate website is a popular OIC platform on the WWW and is also frequently used by most organisations and individuals alike (Jones 2009) to obtain information about the activities of a particular organisation. Jones (2009) and Evans et al (2011) argue that the corporate website is also applicable to internal communication in that it adds credibility to the organisation as well as allowing the organisation's communicators to provide information to the employees. A portal for internal stakeholders can be provided on the corporate website which they can use to communicate and share information.

Furthermore, corporate websites contain various graphically designed multimedia pages in which information is displayed. Corporate websites also contain multimedia interactive tools that are suitable for relationship building in the organisation. In addition, it also facilitates the integration of various online marketing communication techniques such as public relations, marketing public relations, direct marketing, advertising; sales promotion and relationship building into a single multimedia platform in that employees are able to access different type of messages at the same time (Vasquez & Velez 2011).

Jones (2009) calls for corporate communication practitioners to also use the corporate website to provide organisational information, to receive feedback and other information from stakeholders and to foster relationships with internal stakeholders through online interactions. In addition, organisations' communicators are able to develop a consistent internal communication strategy (Jones 2009) by integrating various messages using various OIC tools (Hanekom 2006:19). Du Plessis (2005:45), Du Plessis (2006), Jones (2009) and Evans et al (2011:4) agree that the interactive nature and borderless online environment provided by a corporate website can help to build long lasting relationships between organisation and its internal stakeholders.

2.6.5 E-mail

E-mail is a computer based tool that allows employees to exchange multimedia messages which are stored in the users' mail box to be retrieved at their convenience and it has been in use since 1971 (Van der Merwe 2007:48; Whittaker, Matthews, Cerruti, Badenes & Tang 2011) but that is still very popular tool for OIC. The use of e-mails for OIC is still the most widely accepted mode of information transfer by corporate communication practitioners because it is capable of reaching and sending multimedia messages to multiply recipient simultaneously (Jian 2013:22). E-mails can now be retrieved and answered using various electronic devices, including mobile smartphones and other mobile devices such as tablets and also allows the users to remain connected at all times (Jones 2009).

2.6.6 Visual communication and Voice over Long Term Evolution (VoLTE),

The invention of Internet protocol Multimedia Systems (IMS) and the availability of affordable and high quality computer peripheral and mobile devices has seen the growth of visual communication and Voice over Long Term Evolution (VoLTE), an improvement of Voice over internet protocol (VoIP) (Burman, Erriksson, Bergovist, Schneider & Djuphammar 2011). These systems have combined several OIC tools to facilitate the streaming of live video images through the internet. According to Ericsson (2012), this development has provided organisations with high quality communication end points through which they can interact with millions of their stakeholders at any time of the day throughout the year.

Some of the latest visual communication tools have been integrated in numerous social networking sites, including Google + hangout for video chat, Tie up in Facebook, and face time on tablets such as on the iPad (Matthews 2010:17; Ericsson 2012) (see also Table 2). Some organisations such as Safaricom in Kenya have identified the potential of visual communication due to their interactive and flexible nature and have incorporated some of these tools into their OIC strategies (Ericsson 2012) to improve internal communication. An example is Skype, which is a computer program developed by Microsoft that allows users to make free video and voice calls to anyone in the world using the Skype network (Educause 2007).

2.6.7 Social media

Social media is defined by Linke and Zerfass (2012:17) as “a group of Internet-based applications that is built on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user generated content”. On the other hand, Baruah (2012) defines social media as “the use of web-based and mobile technologies to turn communication into an interactive dialogue”. This definition is adopted for this study since it recognises web-based interactive dialogue which is crucial for relationship building.

Initially, some organisations used social media only on an experimental basis after its inception at the beginning of the millennium (Linke & Zerfass 2012:17) but lately many organisations now consider it an important communication platform for internal communication. Indeed, social media has totally transformed OIC from being the one-to-many to many-to-many communication by facilitating information exchange, engagement and collaboration through user-generated content among internal stakeholders without requiring any training (see for example Waters, Burnett, Lamm & Sonnier 2009; Bruns 2009; Hrdinová & Helbig 2011; McAlister & Rutz 2011; Rajalampi 2011:17; Vasquez & Velez 2011:159).

According to Bruns (2009) and Parker and Thomas (2012) employees are now spending more time on social media than ever before to communicate, interact and to transact businesses. Whereas Linke and Zerfass (2012:21) indicate that 72.2 % of organisations worldwide actively use social media to communicate, Vasquez and Velez (2011) emphasise that 79% of the global companies uses social media in their corporate communication. The report further shows that 83% of the employees interviewed believed that social media can positively change how an organisation relates with its stakeholders both internally and externally.

Despite limited internet connectivity in Kenya, social media has become very popular among Kenyans (Ndavula & Mberia 2012:304), since most of them can now access internet services through their mobile devices (Jospe 2011). These new forms of communication are being adopted by many organisations in Kenya for their OIC (Ndavula & Mberia 2012:303). According to Jospe (2011), millions of Kenyans are on Facebook and Twitter, the two most popular social media tools. In addition, Wyche, Schoenebeck and Forte (2013) indicate that two million Kenyans or 76% of social media users in Kenya are registered on Facebook alone. This is a clear manifestation that the use of social media by Kenyans is exponential. Additionally, even public sector organisations and government personalities are now using social media for their interactions (Jospe 2011). For example in 2012, about 56% of social networking sites had been used as forums for discussions on various issues such as politics, governances, management, labour, and other social issues (Ndavula & Mberia 2012).

Social media include user generated content that allows organisations to communicate with different stakeholders (Matthews 2010:17; Matthee 2011:73), with whom they can socialise, transact business and share information on various social networking sites (Themba & Mulala

2013:32). This means that employees can participate in the creation of content and have the power to share the content with millions of social media users across the globe.

The internet-based social media such as online social communities and other social media networking sites enabling eWOM are today visited by billions of people around the globe for both social and business transactions (Goodings 2013:485; Themba & Mulala 2013:32). The concept of eWOM emanates from viral marketing, (word of mouth), and refers to any statement online, be it positive or negative originating from potential, actual, or former stakeholders of the organisation regarding a product, service, its brand or any other issue on the organisation, and which is made globally accessible to the millions of online users all over the internet (Themba & Mulala 2013:33). These scholars further state that the positive aspects of eWOM include high perceived credibility of eWOM message sources, improved brand attitude and enhanced interactions emanating from the positive and direct relationships between credible message sources and the online recipients. However, the negative side of eWOM is that negative comments about the organisation in social media can be harmful to the organisation's reputation in that any negative information cannot be contained by the organisation.

Apart from communicating to external stakeholders, numerous social media tools can also be adopted by organisations for their OICs, (see for example Bruns 2009; Vasquez & Velez 2011:159; Linke & Zerfass 2012:18-19) to be used by internal stakeholders in their interactions. According to Matthews (2010:18), Du Plessis (2010:4-5) and Vasquez and Velez (2011:159), some of the most common social media tools to be used within the organisation include corporate blogs, micro blogging, vlogs, wikis, podcasts and vodcasts, social networking, free web based productivity tools, document sharing sites, video sharing networking sites, and instant messaging. These tools can be explained as follows (see also Table 2.1 below):

- **Corporate blog**

According to Austin et al (2009), Du Plessis (2010) and Cho and Huh (2012), a blog is an online personal diary which includes a corporate blog, product blog, review blog and blog press room. Within OIC a corporate blog is typically used to build online customer communities as well enhancing dialogue among them by providing a platform where they can contribute and share information on the organisation. The CEO of the organisation can use a corporate blog to communicate important information about the organisation to employees to which they can respond (Evans et al 2011).

- **Micro blogging**

Micro blogging is a social media platform that allows users to post short messages as well as sharing images or hyperlinks to millions of online users (Netzley & Rath 2012), Twitter being an example. Although mainly an external online communication tool, within OIC, micro blogging can be used by employees to post and share short favourable messages and images about the organisation using corporate hashtags (a word or phrase preceded by # to group all messages on a topic). This will depend on whether it is allowable within the constraints of a social media policy. Micro blogging can thus be used in the organisation to share favourable messages thus enhancing the overall online relationships and ultimately creating a feeling of coherence and pride about the organisation among employees.

- **Vlog**

A vlog is similar to a blog in that it allows online customers' dialogue, but also enables the user to view and hear the message by means of a video (Du Plessis (2010). Within OIC it is used by online employees to access and share online video based information. Vlog can be used by managers to communicate with employees and can also be effectively used for communication when employees are dispersed in different locations.

- **Wiki**

Similarly, a wiki is a web page or several web pages which allow the user to add and edit the available content on the web pages (Wagner & Schroeder 2010; Singh et al 2011; Netzley & Rath 2012; Austin et al 2009). Within OIC it can be used by employees to add and edit information on the employees' portal on the intranet, to be considered by management, if it is permissible by the organisation's social media policies. Wikis can be used by the managers to help contribute to collaboration on new processes that are being introduced in the organisation.

- **Podcast and vodcast**

In addition, a podcast and vodcast are social media tools that combines audio, video, portable document format (PDF) and other electronic files through which the user can download or which can also be streamed online to a computer or mobile device. A podcast is an electronic sound or music file while a vodcast (vod stands for 'video on demand') is like a podcast, but with visual and audio content (Du Plessis 2010; Austin et al 2009). Within OIC it can be used by employees to share audio and visual organisational information that is accessible through the intranet. Managers can also use podcasts and vodcasts to disseminate organisational information to the employees.

- **Social networking site**

Likewise, a social networking site refers to web-based services that allow people to create a public or semi-public profile, and have a list of other users that share a connection (Vasquez & Velez 2011:161; Baruah 2012). Facebook and Google Plus are two out of potentially thousands of examples of social networking sites. Facebook is a free social networking website from which users can add friends, interact with them by sending messages, posting personal updates, sharing photographs and video links as well as participating in group discussions (Ndavula & Mberia 2012). Google Plus is another social networking site that offer chat service and is particular useful for internal communication in that it allows users to video chat with nine to 10 people simultaneously (Curran, Morrison & McCauley 2012). Within OIC, it can be used by employees to interact and share both official and social organisational information and at the same time, it can be used for managerial communication.

- **Free Web-based productivity tool**

Free Web-based productivity tools refer to browser-based tools that enable the user to access various application tools in one online platform (D'Angelo, Vitali & Zacchiroli 2010; Brown 2011). Google docs is a popular web-based productivity tool and is the same as wikis but offers free collaboration tools such as word processor, presentation, spread sheet, calendars and contacts among others applications that are used to create and collaborate texts and graphics (D'Angelo et al 2010). Within OIC it can be used by employees to work and share information using various online applications resulting in more productivity.

- **Document-sharing sites**

A document-sharing site refers to a site in which documents of various formats can be posted and embedded into a web page (Singh et al 2011). A popular example is Scribd which is a document-sharing website in which documents of various formats can be posted and embedded into a web page using its iPaper format (Singh et al 2011). Within OIC, it can be used by employees to share documents of various formats. In addition, important organisational presentations can be shared to employees on the intranet in this manner.

- **Instant messaging**

As for Church and De Oliveira (2013) and Pielot, De Oliveira, Kwak and Oliver (2014), instant messaging is described as online service that allows users to send and receive short textual messages referred to as "instant messages". These include images, video, audio and text messages in real-time via computer or mobile devices in an asynchronous but near-synchronous one-on-one communication. The service allows the users to choose not to respond to incoming messages immediately and to attend to them at their convenient time. Within OIC, it can be used by employees to share organisational information in different versions. In addition, advantages of instant messaging include easy communicating with employees in remote locations; provide instant communication, provide the use of multimedia messages and the cost of sending messages is cheap.

In this regard, Du Plessis (2010:2) argues that social media can create many business opportunities for organisations that are ready to embrace them. The use and integration of social media into the organisation's marketing-communication mix can also improve organisations' competitive advantage besides creating and maintaining long term relationships with their stakeholders (Du Plessis 2010:4; Matthews 2010:18).

However, many organisations are still fearful of social media because of the potential harm it can cause their reputation (Omilion-Hodges et al 2012; Kietzmann, Hermkens, McCarthy & Silvestre 2011). In addition, social media offer organisations new opportunities to interact directly with their key publics but, at the same time, make them lose control over the dissemination of information thus making some organisations wary of its use (Linke & Zerfass 2012:17). Table 2.1 below summarises the various social media tools applicable to OIC within the organisation.

Table 2.1: Various social media tools applicable to OIC within the organisation

Social media type	**Description**	**Applicability in OIC within the organisation and examples of tools**
Corporate blog	Blogs are online diaries that allow users to post texts or articles in reverse chronological order (James 2008;	Employees can interact and share interesting ideas online. Also provides a platform for feedback and inputs from both the management

	Robinson & Waters 2009; Singh et al 2011; Cho & Huh 2012).	and employees. Examples of corporate blogs include product blog, review blog and blog press room.
Micro blogging	This is a social media platform that allows users to post short messages as well as sharing images or hyperlinks to potentially millions of users which can also be grouped by means of hashtags (Netzley & Rath 2012).	Employees can interact and share organisational information by posting short messages via a micro blog. Twitter and Tumblr are examples of micro blogging.
Vlogs	Similar to a blog but the difference is that employees are able to view and hear messages through video (Du Plessis 2010).	Allows employees to share audio visual messages to share information about the organisation.
Wikis	This online platform permits employees to interact and contribute to the web's content by creating, editing, deleting or changing the content (Wagner & Schroeder 2010; Singh et al 2011; Netzley & Rath 2012).	Employees can interact through collaboration and information sharing about the organisation on issues that are important to them.
Podcasts and vodcasts	Podcasts and vodcasts combine MP3 sound and video files. They allow the users to subscribe and to download files automatically and listen to them on devices, such as the iPod or mobile phones (Singh et al 2011; Netzley & Rath 2012; Austin et al 2009). Vodcasts are often erroneously referred to as podcasts.	Employees can automatically receive audio and visual messages from the organisation and listen to them through their computers and other mobile devices.
Social networking	The term social networking refers to the creating and sharing of content and information by web users using social networking tools. (Curran et al 2012:380; Ndavula & Mberia 2012; Nechita 2012).	Employees and the organisation can interact and exchange messages in a free online environment. Popular examples of social networking include Facebook and Google Plus branded page, depending on whether the organisation's social media policy allows for this.
Free web-based	Web-based productivity tools refer to the browser-based environment that	Employees can use the free platform to create messages that can be shared and collaborated

productivity tools	facilitate the user to access more than one application tool such as documents, spreadsheets, excel, PowerPoint, calendars and contacts all in a single online platform. (D'Angelo et al 2010; Brown 2011).	on in the organisation. Google docs is one of the most popular web-based productivity tools.
Document sharing sites	A document-sharing website is a site in which documents of various formats can be posted and embedded into a web page (Singh et al 2011).	Employees within the organisation are able to share information online using different formats. Scribd is an example of such site using its iPaper format.
Instant messaging	Instant messaging is an online service in which users can send and receive short textual messages as images, video, audio and text messages in real-time via computer or mobile devices. (Church & De Oliveira 2013; Pielot et al 2014)	Instant messaging can allow employee to send and receive information about the organisation though their computers or mobile devices.

2.6.8 Electronic employee newsletters (e-newsletters)

Traditionally, the employee’s newsletter has been an important source of information on organisational activities (Kumar 2012). According to the same author, the use of the internet in organisations has in the recent past seen the introduction of the electronic employee newsletter (e-newsletter). Employee e-newsletter is a digital version of the traditional employee newsletter that is produced electronically and distributed to the employees through the organisation’s e-mail platform or made accessible via the organisation’s intranet or website.

An e-newsletter can now allow corporate communication practitioners to disseminate organisational information to employees located in various areas much faster and also at minimum cost as opposed to the traditional paper printed newsletter (Matthee 2011:11; Gaffin ([sa]); Kumar 2012). According to (Gaffin [sa]), an e-newsletter should be well designed to include relevant and captivating information to avoid being considered as spam or to be ignored by employees. In addition, an e-newsletter should provide a high level of interaction (Kumar 2012) as well as allow employees to raise issues and provide comments

(Gaffin [sa]; Kumar 2012) from which the organisations' communication practitioners are able to address in subsequent features and articles.

In view of this, it is important for organisations to also focus on their internal communication with their internal stakeholders as discussed below.

2.7 COMMUNICATION WITH INTERNAL STAKEHOLDERS

According to McCown (2007:51), there is a need for the organisation to identify the various stakeholders whose actions can affect the organisation in realising its objectives, so as to plan and maintain meaningful long term relationships with each of them as is advanced by the stakeholder theory. This theory is based on premise that the success of an organisation is dependent on how well its management is able to handle the relationships between the various stakeholder groups (Freeman 2008; Pfarrer 2010). In addition, the stakeholder theory advocates for a balance between all stakeholders' interests, the implementation of ethical management practices as well as the identification and prioritisation of various stakeholders groups for the purpose of maximising wealth creation and equitable distribution of resources (Welch & Jackson 2007; Freeman 2008; Illia & Balmer 2012). This will ensure that the interests of all stakeholders are taken in consideration. According to Freeman (2008), equilibrium between stakeholders' and an organisation's interests is key in managing organisation's resources so as to meet the needs of all stakeholders in an equitable manner. This is necessary as some stakeholder groups enjoy more powers than others depending on their influence over the organisation.

Pfarrer (2010) defines stakeholders as "all those diverse individuals and groups who affect or are affected by an organisation's actions". On the other hand, stakeholders are identified by McCown (2007:50) and Lattimore et al (2009) as "persons or groups who have a 'stake' and are in certain relationships with the organisation or have a common interest or value in the organisation" thus making them a prime target of corporate communication practitioners. This study adopts the definition by McCown (2007:50) and Lattimore et al (2009) as it recognises the value of stakeholders in the organisation as well as their relationships. Stakeholders include both internal stakeholders (employees and the management) and external stakeholders comprising shareholders, customers, creditors, suppliers, and the society (Welch & Jackson 2007; Pfarrer 2010; Fenech 2013). It is therefore important for the organisation to seriously consider all persons or groups with whom the organisation relates as existing or potential stakeholders.

The term ‘stakeholder’ was first used to insinuate stockholders (Freeman 2008), the only group to whom the organisation’s management was expected to be responsive to (Pfarrer 2010). However, the concept has changed over time as more stakeholder groups have gained prominence due to their potential to influence the organisation both positively and negatively (Freeman2008; Pfarrer2010). Of importance to this study are internal stakeholders namely the employees of the organisation.

It is increasingly emphasised that internal communication with employees (see also section 2.3.2) should be used by organisations to create and maintain long lasting relationships (Maenetja 2009:22; White et al 2010:66). Abdullah and Antony (2012:18) suggest that internal communication should ensure that employees are treated with an immense value in order to attain the organisational objectives. Moreover, the organisation can use internal communication to help employees to better understand the organisation’s mission and vision (Scarlat & Maxim 2009:35) and to also motivate them to ensure that the organisation’s planned objectives are achieved (Steyn et al 2011:132). In addition, the role of employees in internal communication efforts should be emphasised as they highly determine the organisation’s success (White et al 2010:66; Steyn et al 2011:132).

Both Steyn et al (2011:132) and White et al (2010:66) indicate that internal communication is a major factor that contributes to the success or failure of any organisation as it determines employees’ perceptions of the organisation, which are fundamental in promoting the culture of relationship building. Internal communication with internal stakeholders includes all interactions, channels and systems that form communication in the organisation that predominantly targets employees (Opperman 2007:41). Moreover, Kalla (2005), Welch and Jackson (2007) and Maenetja (2009:23) point out that internal communication allows employees to send and receive messages from the organisation and that it mainly focuses on the flow of messages, their purpose, direction and the media used. McCown (2007:51) observes that employees or internal stakeholders are very crucial in the success or failure of any organisation but they are often neglected or forgotten in the planning and implementation of public relations activities.

According to Muhammad (2009:502), organisational relationship building is highly dependent on effective internal communication and, in this regard, should be appreciated and desired by all internal stakeholders in the organisation. In view of this, organisational communicators should put more emphasis on building long term relationships with employees through internal communication, which makes the discussion about communication with internal stakeholders important for this study. White et al (2010:67) and Groysberg and Slind (2012:78) insist that organisational public relations managers need to ensure that institutional, technological, spatial, cultural, attitude related issues and other distances that hinder internal communication are addressed to enhance relationship building (see section 2.8).

2.7.1 When communicating with internal stakeholders

There exists various communication styles in different organisations and these styles also affect their internal communication (White et al 2010; Nwadukwe & Timinepere 2012; Neves & Eisenberger 2012). Despite the various communication styles, internal communication should support the overall organisational functions, strategies and other corporate relations activities that are necessary in establishing clear communication linkages and maintaining internal relationships (White et al 2010:67). According to Nwadukwe and Timinepere (2012) and Rogers (2013), this scenario can be achieved through management communication.

Management communication is defined by Nwadukwe and Timinepere (2012) as "the general approach of a manager in dealing with people at work and exercising of authority over subordinates in an effort to reach organisational goals". Rogers (2013) on the other hand defines management communication as "the study of managers' stewardship of writing and speaking to get work done with and through people". In addition, Neves and Eisenberger (2012) argue that, since managerial responsibilities include decision-making for an organisation, managers need to have up-to-date information. This information should guide them in achieving the overall goals and to implement strategies that are necessary in attaining organisation's success. In other words, the main objective of management communication is to develop and disseminate knowledge that is crucial in increasing the effectiveness and efficiency of managers in running the organisation.

Moreover, management communication is used to provide open lines of communication between managers and employees, so as to build effective long lasting relationships and to increase organisational productivity (Neves & Eisenberger 2012). Besides, some proponents of management communication (see for example Neves & Eisenberger 2012 & Rogers 2013) advocate for an open two-way communication line between management and employees. This is to enable managers develop strategies, address emerging problems, and to change employees' negative perceptions on the organisation's management. Besides, it is also necessary for managers to assess the impact of oral and written messages between the management and employees in order to achieve organisational goals (Rogers 2013). Furthermore, Groysberg and Slind (2012:78) posit that in order to create and maintain long-lasting relationships, managers and employees should be allowed to interact and communicate with minimum control. Indeed, this can be achieved through the use of OICs tools.

Similarly, in order to achieve long lasting relationships in organisations, appropriate internal communication channels should be employed. These channels include OIC tools as well as the traditional communication tools and techniques. In order to achieve effective internal organisational communication, integration of both OIC and offline communication channels is important so as to harmonise all the organisational processes and communication (see section 2.3). As already mentioned, integrated communication is necessary to ensure that all organisational messages are harmonised in line with the organisation's mission and vision (see Hanekom 2005:16; Rensburg & Cant 2009:15; White et al 2010:70). Consequently, all online and offline internal communication should be integrated and used to supplement each other.

2.8 EMPLOYEES' PERCEPTIONS

The technological advancements of information and communication has drastically change the way organisation communicate by altering communications patterns, information sharing and networking systems as well as the geographical boundaries in which they operate (Jones, Watson, Hobman, Bordia, Gallois & Callan 2008). These changes require organisations to constantly change and innovate in order to survive in the competitive global environment.

Employees' perceptions are identified as an effective ingredient for implementation of new innovations as it influence on how employees perceive such innovations (Ársaelsson & Theodórsdóttir 2013). According Komodromos (2014), employees are a key component to any success or failure in the change process and as such, their perceptions are central, as they determine the acceptance or resistance to the intended change or innovation. Perception is defined by Ársaelsson and Theodórsdóttir (2013) as "the process by which organisms interpret and organise sensation to produce a meaningful experience of the world".

Inevitably, some employees usually have trouble embracing new innovation, as they feel more comfortable with current organisational culture and history (Jones et al 2008). This is always so as employees tend to be socialised to appreciate the status quo. Any change or innovation is therefore perceived by employees as a loss to the organisation's status or prestige or a threat to their jobs. It is therefore necessary to emphasize on examining employees' perceptions, whether negative or positive and address them adequately.

Moreover, relationships in the organisation such as "employee to employee" and "employee to management" are essential in modifying employees' perceptions as well their willingness to adopt or reject new innovations (Jones et al 2008). In addition, organisations practising open, two-way communication motivate employees to interact and share information (Komodromos 2014) using OIC more freely as opposed to those with closed and hierarchical communication.

As mentioned earlier in this chapter, organisational communicators should also properly manage relationships with internal stakeholders. This can be achieved by adopting and implementing OIC tools.

2.9 RELATIONSHIP BUILDING AS A MULTIDIMENSIONAL CONCEPT

This study adopts principles of relationship building which is also anchored in relationship marketing theory and which extends to also include OIC as increasingly more technology is adopted to communicate online within an organisational context.

2.9.2 Relationship marketing

The evolution of marketing has seen the emergence of relationship marketing in the late 2000s in a bid to conform to the changing business environment (Maxim 2009:289; Belch & Belch 2012). Marketing as a phenomenon has indeed changed its focus from the initial transactions involved in the exchange of goods and services in the 1960s and 1970s to the meaningful interactions between the organisation and its various stakeholders in the 1990s (see for example Harwood, Garry & Broderick 2008; Hoffmann, Pennings & Wies 2011; Belch & Belch 2012; Omenye 2013).

Omenye (2013) defines relationship marketing as "the process of building long-term relationships with customers by understanding and predicting their needs and wants so as to attract them through better services and to enhance customer retention". This definition is relevant to this study as relationship marketing aims at establishing and sustaining long-term relationships with stakeholders through open and genuine engagements for long term gains as opposed to transactional marketing which focuses on single transactions with customers for short term advantage.

Hoffmann et al (2011) acknowledge relationship marketing as an important element of the marketing theory which is employed with the aim of retaining customers. In order to enhance customer retention, marketers has resulted in relationship-oriented transactions (Harwood et al 2008:9; Maxim 2009; Hoffmann et al 2011) which are anchored in some of the principles of the relationship management theory relational perception theory, social exchange theory and social penetration theory and upon which this study also draws.

2.9.3 Relationship development

Relationships in the organisation must first be created and developed for them to be managed properly (Bortree & Waters 2010; Belch & Belch 2012). The creation and development of relationships in the organisation depends on various aspects. One of these aspects is how the stakeholders interact with one another in the context of interpersonal communication as advanced by relational perception theory. This theory was developed by a Scottish psychologist Laing (1969) and it primarily focuses on interpersonal relationships and how communication affects these relationships (Littlejohn 1996:250; Bortree & Waters 2010). The theory explains how relationships develop through people perceptions of such relationships. In fact, stakeholders' communicative behaviours are affected by their perceptions of the relationship (Littlejohn 1996:254). In other words, interpersonal relationships in the organisation are determined by stakeholders' perceptions and how they communicate with one another. These relationships are continuously developed through a process of negotiation.

Another aspect of relationship development is the social exchange which is outlined in the social exchange theory of Thibant and Kelly (1959). Social exchange includes social interactions which are interdependent on the actions of the parties involved in the relationships and from which they expect to obtain rewards (Cropanzano & Mitchell 2005).. These authors further argue that social exchange involves transactions, whose actions leads to response by the involved parties. The parties involved evaluate their gains and losses in these relationships. In other words, stakeholders will constantly undertake a cost-benefit analysis of the relationships they are involved in, so as to continue with those which are rewarding and to terminate the ones which do not meet their expectation (Holthausen 2013). On the other hand, Cropanzano and Mitchell (2005) explain that relationships evolve as a result of trust, mutuality and goodwill, all of which depend on reciprocity. Consequently, reciprocity is a key concept in the social exchange (Cropanzano & Mitchell 2005; Zhai 2012) and as in this case, employees are likely to reciprocate their benefits with goodwill and commitment towards the organisation with they are having social exchange relationship.

Social exchange theory is closely related to the social penetration theory of Altman and Taylor (1973), which is concerned with social penetration, leading to self-disclosure. The social penetration theory predicts the patterns of relationships as they develop; leading to self-disclosure of the parties involved (Zhai 2012). Individuals' self and social domains can be penetrated through self-disclosure, to enhance close and sound relationships (Griffin 2003). Olson (2012) adds that self-disclosure in social penetration theory develops as individuals interacts and share information both online and offline, leading to mutual trust and understanding that result to personal and social relationships. According to Griffin (2003) and Olson (2012), social penetration can be compared to the different layers of an onion denoting the various stages, levels and types of relationships. The more the relationships deepen, the more the involved parties are likely to self-disclose. Furthermore, self-disclosure is voluntary and depends on trust, reciprocity and satisfaction of the parties involved. In addition, self-disclosure fosters closeness which is critical in the development of healthy and long lasting relationships as put forward by the relationship management theory.

2.9.4 Relationship building within the context of corporate communication

Relationship management theory is also an important consideration for this study because of the required level of engagement between the management and employees of Kenya Power when they use and adopt OIC tools for relationship building. Engagement refers to "the level of involvement, interaction, intimacy, and influence employees have with the management" that helps them to build relationships (Paine & Kowalski 2008; DiStaso & McCorkindale 2012). Relationship building has a multidisciplinary focus but for the purpose of this study, this concept will be discussed within the context of corporate communication because of the focus on establishing and maintaining mutually beneficial communication between management and the employees of Kenya Power.

Ferguson (1984) is acknowledged by some scholars (see for example, Bortree & Waters 2008 & Bortree & Waters 2010) as being the pioneer of relationship management theory. The theory was further advanced in the context of corporate communication by other scholars such as Ledingham and Brunig (1998), Grunig and Hon (1999), Ledingham (2003), Walther and Bazirara (2008), Cornelissen (2011), Johan and Noor (2011) in that they all emphasise on the sound management of all the relationships between an organisation and key stakeholders. Grunig and Hon (1999); Ledingham (2003) and Cornelissen (2011) further acknowledge that relationship building is synonymous with corporate communication because it helps to balance the interests of organisations and that of the various stakeholders.

According to Zerfass and Dühring (2012), corporate communication and marketing both deal with relationships in the organisation by employing similar processes, techniques and strategies to meet their objectives. However, while corporate communication deals with building relationships based on positive behaviour towards the organisation, marketing on the other hand seeks to establish long term customer loyalty to meet the organisation’s financial objectives (Zerfass & Dühring 2012).

Corporate communication has also borrowed heavily from the marketing theory as regards to relationship building by shifting its focus from the traditional function of corporate image building to that of creating and maintaining long lasting relationships between the organisation and key stakeholders (Zerfass & Dühring 2012). Corporate image refers to the public perceptions of an organisation based on a combination of various communication and personal experiences and which may be positive or negative. The internet has also merged the roles and tools of corporate communication and those of marketing thus narrowing the boundaries between the two fields (Zerfass & Dühring 2012).

It is important to also note that relationship building includes multidimensional concepts which may have different meanings in different contexts. Some of the most outstanding dimensions in relationship building include the following (see Kaur & Shaari 2006; Grunig 2009; Rensburg & Cant 2009:57; Bortree & Waters 2010; Haigh & Dardis 2012; Omilion-Hodges et al 2012; Shen & Kim 2012; Bortree & Waters 2012):

- *Trust* which refers to a feeling that enables those involved in the relationship to rely on each other. It makes them believe that each party is willing to keep its part of the bargain. Trust is an important dimension in relationship building as it determines the extent of the relationship. For instance, in relationships with deep trust, parties involved believe in each other and are willing to take risks with confidence.

- *Control* which denotes the balance of power between the parties involved in the organisational relationships. In order to maintain sound relationships, power should be shared equitably between the parties involved.
- *Mutuality* describes the mutual interest or support which is exhibited by both the organisation and its publics and which helps both parties to commit to each other.
- *Commitment* is the determination shown by the parties involved to continue being in the relationship. Without commitment it will be very difficult for any relationship to thrive.
- *Satisfaction* means the state where the stakeholders develop positive feelings towards the organisation due to its ability to fulfil their needs.
- *Credibility* describes the stakeholders' perceptions that are true and genuine towards the organisation. Credibility is established through two-way, reciprocal relationships between organisation and the stakeholders.
- *Openness* is the willingness of the organisation to share its future plans with its key stakeholders. It helps the stakeholders to elevate their relationship with the organisation so as to determine whether they would wish to continue with the relationship in future.
- *Understanding* is the ability of the organisation as well as the publics to perceive and explain the meaning of the relationships.
- *Legitimacy* in this regard denotes the willingness of the parties involved in the relationship to comply with the set rules, standards and traditions.
- *Involvement* refers to the organisation's willingness to get involved in the welfare of its publics. An example of involvement is the organisation's corporate social responsibility. Corporate social responsibility refers to the community or public activities which the organisation supports. The involvements of the organisation to its publics promote reciprocity as they feel that the organisation is considerate of their contribution to its existence.
- *Reciprocity* means the mutual exchange of the privileges between the organisation and its stakeholders.
- *Interdependence* refers to a situation where both the organisation and its stakeholders depend on each other in creating and maintaining relationships.
- *Shared technology* refers to readiness of the parties involved to shares and use modern technologies to enhance the creation and management of organisational relationships.

- *Investment* is regarded as the resources such as time, energy, feelings and efforts given by both organisation and its stakeholders to build and maintain the resultant relationships.
- *Goodwill* refers to the extent to which the stakeholders perceive the organisation as being concerned of their welfare.

Table 2.2 below illustrates the above mentioned dimensions, their levels as well as how they are applicable to this study. Level in this context refers the point of focus that these dimensions are aimed at as mentioned by various scholars (see for example Grunig & Hon 1999; Kaur & Shaari 2006:14; Grunig 2009:15; Rensburg & Cant 2009:57; Shen & Kim 2012; Haigh & Dardis 2012:3; Omilion-Hodges et al 2012).

Table 2.2: Different dimensions in relationship building

Dimension in relationship building	**Level**	**Applicability to this study in terms of internal communication**
Trust	Organisation/Internal stakeholders	Helps to assess whether the parties are opening up to each other, leading to sound and long lasting relationships. (Parties involved in this case include the organisation on one the side and employees on the other).
Control mutuality	Organisation/Internal stakeholders	Used to determine the balance of power between the various partners involved in the organisational relationships. It is important to note that power in those relationships is dynamic and may change depending on factors such as changes in the organisational structure, culture, environment, labour policies as well as technology.
Commitment	Organisation/Internal stakeholders	Helps to determine the efforts and resources that are put into a relationship by each concerned partner to sustain the relationship. It reflects the investment put

		in the relationship by all stakeholders.
Satisfaction	Organisation/Internal stakeholders	Helps to determine whether an organisation's internal stakeholders have positive feelings towards each other.
Credibility	Internal stakeholders	Assists to determine the willingness of the parties involved to accept the relationships as true and genuine.
Reciprocity	Organisation/Internal stakeholders	Helps to determine the mutual exchange of the privileges arising from the relationships between the parties involved.
Openness	Organisation/Internal stakeholders	Assists to determine the quality of honesty of the parties involved in the relationship building.
Understanding	Organisation/Internal stakeholders	Helps to determine the ability of the parties involved to perceive and explain the meaning of the relationships.
Legitimacy	Organisation/Internal stakeholders	Assists by ensuring that the parties involved in building relationships comply with the set rules, standards and traditions related to the organisation.
Investment	Organisation/Internal stakeholders	Helps to determine the parties' contribution of resources such as time, energy, or effort to relationships building in the expectation that they will benefit from these relationships.
Involvement	Organisation/Internal stakeholders	Used to determine whether the parties involved are taking active role in the process of relationship building.
Interdependence	Organisation/Internal stakeholders	Assists to determine whether the parties involved are dependent on each other in creating and maintaining relationships.

Shared technology	Organisation/Internal stakeholders	Used to determine whether the parties involved share and use modern technologies such as OIC tools to create and manage relationships.
Goodwill	Internal stakeholders/Organisation	Helps to evaluate the internal stakeholders' perceptions on whether the organisation is concerned about their welfare.

As is evident from Table 2.2 above, the building of long lasting relationships in organisations is interdependent on these dimensions in that they contribute to the level of the relationship between the organisation and its stakeholders (Omilion-Hodges et al 2012). In addition, relationship building also considers the nature of relationships in the organisation (see Grunig & Hon 1999:3; Bortree & Waters 2008; Coomb & Hollady 2008; Men 2012; Haigh & Dardis 2012:2) and include:

- *Covenantal relationship* which is described as a relationship where all parties work for their common good. Such a relationship is not commonly practiced in public organisation.
- *Manipulative relationship* which is where one party use the others to achieve its own goals. In this type of relationships, asymmetrical communication is mostly used.
- *Exploitative relationship* which is where one partner unfairly takes advantage of the other parties for selfish gain.
- *Symbiotic or contractual relationship* which is where both parties benefits from the relationship. However, the benefit may not be equal and is the most common type of relationship in the public sector.
- *Exchange relationship* which is the relationship in which one party gives the benefit to the other based on past experience or expecting to benefit in future.
- *Communal relationship* which is where both parties provide benefits for the sake of all parties even when there is nothing in return.

In context of this study, relationship building should involve the give-and-take transactions between the internal stakeholders and the organisational managers of which should be consistent with two-way symmetrical communication paradigm (Grunig & Hon 1999:17; Chia 2007; Cornelissen 2011). Matthee (2011) refers to symmetrical communication as the free exchange of information between the organisation and its stakeholders with the aim of altering their attitudes and in which formative research is employed to fully understand the attitudes that are targeted for change. OIC tools aimed at internal communication can foster unrestricted interaction between employees and the organisation's managers (Bhargava 2010; Zailskaite-Jakste & Kuvykaite 2010; Omilion-Hodges et al 2012). According to Grunig (2009:15), a two-way, symmetrical communication paradigm in corporate communication employs research, listening, and dialogue to manage relationships between the organisation and the various stakeholder groups.

In order to understand relationship building, a definition is explained and adopted below for the purpose of this study.

2.10 ADOPTING A DEFINITION OF RELATIONSHIP BUILDING

Relationship building focuses on the process of building, nurturing and managing relationships and is an important approach for public relations (Men 2012:1). Chia (2007:7), Men (2012:1), Haigh and Dardis (2012:2) define relationship as "the situation arising from the interaction between the organisation and its stakeholders and which impact on the social, cultural, economic or political well-being of the other and where resources can also be exchanged therein". According to Ledingham (2003) and Rensburg and Cant (2009:57), the concept of relationship building focuses on "effectively managing organisation-public relationship around common interest and shared goals, over time, resulting in mutual understanding and benefits for interacting organisation and its stakeholders". This definition of relationship building is adopted for this study because it encompasses the various aspects of managing relationships that benefit both the organisation and the stakeholders. In fact, the theory is mainly concerned with measuring the various relationships between the organisation and its stakeholders (Grunig & Hon 1999; Rensburg & Cant 2009:57). However, with the introduction of OIC in most organisations, an overview of the relationship building in an online environment is discussed below.

2.11 RELATIONSHIP BUILDING IN AN ONLINE ENVIRONMENT

The establishment and maintenance of meaningful long lasting relationships between the organisation and its internal stakeholders is aimed at fostering a positive corporate image and is one of the most fundamental roles of traditional corporate communication (Du Plessis 2005; Belch & Belch 2012). However, OIC is changing fundamentally as a result of the impact brought about by the internet and other OIC resources (Belch & Belch 2012 – see section 2.5). The result is that internal stakeholders or employees can now actively and freely participate in the organisational communication (Zailskaite-Jakste & Kuvykaite 2010) as well as eliminating the role of gatekeeping (Gilpin 2010:269) that is typical with traditional communication channels. Gatekeeping refers to the process by which numerous accessible messages are edited and transformed allowing a few acceptable ones to reach a given person on a given time or day, a practice that is mostly applied in the mass media (Soroka 2012).

Employees' perceptions towards the organisation can be positively influenced by allowing their participation through OIC tools as well as enabling them to have a clear view of the organisation's vision and mission (see for example, Zailskaite-Jakste & Kuvykaite 2010) which are crucial in developing long lasting relationships in the organisation (Du Plessis 2005:5; Belch & Belch 2012).

Relationship building in an online environment is especially important when it comes to cultivating an organisational climate of trust and openness (Abu-Shanab et al 2010:38; Groyberg & Slind 2012:78) (see section 2.6). On their part, Groyberg and Slind (2012:78) insist that bureaucratic organisational leadership is distrusted by most employees and that lack of trust erodes intimacy. Consequently, this situation may result in employees' negative perceptions (McIvor et al 2004:72) of OIC, leading to poor relationships. In this regard, Groyberg and Slind (2012:78) point out that sound and forthright leadership is an essential ingredient for organisations which expected to be trusted by their employees.

According to Zailskaite-Jakste and Kuvykaite (2010:851), the interactive nature of OIC and its ability to allow sharing of information plays a significant role when it comes to relationship building as it helps to foster trust between the organisation and its employees. However, in order to cultivate trust, proper training and sensitisation of employees is needed (Opperman 2007:147). This may include the use and advantage of OIC, change of management style to accommodate interactive online communication, as well as the modification of ethos through culture and climate change (Ferreira 2006:280) in favour of OIC. Based on this premise, trust becomes an important factor in modifying employees' perceptions on the overall functions and communications in the organisation (Casterlnova & Simonetta 2007:26). In fact, OIC tools enhancing interactive two-way communications and can be used to earn trust if appropriately applied and promoted in the organisation (Zailskaite-Jakste & Kuvykaite 2010).

As earlier indicated in subsection 2.2.1, integrated organisational communication is very important for effective internal communication as it incorporates and harmonises various sources of communication in the organisation. Apart from integrating communication from the various functions in the organisation, communication scholars such as Hanekom (2005:31), Rensburg and Cant (2009:15), Belch and Belch (2012) and Evans et al (2011) recommend the integration of all OIC elements into one multimedia platform such as the corporate website and the intranet to portray consistent messages and provide open communication to the stakeholders.

The presence of OIC tools such as social media networking platforms has promoted the convergence of marketing and corporate communication by allowing marketing to shift its focus from customers toward stakeholders' relationships, which has been the main focus of corporate communication (Zerfass & Dühring 2012). These authors further argue that since the same OIC tools are used in both fields in the online environment, convergence has been easier and inevitable, thus narrowing the boundaries between the two field despite the resistance from some scholars of both fields.

For the purpose of the single case study, it is also important to propose criteria for purposes of measurement based on the literature for OIC within the context of relationship building in organisations as discussed below (see chapter 6 section 6.4).

2.12 PROPOSED CRITERIA FOR USING OIC IN RELATIONSHIP BUILDING

Based on the literature review, the following discussion includes proposed criteria for implementing OIC in the organisation within the context of relationship building.

Internal communication which is crucial for the coordination of the various functions and activities in the organisation has experienced drastic transformation in recent times as a result of the new media technologies and the rapid changes in the market environment (Richmond & McCroskey 2009:16; Rawjee et al 2010:7745; Spaho 2011:390). Transformation in this context means "the whole effect of switching the organisation from one image, aspect or direction to another" (Wei Min & Santhapparaj 2011). As a result many organisations are now being forced to embrace OIC in their organisational communication in order to keep pace with the employees' expectations and demands so as to remain competitive in the changing market environment (Vasquez & Velez 2011:172).

Consequently, corporate communication has also shifted its focus from its traditional role of image creation to that of relationship building so as to establish long lasting relationships between the organisation and all its stakeholders using OIC tools (Rensburg & Cant 2009:289; Belch & Belch 2009:560; Gilpin 2010:266). According to Omilion-Hodges et al (2012), OIC has seen the introduction of innovative OIC tools, which has enhance interactions that were beyond human imagination not a long time ago.

Furthermore, internal communication which is used to coordinate organisations' internal functions (Opperman 2007:41) has also undergone changes as a result of the new media technologies (David 2011; Blazenaite 2011:89). These changes have created the need to integrate and converge the various communication functions into a unified online platform that is accessible to internal stakeholders (Du Plessis et al 2006; Limo 2007; Belch & Belch 2012).

Employees, who are the target of internal communication, are the main component in any organisation (White et al 2010:66; David 2011). It is for this reason that they should be consulted, trained and involved in all stages in the implementation of any new communication innovation to avoid rejection or user apathy. Linke and Zerfass (2012:26) argue that if the implementation of OIC is made participatory and all inclusive, employees will be able to better understand what the organisation stand for as well as envisage the organisation’s future plans and aspiration.

OIC has been attributed to open communication by removing the communication hierarchical chain and gatekeepers thus allowing free flow of information in the organisation (Gilpin 2010:269; Zailskaite-Jakste & Kuvykaite 2010). In this regard, employees can interact with top most executives without having to book an appointment thanks to the use of OIC tools. However, the same tools are also posing a real threat to those organisations propagating a bureaucratic system, as it is proving very difficult to control information in an online environment (Linke & Zerfass 2012:17).

Moreover, Hrdinová and Helbig (2011) and Shepherd and Klein (2012) report that many organisations are raising concerns that some employees are spending most of their working hours on the internet undertaking non-work related activities thus affecting their productivity. As a result, some organisations have introduced ICT security and *acceptable use policies* in order to guide the use of OIC as well as to control the misuse of OIC tools by employees. Consequently, some organisations have introduced restricted technologies, which are able to block and report unauthorised use or misuse of OIC tools to the organisation's system administrator. In some instances only a few essential OIC tools are installed or are enabled for use by employees (Hrdinová & Helbig 2011; Shepherd & Klein 2012).

However, other organisations have thrown caution to the wind by allowed their employees to freely interact using OIC (Shepherd & Klein 2012). Some authors (for example Groysberg & Slind 2012:80) state that employees who interact using OIC tools without restrictions and who are able to access information at will, are unlikely to misuse such tools. In addition, free access to OIC tools make employees more competent and accountable, giving them a sense of belonging as well as enhancing organisation's trust and credibility (Shepherd & Klein 2012). According to Ali and Haider (2012), trust and credibility are closely related and the two components greatly affect the overall communication climate. Organisations should therefore engage employees to formulate self-regulating acceptable use policies on the prudent use of OIC which must be communicated to all employees. Employees should also read and sign the acceptable use policies with a view to committing themselves against any form of abuse of OIC tools in relationship building within the organisation and accept the consequences arising from such behaviour (Shepherd & Klein 2012).

In addition, relationship building is a dynamic and multidimensional concept which is likely to develop with the introduction of more innovative OIC tools (see section 2.6 and Table 2.2).

Table 2.3 below summarises the proposed criteria for using OIC in the context of relationship building.

Table 2.3: Proposed criteria for using OIC in the context of relationship building

Criterion with regard to using OIC for relationship building.	**Use in OIC**	**Potential role in relationship building**
Open communication refers to the unrestricted exchange of information in the organisation.	To provide employees with unrestricted avenues to interact and share information.	Allows employees and the organisation's communicators to interact freely online to develop meaningful relationships.
Training denotes the imparting of knowledge, favourable attitude and skills in the use of OIC.	To equip employees with skills, knowledge and a favourable attitude towards the positive use of	Enables employees to appreciate the value of using OIC to create and maintain sound relationships.

	OIC.	
Involvement refers to the organisation’s willingness to get involved in the welfare of its publics.	To allow employees to contribute to the implementation and management of OIC to foster their welfare in the organisation.	Enables employees to own the use of the OIC tools in creating and managing relationships to the benefit of all in the organisation.
Consultation is the process of engagement between organisation and its internal stakeholders aimed at ascertaining opinions or ideas about OIC.	To give employees an opportunity to share their views and opinion on the implementation of OIC platforms.	Allows employees to value OIC in relationship building.
Acceptable use of policies aimed at promoting prudent use of OIC tools in the organisation.	To regulate the use of OIC to minimise misuse.	Employees are able to interact and build relationships within the organisation without misusing OIC tools.
Free access refers to the ability or right to log on to the OIC tool without hindrance.	To allow employees to freely access the OIC tools in the organisation.	Provides employees and the organisation’s communicators with an online platform and information that is necessary for relationship building.
Shared technology refers to readiness of the parties involved to shares and use modern technologies.	To allow employees and the organisation’s communicators to integrate various multi-media OIC tools for better collaboration.	Provides employees with a variety of OIC tools to collaborate in the process of relationship building.
Openness is the willingness of the organisation to share its future plans with its key stakeholders/publics.	To allow the management to portray their true feelings, opinions and vision using OIC and at the same time to share key organisational information with employees.	Allows the development of genuine relationships in the organisation.
Management's role refers to the part played by the organisational managers in the implementation of OIC tools.	To implement and facilitate the use of IOC tools with regard to the all the criteria mentioned in this table	Motivates and supports employees in the use of OIC in relationship building.

2.13 SUMMARY

This chapter provided insight into the emergence of OIC by focusing on organisational communication, internal communication, internal stakeholders and corporate communication as well as the importance of OIC within these areas of communication. Furthermore, the chapter also reviewed at the various aspects of OIC such as OIC platforms and tools and how they are applicable to internal communication to build and maintain lasting relationships with internal stakeholders.

This chapter also provided an overview of relationship building within the context of corporate communication, by firstly, focusing on relationship building as a multidimensional concept within organisations, and then, discussing relationship building in an online environment. This was necessary because organisations are shifting gradually from the offline to online communication in most of their operations. For the purpose of the single case study, various criteria for OIC within the context of relationship building were proposed. Lastly the diffusion of innovation theory in the context of OIC was discussed because its adoption or rejection will determine the competitiveness of the organisation in this technological era.

The concept of e-governments in Africa and Kenya is conceptualised in the next chapter.

CHAPTER THREE: OIC IN INTERNATIONAL ORGANISATIONS

3.1 INTRODUCTION

In this chapter the term e-government is conceptualised in Africa and in Kenya as it forms the basis of online communication in the public sector. In addition, it is applicable to relationship building by internal stakeholders in that employees are able to interact using modern OIC tools. If properly implemented, e-government is capable of promoting relationship building in public sector organisations through the adoption and implementation of OIC tools.

3.2 THE CONCEPT OF E-GOVERNMENT

Information and communication technology (ICT) is the backbone of e-government (Nkwe 2012:39) and its growth and that of the internet and other online communication tools is transforming public sector organisational communication, information and services accessibility (Njuru 2011a:2) in ways hitherto not imaged. In response to technological advancement as well as the demand for better services in the public sector, the Kenyan government has adopted e-government as a strategy to improve the relationships with its key stakeholders and particularly the internal stakeholders (Njuru 2011b:2; Ndavula & Mberia 2012), who substantially determine the operations of public sector organisations. It further helps the government to provide quality public services based on the stakeholders' choices by making those services and information more accessible and in a way that is attractive to the stakeholders (Asiimwe & Lim 2010).

Being a recent concept, e-government has no concrete definition as scholars advance varying definitions depending on their particular area of interest. Scholars such as Baradei, Shamma & Saada (2012) define electronic government as "the utilisation of IT (Information Technology), ICTs (Information and Communication Technologies), and other web-based telecommunication technologies to improve and/or enhance on the efficiency and effectiveness of service delivery in the public sector". Furthermore, other scholars (for example Asiimwe & Lim 2010) define e-government as "the use of information technology (IT) by public sector organisations". Another scholar is Nkwe (2012), who defines e-government as the "the electronic interaction (transaction and information exchange) between the government and its employees". This definition is adopted for this study as it encompasses transaction and information exchange which are key to building and maintaining relationships within the context of OIC.

E-government is a government strategy aimed at achieving transparency and accountability in the public sector (Kudo 2010:68). Islam (2007:105) suggests that this can be achieved through the integration of various levels of government as well as ensuring that there is open communication and information sharing at all levels in public sector organisations. Actually, this scenario can be made possible through the implementation of active and up-to-date government websites and portals using various online communication tools and platforms to facilitate internal communication processes to improve government service delivery (Nkwe 2012:39).

According to the Government of Kenya (2004:3), Njuru (2011a:2), Njuru (2011b:2) and Nkwe (2012:39), e-government uses ICT to provide e-services and enhance communication by focusing on the interaction between the various levels in public sector organisations using various online communication tools and platforms such as the web, e-mail, social media, land lines, cell phones, local area network and many more. Besides OIC, Islam (2007:104) and GOK (2004) identify other primary categories of e-government interactions as being government to government, government to citizen and government to business. It is against this background that most governments globally have realised the benefits of e-government (Islam 2007:105; Bwalya 2009; Njuru 2011a:2) and are considering it as an important innovation in transforming their public sector (GOK 2004:1) as they strive to enhance their dented image as well as improving their relationships with their key stakeholders.

The field of e-government first appeared in the late 1990s as many governments globally were trying to improve their services in response to the dynamic and ever changing environment (Bouwman, Van Houtum, Janssen & Versteeg 2011:412). According to Nkwe (2012:39), e-government refers to the way governments provide services online to their stakeholders and more so the way they interact and communicate with their internal stakeholders. E-government is expected to make government service more effective, efficient, quicker, cheaper and more responsive to the needs of all its stakeholders through information dissemination, interactive service delivery, and online transactions (Islam 2007:105) and this can only be possible with an effective OIC.

As governments work to re-engineer their processes in line with the expected demands, e-government offers a host of solutions ranging from low communications and information costs, high speed, increased reach as well as eradication of distance and flexible working hours (Matavire, Chigona, Roode, Sewchurran, Davids & Mukudu 2010). However, these authors further indicate that for public sector organisations to achieve optimum results, the necessary infrastructure must be implemented, used effectively, upgraded and updated accordingly.

In recognition of the demand for e-services, the implementation of e-government has been given prominence by most governments (Kudo 2010:68) covering government departments as well as state corporations and institutions. In addition, there is a paradigm shift in the public sector from the traditional paper based public services to online services as the use of the internet becomes popular in carrying out the day-to-day activities in most public sector organisations (Bwalya 2009). However, most governments in the developing countries are faced with a myriad challenges when implementing e-government. Some of those challenges include limited ability to respond to the changing environment, increasing stakeholders' demands and expectations, rigid and bureaucratic organisational structures and processes, poor information architectures, huge digital divide of both employees and citizens, just to name a few (Bouwman et al 2011:412). In order to overcome these challenges, Bouwman et al (2011:412) advise public sector organisations to revise their organisational structures and processes to continuously upgrade their applications and to empower their employees and citizens in building their capacity to match the advancing technology.

Communication plays a key role in the e-government strategy as it strongly influences relationships in public sector organisations (Muhammad 2009:502; Zailskaite-Jakste & Kuvykaite 2010). As the government strives to establish and manage relationships between public sector organisations and their internal stakeholders, the role of online communication is deemed core due to its interactive nature. In the next section, the current status with regard to African countries when it comes to e-government is explained.

3.3 E-GOVERNMENT IN AFRICA

Bouwman et al (2011:412) indicate that if countries in Africa are to keep pace with the rest of the world in terms of development, they have no choice but to adopt e-government in their development agenda. According to Nabafu and Maiga (2012), the state of e-government in Africa varies from country to country, some with very advanced infrastructure while some are still in the inception stage. A report by the United Nations (2012) indicates that some countries in Africa have shown significant improvement in terms of ranking in e-government with Northern African countries leading the continent. In addition, this report has recognised the importance of e-government for Africa and the potential of using Information and Communication Technology (ICT) to transform the public sector service for the betterment of the citizens.

Incidentally, some governments in Africa have started appreciating the potential of e-government in driving their development plans and have initiated e-government as a catalyst in their development strategies, examples being Egypt, Mauritius, Senegal, South Africa, Mozambique, Botswana and Kenya (see for example Bwalya 2009, Nkwe 2012:39; Nabafu & Maiga 2012). Nkwe (2012:39) further indicates that some of the countries in Southern African such as Mauritius, South Africa, Mozambique, Botswana and Namibia have gone further and established institutional and regulatory frameworks solely dedicated for promoting the adoption of e- government.

The success of e-government in Africa is dependent on the use of online communication tools which allow for a two-way communication and sharing of information between citizens and the government as well realising effective interactive internal communication in public organisations. The two-way communication is intended to make corporate communication more ethical and can help to enhance the relationship between internal stakeholders and public organisations through communication and information sharing. According to Asiimwe and Lim (2010), this can be achieved through the implementation of interactive and attractive government websites. These authors further identify the stages of implementing interactive government websites as: (1) website creation, (2) initial two-way interaction, (3) online transactions and (4) comprehensive government portals.

Through e-government, the public sector can actively compete in the market and deliver an improved service. However, as earlier indicated the implementation of e-government in developing countries is faced with numerous challenges as compared to those in the developed nations (Matavire et al 2010; Njuru 2011a:2). Beside, Islam (2007:105), Bwalya (2009), Matavire et al (2010) and Nabafu and Maiga (2012) identify some of the key challenges facing Africa countries as:

- Insufficient development of information and communications infrastructure;
- Poor human resources development and employment creation;
- Africa’s lowly position in the world economy;

- Insufficient or lack of legal and regulatory frameworks and government strategy;
- Unattractive and non-user friendly websites for e-government;
- Unwillingness to use e-government due to low education levels among government employees and citizens;
- Dependency on donor funding resulting to the unsustainability of the projects;
- Limited sensitisation, promotion and awareness on the importance of e-government to government employees and citizens and
- Lack of adequate trust and acceptability by both citizens and government employees

In the next section, the situation of e-government in Kenya is explained.

3.4 E-GOVERNMENT IN KENYA

In 2004 the government of Kenyan approved and launched the e-government strategy, which laid the foundation for e-government by providing an institutional framework for this important milestone (GOK 2004:1; Njuru 2011a:2). However, Njuru (2011a:2) insists that its impact is still minimal in most government organisations and institutions as the use of online communication by public service employees is still nominal. Kenya has an index of 0.76 in the implementation and use of e-government, above many other African countries such as Tanzania, Zimbabwe, Congo and Uganda (UN 2012). According to (Njuru 2011a:2), Kenya was ranked 124 out of 184 in 2010 worldwide with an e-readiness index of 0.33, an indication that there is some improvement. However, it still lags behind countries like Mauritius, South Africa and Morocco. This is attributed to slow implementation of e-government, entrenched graft, the digital divide, inadequate human skills among government employees and lack of trust by both the citizens and employees in the online technology employed (GOK 2004; Islam 2007:105; UN 2012). These factors lead to resistance from employees and citizens as well as the overreliance on donor support to implement e-government (Njuru 2011b:2; Nabafu & Maiga 2012).

E-government in Kenya includes a network of information technology and communication resources meant to facilitate the access and sharing of government information (GOK 2004:2; Njuru 2011b:2). In fact, the Kenyan government envisages using OIC channels through the internet and intranet to promote efficient and effective internal communication in addition to enhancing relationships with the various internal stakeholders in the public sector (Ndavula & Mberia 2012). Moreover, e-government aims at providing a forum for the government to communicate and do business with it stakeholders besides providing links between various government ministries, department and public sector organisations (GOK 2004:4). According to Hilgers and Ihl (2010:68), the main aim of e-government is to transform government and other public sector entities from being bureaucratic organisations into interactive public service providers. Hilgers and Ihl (2010) further call for a non-restricted network to enable internal stakeholders to communicate, share information and to create and manage relationships.

The Kenyan government envisages using OIC tools and techniques in e-government to promote electronic sharing of information and relationship building (GOK 2004:3; Njuru 2011a:3; GOK 2011; Ndavula & Mberia 2012). However, the government recognises that in order to achieve efficient OIC in the public sector, both technical reform and management challenges must be addressed first. It identifies some of the requirements that need to be sorted out first in order for e-government strategy to succeed (GOK 2004). Those requirements include:

- training of public sector employees on the use of OIC tools as well as sensitising them on the benefits of e-government in the public service delivery.
- restructuring of government functions and operations in line with e-government. The structuring should be geared towards accommodating the multi-channel communication and interactive information sharing systems that are synonymous with OIC.
- reviewing of government procedures to conform to the new OIC tools.
- providing infrastructure such as the internet, intranet and other platforms such as corporate websites that will facilitate online communication, interdependency, cooperation and collaboration between various government ministries, in addition to other public and private entities and the general public.
- reviewing existing laws and regulations in line with e-government.
- developing new policies to help actualise e-government.
- enhancing efficiency, effectiveness and productivity in the public sector through public service reforms.

Based on the above argument and in line with Kenya's new long term national strategy for 2008 to 2030 popular known as vision 2030, ICT has been identified as an important driver in achieving the objectives of this vision (GOK 2007:7; GOK 2010:15; GOK 2011; Ndavula & Mberia 2012:301). Consequently, the process of implementing OIC through internet connectivity and promoting the developments of websites for various government ministries and quasi-government organisations countrywide is one of the strategies that the government has embarked on (GOK 2010:5; Njuru 2011a:2). It has also proposed the integration of services (Njuru 2011a:2; Njuru 2011b:2) and embarked on the provision of networks such as wide area networks and local area networks country wide (GOK 2004:25; Limo 2007; GOK 2010:21-22) to facilitate online communication and information sharing between internal stakeholders, government agencies and citizens as well. It is important to consider employees' adoption of OIC in public sector organisations since they constitute an important component in the success of the implementation of e-government.

3.5 DIFFUSION OF INNOVATION WITHIN OIC

With the ever changing innovations of OIC tools, diffusion of innovation theory is better placed as a theoretical point of departure for this study to guide in measuring the degree of diffusion as well as its adoption in public organisations. Diffusion of innovation has been used by researchers for more than a century to measure the degree of diffusion of new innovations and to predict their adoption or rejection in an organisation or a defined society, and remains a very popular theory in the field of communication and other social sciences (MacVaugh & Schiavone 2010:199). These authors further point out that the theory is used by researchers to evaluate the behaviours and perceptions of the users towards new innovation as well as other factors that are crucial in the adoption process.

Gabriel Tarde, a French sociologist and law scholar is credited as the first researcher to propose the diffusion of innovation theory in his work "the work of imitation" in 1903, before other scholars and researchers such as Clarke Missler in 1923 and Bryan Ryan and Neal Gross in 1940 followed suit (Rogers 1995:31; Rogers, Singhal, & Quinlan 2009:5; Tveden-Nyborg et al 2013). However, it was not until 1960 when the theory was again reintroduced by Deutsmann and thereafter popularised by Everest Rogers through his famous work titled "diffusion of innovation" published in 1962 (Rogers et al 2009:2). To date, over 6000 research works in social sciences have applied this theory in various fields (Deligiannaki &

Ali 2011) such as communication, economics, psychology, public health, sociology, agriculture, development studies and many other.

Scholars such as Rogers (1995:5), Deligiannaki and Ali (2011:388), Norovuori (2012:18) and Tveden-Nyborg et al 2013:2) define diffusion of innovation as the "process by which an innovation is communicated through certain channels over time, among the members of the social system". Several determinants and elements of the diffusion of innovation theory influence the diffusion of a new innovation.

The first determinant of diffusion is social interactions (Rogers 1995:10; Rogers et al 2009:5). Rogers (1995:10) argues that diffusion occurs within the social interactions and which affect adoption of new innovation. However, this depends on the type of management style and communication pattern being practiced in the organisation. For instance, in situations where social interactions are limited such as in bureaucratic organisations with rigid communication flow and a strict hierarchy chain, diffusion of OIC may take time as opposed to non-bureaucratic organisations where communication is open and interactive.

Organisational culture is the other determinant of diffusion. According to Rogers (1995:26), Deligiannaki and Ali (2011), the elements of an organisational culture include norms, perceptions, attitudes and many others, which are resultant of the social systems. Organisational culture therefore has a significant bearing on the social systems in the organisation and which can be modified to achieve a desired behaviour. Indeed, the rate of diffusion of a new innovation greatly depends on employees' behaviour towards the new innovation. Rogers (1995:26) and Norovuori (2012:19) therefore argues that an organisation's culture is important in the adoption or rejection of the new OIC for relationship building in the organisation.

Leaders and change agents are mentioned by Rogers (1995:26) and Tveden-Nyborg et al (2013) as other crucial determinants of diffusion of innovations. Opinion leaders are members of a social system who have the potential to influence others and who are recognised as the de facto leaders by their peers. Undoubtedly, employees will often consult their peers before any decision to adopt or reject new innovation is reached. This makes opinion leaders an important cog in the adoption process. Besides, change agents are professionals such as public relations practitioners or other communication experts whose task is to promote the adoption of new innovations to employees. However, their approach is important as it will determine whether employees will develop positive or negative perceptions towards the innovation they are trying to promotion (Rogers 1995:27; Tveden-Nyborg et al 2013).

Rogers (1995:27), Antonis (2005:56), Du Plessis (2005:54) and Du Plessis et al (2006), identify other determinants as organisations' relationships, trust, and credibility and communication networks. Indeed, unsuitable communication channels and networks impact negatively on internal communication, resulting in mistrust and lack of credibility towards the organisation (Antonis 2005:56 & Deligiannaki & Ali 2011). Consequently, poor relationships between the organisation and its internal stakeholders are developed. Undeniably, if OIC is diffused and adopted in the organisation for relationship building, it is capable of minimising the strained relationships (Rogers et al 2009:5). As posited by Du Plessis (2005:54), Rensburg and Cant (2009:52) and Norovuori (2012), open, flexible and interactive communication channels such as OIC foster trust, boost credibility and enhance healthy and long lasting relationships. Moreover, the four main elements of the diffusion of innovation theory are identified by Rogers (1995:10) and Tveden-Nyborg et al (2013) as innovation, communication channel, time and social systems.

Rogers (1995) and Norovuori (2012:19) identify technology, the organisational structure and the organisational environment as three dimensions that are of importance in organisational diffusion studies. These organisational dimensions on innovation diffusion are relevant to this study since innovation occurs in the organisation and its being adopted or rejected depend on them. In fact, technology dictates which innovation is most appropriate for the organisation depending on its cost, availability, ease of use and acceptability by the internal stakeholders. Secondly, it is important to evaluate the organisations' internal structures such as organisational communication, organisational leadership style, organisational culture, organisational complexity, its size, the management and other organisational players' attitude towards the innovation among other factors. Lastly, environmental dimension includes the external surroundings in which the organisation operates.

Rensburg and Cant (2009:36) argue that apart from establishing new relationships in the organisation through the implementation of new innovations such as the interactive OIC, those relationships also need to be nurtured and effectively managed (see section 2.6).

3.6 ADOPTION OF ONLINE INTERNAL COMMUNICATION TOOLS IN PUBLIC SECTOR ORGANISATIONS

Abukhzam and Lee (2010:60) suggest that the adoption of new technology in the organisation is highly dependent on workforce perceptions and attitudes towards the implementation of new technology projects. Consequently, the promotion of the diffusion and adoption of OIC tools among employees as well as choosing the most appropriate tools for their organisations are two of the key issues that should be taken seriously in the public sector if e-government is to have any meaningful impact (Zailskaite-Jakste & Kuvykaite 2010). Public sector organisations are governmental or quasi-governmental organisations which provide public services on a non-commercial or commercial basis and which are wholly or partly owned by the government as opposed to private sector entities which provide private services for profit and are wholly owned by private individuals (Nabafu & Maiga 2012:31).

Muhammad (2009:506) and Njuru (2011b:2) argue that there is a need for constant updates on any new development for both the organisation and their employees so as to keep pace with the rapid changing technological development. Indeed, communication in public sector organisations also needs to change so as to keep abreast of the rapid advancement in technology and the demand for better services. Some of the innovations in OIC in the public sector organisations include the introduction of channels such as e-mails, a corporate website and social media tools (see section 2.4.2), which are being used to supplement the traditional communication channels (see for example O'Neill 2009: 797; Kasimin et al 2009:373; Zailskaite-Jakste & Kuvykaite 2010; Njuru 2011a:2).In addition, employees need to keep abreast of these new developments.

According to Ozaliene and Saparmiene (2009:53), most governments of developing countries Kenya included, have not taken seriously the impact that OIC may have in transforming their organisations and the consequence is that many public sector employees still lack the necessary knowledge, skills and motivation needed to appreciate these tools. Indeed, for the diffusion and adoption of OIC to be successful in public sector organisations, employees' skills and knowledge on the use OIC tools are a prerequisite (Zailskaite-Jakste & Kuvykaite 2010; Muhammad 2009:506; Njuru 2011a:2) and there is a need to first train them before introducing OIC tools (Kasimin et al 2009:375; Opperman 2007:147; Zailskaite-Jakste & Kuvykaite 2010).

While considering the above arguments, resistance to the implementation of OIC tools may be experienced from ill prepared and untrained employees, as they may feel threatened by the new innovations thereby and preferring to continue using the traditional communication channels that they are used to (Abu-Shanab et al 2010:40). Consequently, suitable policies to guide the implementation of new innovations should be put in place well in advance to avoid their rejection by employees. In addition, employees' experience and exposure to computer systems as well as the organisation's technological and cultural environment should be put into consideration when implementing OIC in the public sector (Van Deuresen & Pieterson 2006; Van der Merwe 2007:1).

Furthermore, putting mechanisms in place to prepare public sector employees to deal with changes that may arise from the implementation of e-government in the organisation is of great importance (Kasimin et al 2009:372). The following organisational changes are identified by Antonis (2005:67) as necessary for the successful implementation, diffusion and adoption of e-government and OIC in the public sector include:

- Internal communication strategy to accommodate new technologies
- The public organisational structures to allow open communication.
- Technological changes to accommodate OIC.
- Employees also need to change to appreciate new technologies (such changes may include culture, perceptions and behaviour amongst others).

However, those changes may be not be welcome by public sector employees, as they may perceive these changes as interference with the status quo in their internal and external communication. Pärna and Von Tunzelmann (2007) advise public sector organisations to put in place appropriate strategies to mitigate any resistance to change by employees when implementing new innovations.

As advanced by Tsai (2008:58) and McIvor et al (2004:72), organisational culture may also have a huge impact on the diffusion and adoption of OIC in public sector organisations. Ferreira (2006:278) defines organisational culture as "the basic assumptions, beliefs, attitudes and value" that is built by an organisation's members. This definition is supported by Pandey and Garnett (2006:40), who argue that organisational culture is the total perceptions that are possessed by the organisation's employees. According to Pitout (2005:73), employees' perceptions on the new systems arising from any inconsistencies with the existing organisational culture are likely to affect the diffusion and adoption of OIC. However, change in the organisational culture should be considered seriously if the public sector organisations are to effectively implement OIC, as it also means changing employees' perceptions (McIvor et al 2004:72; Antonis 2005:68), which are central in the adoption or rejection of e-government. In this regard, Ferreira (2006:278) insists that since organisations' climate is closely related to culture, it should also be changed as it represents the current trend of employees' attitude, opinions and feelings.

The consequences of implementing OIC in public sector organisations may lead to major transformation in organisational structure as well as communication practices and, thus, a need to review or completely overhaul the communication strategy (Pandey & Garnett 2006:39). However, the interactive and open nature of OIC may pose a real threat to bureaucratic and centralised structure that is characteristic of public sector organisations.

Pandey and Garnett (2006:39) name bureaucracy as one of the barriers to the diffusion and adoption of OIC in the public sector as it does not motivate employees to interact freely in their internal communication. For instance, public sector organisations in Kenya are characterised by communication that is hierarchical in nature and in which a predetermined chain of command is used to pass messages from the top to the bottom and vice versa. According to Zailskaite-Jakste and Kuvykaite (2010), a paradigm shift in public sector organisational communication is necessary besides developing new concepts which will embrace OIC for both internal and external communication. These authors further suggest that OIC systems that are popular with employees as well as those that are appropriate for the organisations' functions need to be installed in the public sector organisations so as to motivate their diffusion and adoption.

Kasimin et al (2011:372) and Muhammad (2009:502) identify other barriers to the diffusion and adoption of OIC in the public sector in Kenya as lack of homogeneity of OIC systems across various public departments and lack of sound organisational relationship building. In addition, Abukhzam and Lee (2010:60) point out that other barriers include systems that threaten employees' future jobs, lack of involvement, lack of an understanding, technical difficulties, lack of training, perceived complexity and insufficient support from top management.

3.7 SUMMARY

The chapter explained the concept of e-government, its situation in Africa and Kenya as well as the adoption and diffusion of OIC tools in public sector organisations. It also discussed the various challenges facing the implementation of e-government in Kenya and other African countries.

In the next chapter, chapter 4 the organisation used for the single case study, namely Kenya Power, is explained.

CHAPTER 4: KENYA POWER

4.1 INTRODUCTION

The research site for this case study provides is Kenya Power, a public sector electricity distribution organisation in Kenya. The public sector in Kenya is divided into government ministries comprising of various departments, county governments, government corporations, public institutions such as parliament and judicially as well as independent commissions. Kenya Power is one of the corporations in the energy sector.

4.2 GENERAL OVERVIEW OF KENYA POWER

Kenya Power is a state corporation which transmits, distributes and retails electricity to customers throughout Kenya. It operates as a limited liability organisation listed at the Nairobi Securities Exchange (NSE) and is mandated to distribute electricity supply as well as maintain power lines across the country (Kenya Power & Lighting Company 2012; KPLC 2013; Fraser, Nanka-Bruce, Topari, Vukojevic, Safranek, Veitch, Kuchimanchi, Brewin; Tyldesley 2013).

In 2011, the organisation rebranded itself from The Kenya Power and Lighting Company Limited (KPLC) to Kenya Power. This move was necessitated by the organisation's desire to change its organisation culture as well as the employees' attitude so as to enhance service delivery, corporate performance and corporate image in line with the organisation's new vision and mission. The rebranding also aimed at creating a new organisation culture and corporate identity that support the country's vision 2030 and the new constitution. Its main focus is to allow the organisation to develop and sustain relationships with all its stakeholders. The rebranding adopted a name that the organisation is commonly referred to by most of its customers and the public. However, "Kenya Power" is only a brand name but the legal and trade name remain The Kenya Power and Lighting Organisation Limited (KPLC 2011).

The new strategic plan 2011/12-2015/16 restated the mission, vision and core value statement which read as follows (Njoroge 2011; KPLC 2011; 2012):

- Mission: Powering people for better lives.
- Vision: To provide world class power that delights our customers.

- Core value statement: customer first, team work, passion, integrity and excellence.

In line with its new strategic plan, the organisation has also formulated new corporate objectives (KPLC 2011; KPLC 2012; KPLC 2013) aimed at improving it services as well as enhancing its corporate brand.

4.2.1 History and milestones of Kenya Power

The following is a summary of the rich history of Kenya Power as narrated on the Kenya Power corporate website (KPLC 2012) and KPLC (2014).

1881: The first steps to use electricity to light up the night skies in the eastern parts of Africa were taken by Seyyid Bargash bin Said, the Sultan of Zanzibar by acquiring a generator to light his palace and nearby streets. Following his travels to Europe, he sought to replace the earlier elaborate illuminations of his palace and nearby streets by oil lamps with light of a different kind. He achieved this by installing a steam-driven electric generating plant on the Zanzibar waterfront and indeed; this plant was the first of its kind in Africa and was quite advanced by the standards of the day.

1908: Harrali Esmailjee Jeevanjee, a wealthy merchant in Mombasa, acquired the same generator and transfers it to the Mombasa Electric Power and Lighting Organisation. The plant, still in good running condition, would form the nucleus of the lighting and power industry in Mombasa when Hassanali Jivanjee in turn sold it to the newly formed Mombasa Electric Light and Power Company Limited

1906: Around the same time, an engineer, Mr Clement Hertzel, was granted the exclusive right to supply electricity to the then district and town of Nairobi leading to the formation of the Nairobi Power and Lighting Syndicate. This limited liability organisation was granted the exclusive right to supply electric light and power to the town and district of Nairobi. Mr. Hirtzel and his team, working at cracking pace and against numerous challenges, were able to make the light glow in Nairobi in 1908.

1922: The two utilities in Nairobi and Mombasa are merged under a new organisation incorporated as the East African Power and Lighting Organisation (EAP&L). The amalgamation was necessitated by the need for a steady reservoir of power that would effectively serve the two towns and their environs.

1932: EAP&L acquires a controlling interest in the Tanganyika Electricity Supply Organisation Limited (TANESCO).

1936: EAP&L obtains generating and distribution licenses for Uganda, thereby entrenching its presence in the East African region.

1948: The Uganda Electricity Board (UEB) is established by the Ugandan Government to take over distribution of electricity in the country.

1954: The Kenya Power Organisation (KPC) is created to be managed by EAP&L for the purpose of transmitting power from Uganda through the Tororo-Jinja line.

1964: EAP&L sells its majority stockholding in TANESCO to the Government of Tanzania.

1983: With its operations confined only to Kenya, EAP&L is renamed The Kenya Power and Lighting Organisation Limited (KPLC).

1997: The functions of generation are split from transmission and distribution. The Kenya Power Organisation, which has been under the management of KPLC since 1954, becomes a separate entity responsible for public-funded power generation projects.

1998: The Kenya Power Organisation is re-launched as the Kenya Electricity Generating Organisation (KenGen).

2004: The Energy Sector Recovery Project (ESRP) is started to rehabilitate and reinforce the transmission and distribution network in order to improve the quality and reliability of supply, reduce system losses and increase access to electricity.

2007: Rural Electrification Authority (REA) is established to speed up the implementation pace of the rural electrification programme.

2008: Kenya Electricity Transmission Organisation (KETRACO) is incorporated by the government to accelerate transmission infrastructure development.

2008: The government incorporates the Geothermal Development Organisation tasked with developing steam fields to reduce upstream power development risks so as to promote rapid development of geothermal electric power.

2011: The Kenya Power and Lighting Organisation rebrands to Kenya Power.

4.2.2 Organisational structure of Kenya Power

Kenya Power is managed by a board of directors headed by a chairperson and a management team under the leadership of the managing director who is also the organisation's Chief Executive Officer. The organisation is divided into 10 divisions which include: (1) Managing Director, (2) Organisation secretariat, (3) Distribution, (4) Finance, (5) Energy Transmission, (6) Human Resource and Administration, (7) Commercial services, (8) Information Technology and Telecommunication, (9) Supplies, Stores and Transport and finally (10) Planning, Research and Performance Monitoring. All these departments are represented at the regional level where each region is headed by a regional manager (Njoroge 2011; KPLC 2011).

4.2.3 Organisation's human resource

As at 30th June 2013, Kenya Power had about 10,252 permanent employees serving 2,038,625 customers, translating to employee to customer ratio of 1:199. The organisation also engages casual employees and contractors as per demand. The management employees signs performance contracts which form the basis of their annual appraisals (KPLC 2011).

According to KPLC (2012), the organisation greatly values its human capital of which it considers as a critical driver of corporate strategy and realisation of its vision and mission. With a view to developing and retaining skilled and motivated employees, the organisation has continued to implement a needs-driven training and other capacity building programmes, focusing on cultural transformation, leadership development and enhancement of technical competencies. The organisation has also continued to implement employees' friendly policies with a view to improving their wellbeing as well as enhancing high level of motivation in the workforce. These policies encompass initiatives that incorporate both social and work life of employees, as well as taking into account their health and that of their families. The organisation contracts an independent consultant to undertake an employee satisfaction survey and the findings and feedback are used to enhance employees' motivation and productivity (KPLC 2012; KPLC 2013).

The next section focuses on the regions in which Kenya Power operates.

4.3 REGIONAL LOCATION OF KENYA POWER OPERATIONAL AREAS

Kenya power has four operational regions namely Nairobi, Coast, Mount Kenya and Western, with offices located in Nairobi Mombasa, Nyeri and Nakuru. Besides, the regional offices are also divided in to eight sub regions (KPLC 2012; KPLC 2013; Fraser et al 2013) (see Table 4.1). Kenya Power has also recently established branch offices in all the 47 counties in Kenya with a view to taking services closer to its customers as well as improving efficiency and in response to the devolved system of government. These branches are headed by senior employees in order to enable the organisation serve the counties well and to be able to take advantage of the enhanced economic activities at the counties in order to expand its business (KPLC 2013; Fraser et al 2013). Table 4.1 below indicate the regions and sub regions in which Kenya Power operates:

Table 4.1: Kenya Power regions and sub regions

Regions	**Sub regions**
Nairobi	Nairobi South
	Nairobi West
	Nairobi North
Coast	
Mt. Kenya	Mt Kenya North
	Mt Kenya South
Western	North Rift
	South Rift
	West Kenya

The next section focuses on the OIC tools that are available in Kenya Power for use by employees.

4.4 ONLINE COMMUNICATION TOOLS AVAILABLE AT KENYA POWER

Kenya Power was the first organisation in Kenya to lay a 1200km fibre optical cable network to interlink all its 47 branches countrywide. Due to the high capacity of the fibre optic cable network, the surplus capacity has been leased to other licensed telecommunication operators for their online communication (Njoroge 2011; KPLC 2011).This implies that the organisation has a sound infrastructure for online communication tools. In addition, the head office at Stima Plaza in Nairobi and all the branch offices are interconnected via the fibre optical cable which is used to enhance communication between them. This has facilitated the implementation of online communication tools in all branches country wide.

Some of the other online initiatives aimed at improving the quality of services are also outlined. These include a new contact centre to provide customers with an integrated communication platform through which they can interact with the organisation (KPLC 2012; Fraser et al 2013; KPLC 2013). Located in Stima Plaza in Nairobi, the contact centre is a one-stop-shop where all customer information, complaints, queries and feedback from all communication channels are used to address customer issues in central location using various online communication tools. However, online communication tools are more directed at external communication but can be adopted for OIC using tools such as e-mail, Intranet, Online chat service, Organisational SMS Internet Service and social media. The contact centre is manned by trained employees assisted by a state of the art telephony system and internal communication tools system on a 24-hour basis. The importance of social media cannot be overstated, and the organisation has encompassed it as a tool of customer relationship building. In this regard, the organisation has established a social media unit within the Contact Centre to address customer complaints through interfaces such as twitter and facebook (Fraser et al 2013; KPLC 2013). The new contact centre has enhanced the level of interaction with customers, leading to faster resolution of complaints and other queries. In addition, the internal communication tools are used to keep in touch with the customers through public education and information dissemination.

Moreover, the organisation is continually exploring ways to improve customer service through electronic money transfer systems such as M-Pesa and Airtel-Money. By providing money transfer services customers can also pay through direct debit or over the counter at several banks and supermarkets. The organisation has also introduced a facility which enables customers to monitor the progress of new connections by sending their reference number to 5551 though short a text message (SMS) (KPLC 2012; Fraser et al 2013). The next sections explore the services offered by Kenya Power.

4.5 SERVICES OFFERED BY KENYA POWER

Kenya Power has a distribution network covering about 41,486 kilometres with a customer base of more than 2,038,625 and the number has been increasing at an annual average rate of 5.3% over the last five years due to the acute demand for power supply (Njoroge 2011; KPLC 2011).

In the year 2012, electricity sales increased to 5,991 million units from 5,785 million units representing a growth of 3.6%. This growth was realised through government subsidy to enhance power connected so as to spur development and economic growth in Kenya (KPLC 2012). The expansion of the organisation’s electricity network and facilities has led to an increase in the transmission and distribution expenditure. In addition the government recently suspended the subsidy of power connection, slowing power connectivity programme in the country (KPLC 2012; KPLC 2013).

Besides, the rural electrification projects are mainly undertaken by the Rural Electrification Authority (REA), while Kenya Power connects customers and maintains the network (KPLC 2012; Fraser et al 2013). The objective of the rural electrification programme, which is financed by the government, is to provide electricity in areas that are far from the national electricity grid, and where electricity supply projects are not commercially viable, with a view to improving the social and economic lives of Kenyans in those areas (KPLC 2011; KPLC 2012; Fraser at al 2013).

4.6 SUMMARY

The chapter provided an overview of Kenya Power by discussing the organisation’s history, structure, human resource, services offered and the available online communication tools.

In the next chapter, the research methodology and operationalisation of the study are explained.

CHAPTER FIVE: RESEARCH METHODOLOGY AND OPERATIONALISATION

5.1 INTRODUCTION

This chapter outlines the research approach, single case study research design and operationalisation for this study. The methodology includes the research design, analysis procedures, reliability and validity and, finally, the study's limitations. The study employs both quantitative and qualitative research approaches to collect and analyse data for a single case study. Data collection instruments include an online self-administered questionnaire for a survey, a moderator’s guide for the focus group discussions and interview schedule for the in-depth interviews.

5.2 WORLDVIEW ADOPTED FOR THIS STUDY

Different researchers are inclined to different philosophical assumptions and, therefore, apply different research paradigms in their work. Although several other research paradigms are available, only the two paradigms that are adopted for this study will be discussed namely positivism and interpretivism. In addition, two philosophical assumptions are used, namely ontology and epistemology, while two philosophical assumptions are used, namely ontology and epistemology. Indeed, all these concepts are interrelated and interdependent in that it is not easy to totally separate them. A paradigm is defined by Tuli (2010:102) as a “set of assumptions and perceptual orientations shared by members of a research community”. Both the positivist and interpretivist research paradigms are discussed below.

5.2.1 Positivist and interpretivist research paradigms

The positivist paradigm advocates that social reality exists independently of the researcher (knower) and that the phenomena can only be observed in a mechanist process so as to provide credible quantitative data (Wood & Welch 2010:58; Caesar 2012:621; Wahyuni 2012:70). This paradigm emphasises objectivity, causality and the generalisation of the sample to the population as well as the breaking down of the phenomenon into simple elements which are measurable numerically (Tuli 2010:99; Wood & Welch 2010:58; Caesar 2012:622; Halaweh 2012:27). Positivists further insist that researchers should detach themselves from the objects under observation and that subsequent data should be value free (Wahyuni 2012:70). Positivism identifies with the quantitative research approach, which involves the use of research designs and techniques that yield quantifiable numerical data (Wood & Welch 2010:59).

On the other hand, the interpretivist paradigm insists that knowledge is socially constructed and is highly subjective (Scotland 2012:12; Wahyuni 2012:70). According to Tuli (2010:100) and Wood and Welch (2010:58), interpretivism focuses on social interactions and the context in which they occur in order to obtain subjective meanings from the participants. Generalisation to a population is of no great importance in this paradigm as randomisation of the sample is not vital. The researcher is considered to be part of the participants as he or she is actively involved in the observation. In addition, the ensuing data are value ridden as meanings are interpreted from the participants' perspective. However, in both paradigms, logic and scientific reasoning are considered important so as to enhance the validity and credibility of the findings (Tuli 2010:100; Halaweh 2012:27). The qualitative research approach is associated with unquantifiable data which is used to draw meaningful insight and which is presented in narrative form (Wood & Welch 2010:59).

Ontology is defined by Scotland (2012:10) as the process of how the knower perceives the existence of social reality. The ontological assumption of positivism is objectivism, which holds that there is an independent reality away from the knower (Halaweh 2012:27; Tuli 2010:101; Kura 2012:5; Scotland 2012:10) and where the traditional scientific approach is applied to empirically measure and observe a phenomenon (Wong, Musa & Wong 2011; Wahyuni 2012:71; Kura 2012:5). In addition, Tuli (2010:100), Wong et al (2011) and Kura (2012:5) insist that social reality in the positivist paradigm is controlled by the laws of cause and effect, is predictable and at the same time, can be manipulated statistically.

On the other hand, epistemology outlines how knowledge is generated, understood and used in ways that are acceptable and valid to the knower. The ontological assumption of the interpretivist paradigm posits that reality can only be constructed through social interactions and in which individual experiences and context are taken in consideration (Krauss 2005; Wahyuni 20:71; Wong et al 2011; Tuli 2010; Scotland 2012; Kura 2012:6).

The study adopts a combination of both the positivist and interpretivist research paradigms in that qualitative and quantitative research approaches are employed. Wahyuni (2012:71) argue that subjectivist and objectivist perspectives are not mutually exclusive with Caesar (2012:624) adding that both can be used together to complement each other and help the researcher to understand the phenomena better.

5.3 RESEARCH APPROACH

Both the quantitative and qualitative research approaches which were adopted for this study are discussed below.

5.3.1 Quantitative and qualitative research approaches

Castellan (2010:4) postulates that the quantitative research approach has for a long time been the most prominent approach among researchers. But the situation has changed and qualitative has also gained popularly in the recent times. Castellan (2010:6), Wood and Welch (2010:59) state that in the quantitative research approach, researchers employ statistical methods to study empirical world and to deduce numerical data. The same authors continue to state that systematic statistical tools are used to study specifically determined samples to generate numerical data and where the subsequent findings are generalised to the population.

According to Castellan (2010:6), hypotheses based on certain theories are generated and tested empirically through deductive reasoning. At the same time, concepts are operationalised and variable measured statistically. Babbie and Mouton (2001:270:53), Castellan (2010:6) and Kura (2012:12) posit that some of the goals of quantitative research approach include testing the relationships between variables, to establish, elaborate and validate facts, stating causes and effects as well as to predict outcomes through randomisation of samples and controlled research methods. Besides, researchers are expected to remain neutral and detached from the study objects.

As opposed to their counterparts in the quantitative approach, researchers using the qualitative research approach use inductive inquiry to gather non statistical data from the social world (Babbie & Mouton 2001:273; Wood & Welch 2010:59; Kura 2012:10). According to Babbie and Mouton (2001:270), Tewksbury (2009:39) and Kura (2012:9), qualitative researchers use a naturalistic approach to study their subjects in their natural settings using various methods and techniques such as case studies, ethnographic studies, field studies, interviews, focus groups and many others with a view to having a deeper insight into and understanding of the phenomenon being investigated. Data are based on the subjective interpretation of individuals' or groups' beliefs, opinions, actions, values, decision, perceptions just to name a few. Moreover, researchers are expected to get involved and to interact closely with the subjects in order to have a deep understanding of issues in the social phenomenon under study (Babbie & Mouton 2001:271; Castellan 2010 & Kura 2012:9).

5.4 MAIN RESEARCH PROBLEM

A research problem is a problem or deficiency that is identified by the researcher and which he or she intend to probe, understand and find a solution for it (Walliman 2005). It may be an issue, a condition, an event, a difficulty or anything that is not functioning as it ought to be and to which a solution is needed. The main research problem, research questions and assumptions of this study are outlined in chapter 1 (see section 4).

5.5 SINGLE CASE STUDY RESEARCH DESIGN

The development of a sound research design is crucial and must be well thought-out if the study is to generate any meaningful results. A research design is defined by Terre Blanche et al (2006:34) as “a strategy framework for action that serves as a bridge between research questions and the execution or implementation of the research”. Likewise, Du Plooy (2009:51) defines a research design as “the conceptual framework which facilitates the researcher to collect and analyse data”. A research design is critical in answering research questions and testing hypothesis in a bid to address the research problem (Wahyuni 2012:72).

This study adopts a single case study research design incorporating both quantitative and qualitative research approaches (Rowley 2002:18; Wimmer & Dominick 2006:50; Du Plooy 2009:40) to collect and analyse data (see also section 5.3.1). According to Rowley (2002:18), researchers can choose to use single or multiple cases to study phenomena depending on what they want to achieve.

The research method of this study is now explained within the framework of a single case study research design.

5.5.1 Single case study research design

Case study research is gaining popularity in social science due to its ability to allow researchers to study phenomena using various data sources which are both quantitative and qualitative (Baxter & Jack 2008:544). However, the combination of both quantitative and qualitative research approaches in a single case study research design was until recently considered impractical by most researchers. However, Yin (1994:287) correctly predicted in

1994 that the overlapping of the two approaches was inevitable in the near future, a practice that has come to pass.

Wimmer and Dominick (2006:137) and Yin (2009:18) define a case study as “an empirical inquiry that investigates a contemporary phenomenon in-depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident”. According to Dooley (2002:336) the design is ideal when multiple sources of evidence are used in combination and when generalisation or predication is not essential. Dooley (2002:336) and Rowley (2002:16) further indicate that a case study is most suitable where the researcher intends to gain an in-depth understanding of the phenomenon by observing its various variables and their relationships using multiple sources of evidence.

As mentioned, a single case study involves the use of a single case to study a phenomenon (Nock, Micheal & Plutos 2007) as opposed to a multiple case study where several cases are combined to investigate a phenomenon. In addition, a single case study can be applied in research to investigate an issue, to test a hypothesis or to develop a theory (Zucker 2009). It is applicable mostly when the research intends to answer the “how” and “why” research questions, to measure contemporary issues, when the researcher has no control over the issue or event and when the behaviour of those involved cannot be manipulated (Rowley 2002:17; Baxter & Jack 2008:545; Yin 2009:13; Wahyuni 2012:72). In addition, a single case study is suitable where the boundaries between the phenomenon and its context are opaque (Baxter & Jack 2008:545) and also where the holistic meaningful characteristics of the real-life is desired (Yin 2009:4).

According to (Yin 2003:41), a single case may be used to study a typical organisation to represent other different organisations with similar characteristics or to gain in depth information about a phenomenon. A single case study of a public sector organisation was used in this study to gain in-depth information on the use of OIC in relationship building as well as to represent other typical organisations which may be facing a similar problem.

One of the major strengths of a single case study is that it allows the researcher to apply multiple sources of evidence which is referred to as data triangulation as well as the use of multiple data collection methods referred to as methodological triangulation (Terre Blanche et al 2006:380 & Wahyuni 2012:72) (see section 4.5.1). According to Rowley (2002:23) and Wahyuni (2012:73), triangulation is capable of assisting the researcher to collect more comprehensive and relevant information besides cross-checking the information consistency so as to increase the vigour of such findings.

Rowley (2002:19) and Yin (2009) identify the five components of a single case study as the research questions, the study assumptions, unit of analysis, and logically linking the data to the assumptions and criteria for interpreting findings, which are explained below:

- **The research questions**

Research questions should be well formulated in terms of the "how" and "why" and should focus on the research problem which the single case study intends to solve (refer to chapter 1 section.1.4.2).

- **The study assumptions**

Study assumptions consist of statements which guide the researcher to move in the right direction by reflecting on the crucial theoretical issues as well as preventing him or her from going out of scope (see chapter 1 subsection 1.4.3).

- **Unit of analysis**

These are individual subjects or items from which data is to be collected in a "case" or "cases. The "case" can be an event, a programme, an organisation, a process and many others save for a single individual (Terre Blanche et al 2006) (see subsection 5.5.2).

- **Logically linking the data to the assumptions**

This outlines the data analysis steps in a case study research in line with the study assumptions and which includes pattern matching, explanation building, time-series analysis, logic models, and cross-case synthesis (see chapter 1 subsection 1.6).

- **Criteria for interpreting findings**

This component identifies and addresses ways of presenting meaningful explanations for the findings in a case study (refer to the literature review in chapter 2 & 3).

5.5.2 Sampling method

The sampling method outlines the procedure used by the researcher in selecting the subset to be included in the study from the population (Driscoll 2011:167) as explained in the following discussion which include the target and accessible population, sampling type and method.

- **Target and accessible population**

According to Du Plooy (2009:56) and Steyn and Niemann (2008:15), the target population include the entirety of the objects or subjects that the researcher is interested in or which he or she intent to generalise the study findings to. The target population in this study include all the 10,252 permanent employees of Kenya Power, who are distributed in 42 branches countrywide. On the other hand, the accessible population comprises a portion of the target population that the researcher has access to and from which the sample is drawn (Du Plooy 2009:91; Steyn & Niemann 2008:15). The 115 middle and top level employees stationed at the Western regional office in Nakuru, Kenya form the accessible population from which the sample was drawn. The middle and top level employees are targeted for the study and not the general employees. This is because they drive the implementation and adoption of OIC tools and they are also expected to be using OIC tools in their daily work unlike other general employees in the lower hierarchical level who may not have access to the organisation's OIC tools.

- **Sample type and method**

The probability type of sample gives every case, subject or object in the population an equal chance of being selected as well as ensuring that the selected elements are representative of the target population (Terre Blanche et al 2006:134). Conversely, the non-probability type of sample which does not involve statistical randomisation is used when representation or generalisation to the population is not needed or when the researcher intends to obtain in depth information (Terre Blanche et al 2006:139).

Two sample methods were used namely a multistage sample (a probability type of sample) and a purposive sample (a non-probability type of sample). The multistage sampling method consists of stratified simple random and purposive sampling methods. A stratified simple random method is where the population is divided into different sub group or strata using various criteria in order to achieve desired representation of the population (Terre Blanche et al 2006:137). The criterion used in this case is the departmental deployment where employees are classified according to the departments in which they work. On the other hand, purposive sampling is a method that allows the researcher to select cases, subjects or objects that have the required information based on specific criteria (Babbie & Mouton 2001:166; Wimmer & Dominick 2006:92). Figure 5.1 below illustrates the sampling process that was followed.

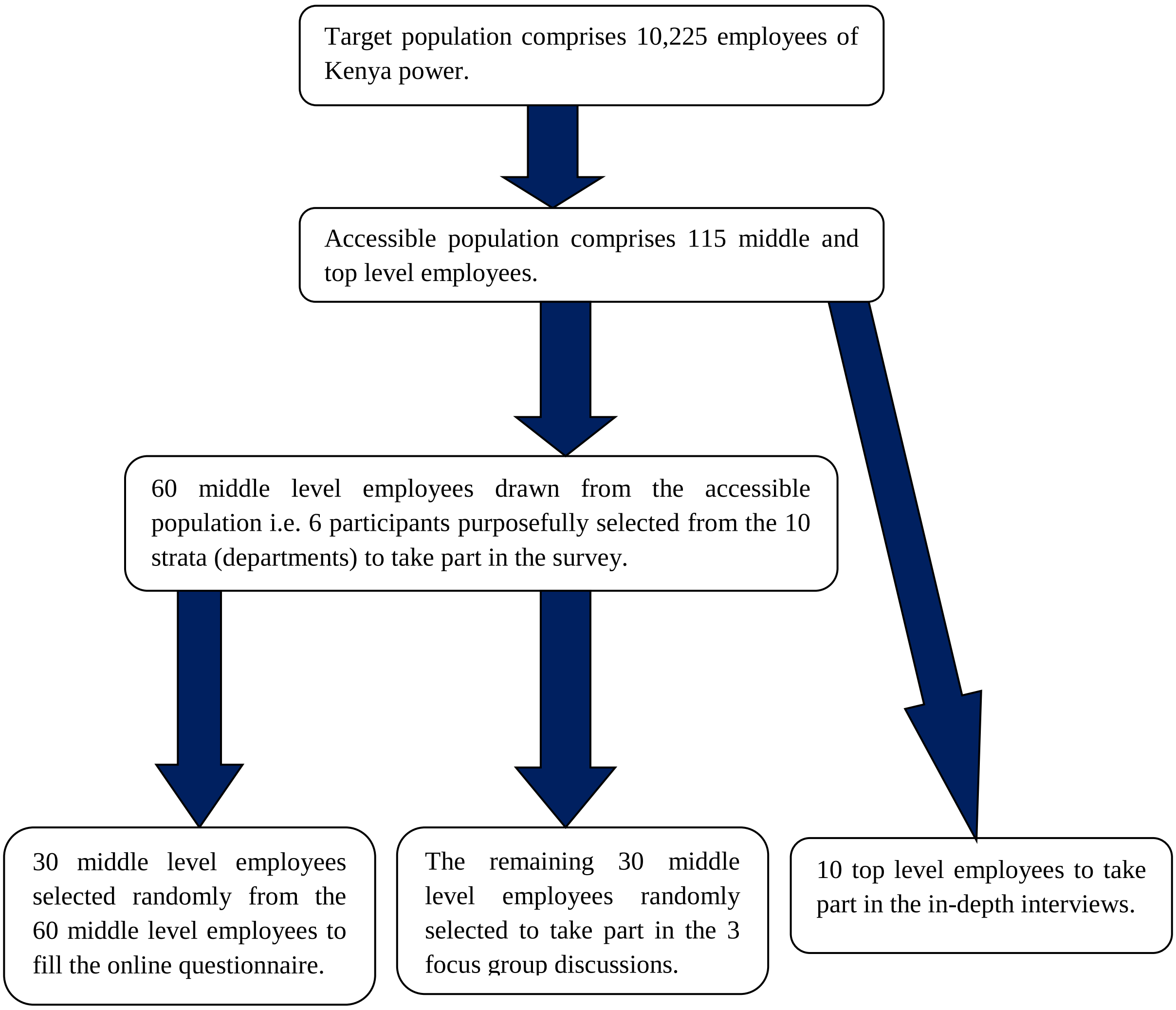

Figure 5.1: An illustration of the sampling process followed for this study

As is also clear from the above figure, employees were first stratified according to the 10 departments where they are stationed and from where the sample was drawn. The organisation employees' departmental muster roll from each stratum was used as the sampling frame from which the researcher selected the subjects to take part in the study. It was thus possible to generalise the findings obtained through this method to the larger population. A departmental muster roll is an official register of employees in each department.

The researcher then purposively identified 60 middle level employees, six from each stratum, who meet the study criteria of having direct access to the organisation's OIC tools and who have some knowledge on the topic. Gender representation was observed while selecting the sample.

From this group, the researcher used the simple random sampling method to select 30 employees to participate in the online survey. Simple random sampling is where the researcher assigns a number to each subject or object of the accessible population and where several numbers are randomly picked and the subjects or objects that correspond to the picked numbers are included in the sample (Terre Blanche et al 2006:134). According to Wimmer and Dominick (2006:203) researchers can use the internet to administer an online questionnaire either through the Web or through e-mail. For this study, an online self-administered questionnaire on a Google drive web form link was e-mailed to the selected employees with instructions on how to complete and submit it back to the researcher.

Secondly, the remaining 30 employees were randomly grouped into three focus groups; comprising of 10 members each. A suitable venue was identified as well the dates, time and the duration of the discussions (see also subsection 5.5.3.1).

Finally, the researcher then interviewed the 10 heads of department or their appointed representative to obtain the top management perceptions on OIC in relationships building in the organisation.

- ***Unit of analysis***

A unit of analysis is an individual subject or an item from which data is to be collected in a "case" or "cases. (Terre Blanche et al 2006). Individual employees of Kenya Power are the unit of analysis in this study (see subsection 5.5.1).

- ***Data collection methods***

The study adopts a survey research, focus group discussions, and in depth interviews methods using three data collection techniques namely online self-administered questionnaire, moderator's guide for the focus group discussion and interview schedule for the in-depth interviews. According to Babbie and Mouton (2001:230-232), Wimmer and Dominick (2006:174) and Kays, Gathercoal and Buhrow (2012:251), a survey research method is used to investigate populations by selecting samples to analyse in order to discover occurrence. Due to its ability to collect a large amount of primary data from a large population at minimal cost, a survey is popular among social scientists as it also allows researchers to measure numerous variables using the same instrument. Babbie and Mouton (2001:230-232), Wimmer and Dominick (2006:174) and Kays et al (2012:251) further indicate that surveys are mostly used in studies where human beings are the unit of analysis and where oral or written questioning is used to gather the desired information. In addition, surveys heavily rely on the sampling process and asking questions through the use of research techniques such as questionnaires, interviews, group discussions and observations (Walliman 2005:275). A survey can yield both qualitative and quantitative data depending on the nature of the questions posed (Driscoll 2011:169).

According to Kays et al (2012:251) the use of the internet in research is quickly transitioning the survey method from the traditional paper-based format to various web-based designs. These changes have seen the reduction of administration costs as well as providing other benefits such as global access, enhanced data collection and analyses processes, thus producing accurate information. Kays et al (2012:251) further argue that the response rate in web based surveys is much higher than in paper based especially in the younger age groups most of whom are computer literate. However Driscoll (2011:168) disagrees by indicating that potential online respondents may ignore e-mail surveys due to the high number of e-mails and more so those e-mails perceived as spam, leading to low response rates.

This study achieved triangulation by using an online self-administered questionnaire, an interview schedule and a moderator's guide to collect data. Triangulation is a concept used to refer to the application and combination of several research techniques to study the same phenomenon in order to provide rigour and to increase the confidence in the resultant findings (Babbie & Mouton 2001:275; Rowley 2002:23; Terre Blanche et al 2006:380; Du Plooy 2009:40). Hussein (2009:3) defines triangulation as the "combination of three or more methodological approaches, theoretical perspectives, data sources, investigators and analysis methods to study the same phenomenon". In this study triangulation was achieved by using three data collection techniques to investigate the research problem.

Casey and Murphy (2011) indicate that by using triangulation in the study, the researchers intends to overcome the weakness or biases that are associated with a single method, single-observer or single-theory studies as two or more sources are able to complement and verify one another. In other word, triangulation means using different methods in solving the same research problem. The use of triangulation ensures that the study's validity and reliability are enhanced by confirming the findings from two or more data collection techniques and sources as well as portraying the phenomena in a more contextual, comprehensive and holistic manner (Terre Blanche et al 2006:380; Casey & Murphy 2011). According to Terre Blanche et al (2006:380), triangulation can combine various data collection techniques such as focus group discussions, surveys, interviews, document analysis among others in a case study and used together in the data-collection and analysis process.

Some scholars (for example, Hussein 2009; Ghrayeb, Damodaran & Vohra 2011) identify the five basic types of triangulation as:

- Data triangulation which involves the use of several sampling strategies to gather data by taking into consideration issues of time, space, and persons.
- Investigator triangulation which includes the use of more than one researcher to gather data in the field and to interpret it.
- Theory triangulation which refers to the use of more than one theoretical position to interpreting data.
- Methodological triangulation where the researcher uses more than one method to gather and interpret data and include 'across method' and 'within method'. According to Casey and Murphy (2011), a 'cross method' is where quantitative and qualitative methods of data collection are used in the one study while 'within method' triangulation more than one data collection method from the same design is used in a study to measure the same variables.
- Multiple triangulations refer to when the researcher combines multiple observers, theoretical perspectives, sources of data and methodologies to study one investigation.

Methodological triangulation is adopted for this study to collect and analyse data in that both quantitative and qualitative methods are used.

However, other scholars such as Hussein (2009) and Casey and Murphy (2011) argue that triangulation poses challenges to researchers who do not understand how to apply it and that in most instances, it does not reduce bias. They insist that triangulation should only be used if there is a strong rationale to do so, when researchers know how to apply it and when each data-collection method has sufficient rigour in itself. For this study triangulation is important in that the accuracy of findings is enhanced and confirmed by employing three different data collection techniques.

These data collection techniques are discussed in more detail below.

5.5.2.1 Online self-administered questionnaire

Questionnaires are data collection instruments developed and used by researchers to collect information from the population by posing either structured or unstructured questions or both, based on specific objectives, hypothesis or research questions of the study being undertaken (Terre Blanche et al 2006:484). As explained by Babbie and Mouton 2001:233, Wimmer and Dominick (2006:181-182) and Terre Blanche et al (2006:486-487) in structured questions, the respondents are asked closed-ended questions accompanied by items from which they are expected to choose the best option. On the other hand, in unstructured open-ended questions, respondents are given the freedom to express themselves in their own words.

Questionnaires are best suited for collecting data in many research activities (Babbie & Mouton 2001:239), to test hypotheses, theories or propositions. In order to obtain meaningful information, the questionnaire must be well thought out and properly designed. In addition, questionnaires can be administered in various ways such as hand delivery, sending through the mail, telephonically and online through computer mediated channels such as e-mail, and other online database media.

An online self-administered questionnaire was used in the study with some statements in the format of a five point Likert scale to collect quantitative data from 30 middle level employees on their perceptions on the use of OIC in relationships building within the organisation. Besides a Likert scale, the researcher also used other ordinal scale formats such as selected category scales to collect quantitative data. A category scale is a rating scale that consists of several response categories which often provide the respondents with alternatives to indicate positions on a continuum, an example being the frequency scales (Zikmuud et al 2013). As indicated by Babbie and Mouton (2001:153-154), Wimmer and Dominick (2006:57), Terre

Blanche et al (2006:488) and Zikmuud et al (2013), a point scale is commonly used in social sciences to measure perceptions, opinions and attitudes through a scale of scores given to respondents to choose from. The scale's scores range from 5 to 1 was given to measure the relative intensity of variables under investigation. An online self-administered questionnaire is ideal when the target population is literate and has access to the internet. Du Plooy (2009:189) points out that the researcher does not need to have any direct contact with the respondents when using self-administered questionnaires.

The online self-administered questionnaires was distributed to the respondents through their e-mails addresses via a link to the Google drive live form where they were expected to complete and submit them to the researcher's database (see Annexure A).

However, one challenge that the researcher anticipated for using an online self-administered questionnaire was that some respondents might fail to return the questionnaires thus lowering the study's response rate. A low response rate could thus have affected the validity and reliability of the findings in that a high response rate ensures better confidence level. Nevertheless, the researcher decided to proceed with this approach as it was considered the most appropriate to investigate the problem as other data collection instruments were also used to validate the findings (refer to subsection 5.5.1).

The online self-administered questionnaire focused on three areas based on the sub problems namely; employees' adoption of OIC, importance of OIC in relationship building and employees' perceptions of the role of OIC in relationship building. The online self-administered questionnaire consisted of 35 items including four social demographic items (see Annexure A).

Reliability was enhanced by ensuring that online self-administered questionnaire was dependable and consistent. This was achieved by reducing the random error by posing short and clear questions to ensure that the results did not deviate from the true measurement as well as increasing the reliability and validity of the study findings (Babbie & Mouton 2001:234; Wimmer & Dominick 2006:59 ; Terre Blanche et al 2006:152) (refer to section 5.6 on reliability and validity).

In addition, the online self-administered questionnaire was pre-tested before being administered in the main study. Pre-testing was done to a smaller group of subjects with the same characteristics as the target population but who were not part of the study. This was to help the researcher detect any errors and to rectify them before the main study as well as ensure that the questions are well comprehended by the respondents to avoid worthless data or non-response. Furthermore, in order to increase the response rate of the online self-administered questionnaire, the researcher made the necessary follow-ups through e-mail to ensure that a sufficient number of completed questionnaires were returned.

A covering letter accompanied the online self-administered questionnaire and comprised details such as the objectives of the study, the issue of consent and confidentiality, and information on the return deadline.

5.5.2.2 Moderator's guide for the focus group discussion

Another research strategy for collecting data on participants' attitudes and behaviour in order to understand a particular phenomenon is the focus group discussion with the use of a moderator's guide (Wimmer & Dominick 2006:128). A focus group aims to capture participants' understanding and perspectives on certain issues that may not come out clearly in a survey questionnaire or in an in-depth interview, in addition to reflecting diverse opinions from a heterogeneous group (Babbie & Mouton 2001:292; Terre Blanche et al 2006:304).

A focus group discussion may also be used to reinforce or verify information obtained from the other measuring instruments. It can be used to understand the reasons behind a certain phenomenon, to obtain preliminary information on a research project or help design items for a questionnaire in a survey research (Terre Blanche et al 2006:304). According to Wimmer and Dominick (2006:130), much information can be obtained from focus group discussions as participants tend to motivate and stimulate each other. Focus groups also allow the participants to exchange ideas freely and to give their personal experiences, which otherwise would not have been possible with other data collection techniques.

A focus group typically comprises between six and twelve individuals who share certain characteristics that are relevant to the study being undertaken and who are brought together to simultaneously discuss the focal topic covered by relevant questions in a moderator's guide through the guidance and control of a group moderator (Wimmer & Dominick 2006:128-129; Terre Blanche et al 2006:304; Du Plooy 2009:199). Terre Blanche et al (2006:304) suggest that it is important to allow the members to set the group norms that are to be observed during the discussion process while this technique is also quick and cheaper to conduct. However, Babbie and Mouton (2001:29) indicate that the data obtained from focus group discussions is in a way compromised, as it is collective rather than individual based thus making the results hard to analyse. It is for this reason that proper planning and adequate training of the group moderator is required to enable him or her to have adequate skills to control the discussion so as to obtain meaningful data (Wimmer & Dominick 2006:130).

The focus group discussion technique were used in this study to obtain Kenya Power's middle level employees' insight into the ability to OIC to build and maintain relationships in their internal communication by allowing them to freely exchange ideas and personal experiences. To enhance reliability and validity, systematic errors were addressed by cross checking with the participants on their responses which may not be clear to the researcher. Terre Blanche et al (2006:152) point out that systematic error is the bias that influences a measure, an example being when a participant gives varying views or interpretations of the same issue. Furthermore, the researcher ensured there was full participation of all members, that the data obtained was properly recorded and that any clarification was obtained before the end of the focus group discussions (see section 5.6).

The following discussion outlines the different steps to conduct a focus group as outlined by Wimmer and Dominick (2006:131-133):

- ***Sample size selection***

According to Wimmer and Dominick (2006:132), the sample of a focus group depends largely on its purpose. In order to gather detailed data and to obtain a deeper insight into the phenomenon, the researcher sampled 30 participants comprising the middle level employees divided into three groups of 10 members in each who were purposively selected. The researcher presumed that the middle level employees were the people with adequate information on the use of OIC to establish and maintain relationships in the organisation.

- ***Recruitment of participants***

According to Terre Blanche et al (2006:304), it is sometimes appropriate to select a sample on the basis of one's knowledge of the problem, its elements, and the purpose of the study. Since it was not possible to generalise the results of the study to the larger population, the researcher used the non-probability type of sample to select participants. The researcher carefully selected the required participants for the focus group from Kenya Power middle level employees based on their knowledge of the problem under investigation. In this study, Kenya Power's middle level employees were used to help evaluate whether OIC is used to establish and sustain long lasting relationships in the organisation.

- ***Number of focus group sessions***

According to Wimmer and Dominick (2006:132), three or more focus groups on the same topic are sufficient in providing data. In addition, Babbie and Mouton (2001:292) caution that providing more groups than necessary does not guarantee more new insights. In this study, three groups of 10 members each were formed. Members of each group met and freely discussed the problem under investigation based on the open-ended questions on the moderator's guide on the ability of OIC to build and maintain relationships in their internal communication. The three groups were sufficient to provide the researcher with in-depth information on the research problem.

- ***Location and setting***

In order to save on cost and time, the researcher organised with the management of Kenya Power for a venue at the organisation's offices in Nakuru. This was convenient to all participants.

- ***Time and date of the focus group***

According to Terre Blanche et al (2006:304), the time taken in a focus group session depends on the type of participants involved since some of them may not concentrate for a very long. Each session took about one hour and was conducted in the afternoon during working hours for three days as agreed with the management. The participants were notified on the exact dates, time and venue of the group discussions well in advance.

- ***Moderator's guide***

Wimmer and Dominick (2006:133) indicate that a moderator's guide should have questions that are arranged in sequence staring from the general to the specific topics. However, the moderator can probe for more details by asking questions which are not in the moderator's guide.

The moderator's guide consisting of a predetermined list of 12 open ended questions was used for this study to guide the moderator to conduct focus group discussions to establish Kenya Power's middle level employees' perceptions on the ability of OIC to build and maintain relationships in their internal communication (see annexure B). The questions focused on topics such as the use of OIC in relationship building, acceptability and the level of adoption OIC in relationship building in the organisation. The moderator asked follow-up questions where any clarification was necessary. However, the moderator's guide was first pre-tested on a group similar to the one to be tested to ensure that the questions are relevant and clear to the participants (see annexure 2). This also enhanced the reliability and validity of the study (see section 5.6).

- ***Role of the moderator***

According to Wimmer and Dominick (2006:133) a focus group requires a competent moderator so as to be able to guide the participants through the discussions. For the purpose of this study, the moderator controlled the discussions and thus guided the participants on all issues on the research topic. A moderator assistant took the notes with the full knowledge and consent of the participants.

- ***Conducting the sessions***

According to Terre Blanche et al (2006:307), recording of the sessions helps the researcher to capture the actual happening, which is helpful when analysing the study findings. As previously mentioned, all the participants were notified on the date, time and venue of the focus group discussions as well as the name of the presiding moderator. A tape recorder was used to record the sessions' proceedings. Permission to record the sessions was first sought from the participants before sessions started. A self-introduction by participants was necessary before the discussions commenced as it allowed them to feel at ease. The moderator also allowed all participants to contribute freely but ensured that they did not digress from the topic under discussion.

- ***Data analysis***

Qualitative data was analysed using Miles and Huberman's (1994) qualitative data analysis approach which assisted the researcher to gain a profound understanding and explanation of the phenomenon under observation (see section 5.7 & chapter 6).

- ***Summary report***

Reporting of the data is a significant step in a research process (Babbie & Mouton 2001:565; Du Plooy 2009:100). Data reporting assists the researcher to present the research findings to the public. The report from the focus group discussions and those from the other techniques was available to Kenya Power and other parties who might consider the research findings helpful.

5.5.2.3 Interview schedule for the in-depth interviews

An in-depth interview is an interactive encounter between the researcher or his or her assistants and the study participants and in which questions are orally administered using a questionnaire, an interview schedule or guide (Terre Blanche et al 2006:297-298; Du Plooy 2009:196). The interview is an interactive process in that the participants are given an opportunity to express themselves orally in response to the researcher's questions and where most talking is done by the participant (Babbie & Mouton 2001:289). In this study, the participants comprising top level employees were allowed to give their opinion on the use of OIC tools in building relationships within the organisation. The views of top management were necessary since they are the ones in charge of policy making and more so in the implementation of new innovations such as OIC.

Terre Blanche et al (2006:297-298) and Du Plooy (2009:196) argue that the researcher can employ various forms of interviews such as structured, unstructured, semi-structured, depending on the intended information. Structured interviews contain close ended, and unstructured interviews open ended questions (Wimmer & Dominick 2006:181-182 & Terre Blanche et al 2006:486-487) while semi-structured interviews contain open-ended questions based on a list of topics and subtopic made in advance (Terre Blanche et al 2006:298).

In this study, a semi-structured interview schedule was used to guide the researcher to carry out 10 interviews with the senior managers of Kenya Power or their appointed representative to obtain their perceptions on OIC in relationship building. A semi-structured interview was preferred as it allowed participants for the interviews the freedom to talk about the issues at hand as well as allowing the interviewer to ask questions within the framework of the predetermined topics and subtopics. The interview schedule contained a list of 13 open-ended questions on the topics that needed to be covered, namely employees' perceptions; and use and adoption of OIC tools for relationship building in Kenya Power (see annexure C). The researcher was allowed to ask any follow-up questions where clarification was necessary. The interview schedule was first pre-tested to ensure that the questions were comprehensible so as to enhance reliability and validity of the study (see section 5.6)

The researcher first booked an appointment with each of the 10 heads of department or their appointed representative to brief them on the study and to schedule on the date, time and venue of the interviews. The researcher scheduled each interview to fit the convenience of the executives. Each interview was conducted for half an hour. Prior consent to record the sessions was sought and obtained.

5.6 RELIABILITY AND VALIDITY

Reliability and validity are necessary measures that ensure that sound and relevant data are collected and analysed (Terre Blanche et al 2006; Du Plooy 2009:28) from the three primary data collection methods, namely the online self-administered questionnaire, moderator's guide, and the interview schedule.

5.6.1 Reliability

Reliability in research refers to the degree to which a research instrument is able to produce similar results or data after repeated trials (Terre Blanche et al 2006:152 & Drost 2011:106). It mainly focuses on the dependability and consistency of a measuring instrument and is influenced by random error as well as systematic error or non-random error. Random error refers to how much the results deviate from the true measurement due to factors that have not been efficaciously addressed by the researcher. As the random error decreases, the reliability of the findings increases. On the other hand, Terre Blanche et al (2006:152) indicate that systematic error is the bias that influences a measure such as when a participant provides varying views or interpretations towards the same issue.

In this study, reliability was enhanced through the use of multiple data sources (online self-administered questionnaire, moderator's guide for focus groups, and an interview schedule for the interviews). In addition, a pilot test to pre-test the online self-administered questionnaire, a moderator's guide and an interview schedule was undertaken prior to the data collection. This ensured that any detected errors were rectified before the main data collection exercise. In addition, the participants were given a brief context on the study as a point of reference. Another way to enhance reliability is to give a lucid and comprehensive data collection and analysis process to allow the reader to comprehend the results.

5.6.2 Validity

According to Terre Blanche et al (2006:147), validity is "the degree to which a measure does what it is intended to do" and is concerned with the accuracy and meaningfulness of the study's findings based on the variables under observation. Validity in single case research design is enhanced through construct validity, internal validity, external validity, face validity and translation validity (Rowley 2002:20; Terre Blanche et al 2006; Drost 2011:114-120; Scotland 2012:11).

In order to increase validity, the researcher first employed quantitative and qualitative methods (methodological triangulation) (see section 5.3.2) to collect and analyse data and to ensure that the resultant information was accurate and in line with the research objectives. In addition, the researcher used triangulation by combined the online self-administered questionnaire, focus groups, and interviews to collect data. The researcher also ensured that all concepts and processes were correctly operationalised and that they addressed the research questions. Internal validity was achieved by the researcher measuring what were supposed to be measured guided by the theoretical criteria in chapter 2. On the hand, external validity was not achieved as the results of this study cannot be generalised beyond the sampled organisation.

In a bid to minimise biases, the researcher also ensured that data were collected and analysed appropriately. Furthermore, the researcher made follower-up e-mails to the respondents issued with the online self-administered questionnaires to ensure that an acceptable response rate was achieved.

In the next chapter, chapter 6, the data analysis, findings and interpretation of the findings are explained and discussed.

CHAPTER SIX: DATA ANALYSIS AND INTERPRETATION

6.1 INTRODUCTION

In this chapter the data analysis, findings and interpretation of the findings on Kenya Powers' employees' perceptions of their adoption and implementation of OIC tools in relationship building are explained and discussed. As was explained in chapter 4, both quantitative and qualitative data were collected using triangulation comprising of an online self-administered questionnaire, focus groups and interviews (see chapter 5 subsection 5.5.2). The collected data was then analysed in order to make sense of the gaps in the use of OIC for relationship building at Kenya Power. The data analysis is first explained, whereupon the results for the quantitative and the qualitative parts of the study are discussed in detail. Finally, the overall results of this study are discussed in accordance with the criteria of OIC in relationship building as was proposed in chapter two.

6.2 DATA PRESENTATION

According to Walliman (2005:310), data should be simplified and presented in patterns to ensure that the reader understand and interpret the analysed data without difficult. Descriptive statistics in the form of tables, graphs and charts were used to present quantitative information. This was to enable readers to visualise the data to see what happened and make interpretations. On the other hand, qualitative findings were presented through configured narrative text (see chapter 6 for detailed explanation).

6.3 DATA ANALYSIS

The research approach was both descriptive and exploratory to gain insight into answering the study's research questions. As already mentioned, the study adopted methodological triangulation by employing three research measuring instruments, namely an online self-administered questionnaire constructed on the Google docs platform, three focus groups (using a moderator's guide) and 10 interviews (using an interview schedule) (see annexures A, B and C). An e-mail link to access the online self-administered questionnaire was sent to 30 middle level employees from all the 10 departments at Kenya Power who had direct access to the OIC tools. This was to obtain their views on the use of OIC tools in Kenya Power. In total, 27 online self-administered questionnaires were completed and electronically submitted constituting a 90% response rate. In addition, three focus group discussions were conducted. Each focus group consisted of 10 middle level employees. The online self-administered questionnaire and focus groups targeted employees at the operational level in the organisation. In order to obtain more insight, additional information was sought by interviewing 10 heads of department or their appointed representative in the organisation who play a strategic role in the implementation of OIC tools (see chapter 5 section 5.5.2 on the sampling method). Simple random sampling was adopted for the online survey while sampling for the focus groups and interviews was purposive as it only targeted employees who had direct access to the OIC tools and who had the required information (see chapter 5 subsection 5.5.2). Both the focus groups and interviews were audio recorded after obtaining consent from the participants (see chapter 5, subsection 5.5.2).

The quantitative data was captured and analysed using the statistical software package SPPS (version 17.0) to generate some descriptive statistics. The qualitative data was analysed manually through coding and organising data into categories and common themes so as to elicit meaning from them by adopting the qualitative data analysis approach from Miles and Huberman (1994). The responses from both the focus groups and the interviews were coded and categorised according to the emerging themes. The answers to the various questions were grouped into categories and subsequent subcategories. Different categories were then classified to reflect similarities and differences and the emerging information was grouped into themes.

To start with, the researcher closely studied the qualitative data for familiarisation and immersed himself with the date throughout the analysis process by meticulously trying to identify and classify themes according to the emerging patterns. Similar to Miles and Huberman (1994), an inductive analysis was done, which advocated the linking and relating categories of responses obtained in the qualitative data and merging them into themes. Themes of responses were constantly compared and evaluated by looking at causal conditions, context, and interactions. Data editing was continuously done during the analysis. During the coding process, any indistinctive text which required further clarification was flagged up and counterchecked from the field note, transcripts and audio material to ensure that it was relevant to the respective themes. Phrases that did not make any meaning or were inconsistent with the themes were removed or replaced with other text from the data.

6.3.3 Data analysis methods

The online self-administered questionnaire provided quantitative data about employees' perceptions, adoption and implementation of OIC to manage relationships. This quantitative data were first checked to detect and remove errors. The data were then summarised and analysed electronically using a Statistical Package for Social Sciences (SPSS Statistics 17.0) programme to obtain descriptive information.

Miles and Huberman's (1994) qualitative data analysis approach was adopted to analyse the qualitative data for the focus groups and interviews. The recordings was transcribed to enable the researcher have easy reference to the data in text form. Analysis involved the data collection, reduction and analysis phases, which should be a continuous undistinguishable process (Folkestad 2008; Srivastava & Hopwood 2009:77; Schutt 2012). The process involved data familiarisation and immersion, inducing themes, coding, elaboration, and interpretation (Terre Blanche et al 2006: 324-326; Srivastava & Hopwood 2009:77) (see chapter 6 for detailed explanation).

Srivastava and Hopwood (2009:77) point out that reflexive iteration is a necessary mechanism which allows insight and developing meaning. It involves visiting and revisiting the data to enable the researcher to focus more clearly and to understand the text. These scholars further intimate that patterns, themes, and categories emerges from data through the inductive process based on subjective perceptions, ontological and epistemological viewpoint, subscribed theoretical frameworks and instinctive field understandings and experience, a process that is highly instinctive. According to Schutt (2012:232), interpretation is "a complex and dynamic craft, with as much creative artistry as technical exactitude, and it requires an abundance of patient plodding, fortitude, and discipline" and as such logical and rigorous methods are necessary to enable the researchers immerse and interact intensely with the texts for meaningful results.

Data were first closely studied for familiarisation and themes were identified and classified according to the emerging patterns. Data were then coded according to the identified categories based on the identified themes. They were then interpreted through induction process according to the themes and the process continued until the desired information was exhausted.

The researcher finally examined the central ideas emerging from these themes and made interpretations and recommendations based on them (see chapter 7). The findings are discussed in the next section.

6.4 DISCUSSION OF THE FINDINGS

The findings are anchored on the three research questions as well as linked to the theoretical supposition of OIC and the criteria for using OIC for relationship building as discussed in chapters 1 and 2. Responses were grouped into categories and arranged according to the research questions (see also chapter 1 subsection 1.4.2 for the study's research questions).

The findings of the survey are first discussed followed by those of the focus groups and finally the interviews. The findings of each category are then interpreted. The focus groups and interviews allowed for an in-depth understanding of employees' perceptions, adoption and implementation of OIC tools for relationship building at Kenya Power. Finally the overall findings of the study are discussed and also elucidated in accordance with the criteria identified in chapter 2.

6.4.4 Survey findings

The findings of the survey can be elucidated as follows in accordance with the different sections of the questionnaire (see annexure A):

6.4.4.1 Section A: Employees' adoption of OIC

This section of the questionnaire evaluated employees of Kenya Power's adoption of available OIC tools in order to establish their use.

Table 6.1 and Figure 6.1 below depict employees at Kenya Power's adoption of available OIC tools in the organisation.

Table 6.1: Adoption of available OIC tools at Kenya Power

OIC tools	**Responses indicating the use of specific OIC tools in the organisation**	
	n=responses	**Percentage**
E-mail	n=27	(39%)
Intranet	n=17	(25%)
Facebook	n=8	(12%)
Twitter	n=9	(13%)

Online chat service	n=2	(3%)
Organisational SMS Internet Service	n=6	(9%)
Other	n=0	(0%)
Total	69	101%

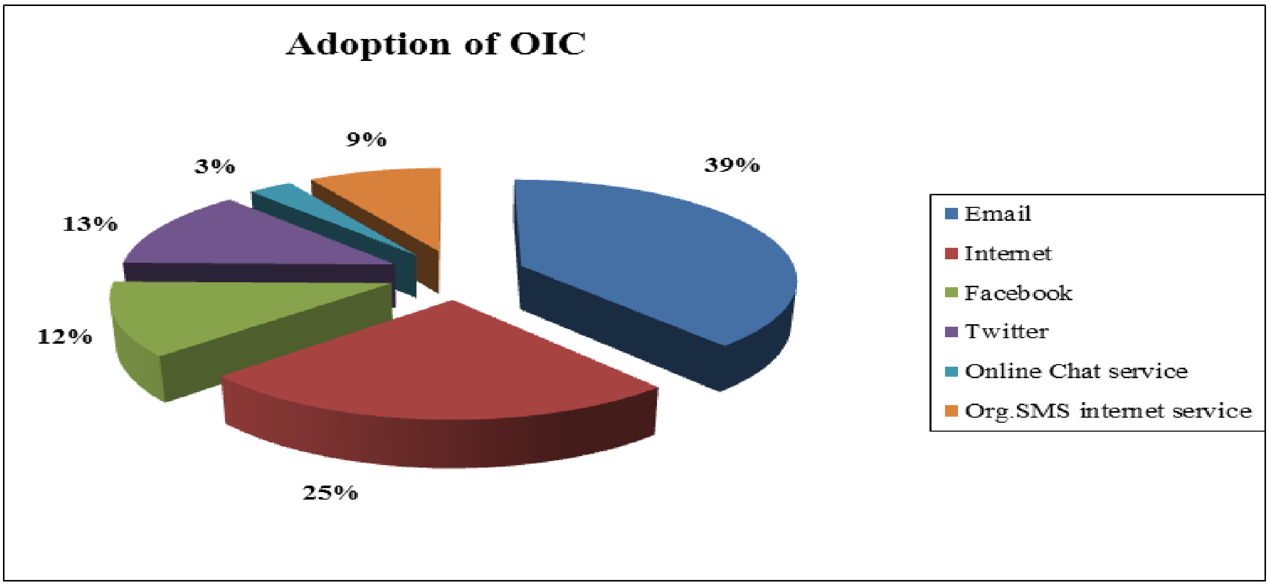

Figure 6.1: Adoption of available OIC tools at Kenya Power

As is evident from Table 6.1 and Figure 6.2 above, the majority of the respondents (39%) indicated to use e-mail in OIC as compared to 25% who indicated to use the intranet. About 13% pointed out that they were using Twitter, 12 % were using Facebook and 9% indicated to use organisational SMS internet service. It was only 3% of the respondents who indicated to be using the online chat service. However none indicated to use other tools apart from those indicated in Table 6.1 and Figure 6.1. This implies that e-mail was the most popular OIC tool when compared to other OIC tools used in the organisation. The finding is supported by Jian (2013:22) who argues that e-mail is still very popular due to its capacity to send and receive multiply multimedia messages simultaneously. However, despite the popularity of Facebook and Twitter among Kenyans, the results show that their use was minimal among Kenya Power employees. This implies that the study population at Kenya Power employees have not embraced social media in OIC. The finding corresponds with Omilion-Hodges et al (2012) and Linke and Zerfass (2012:17) who state that some organisations are wary of social media in fear that if adopted, it may cause harm to their reputation or loss of control of information dissemination.

6.4.4.2 Section B: Importance of OIC in relationship building

This section of the questionnaire was divided into two parts.

In the first part of this section, the researcher wanted to establish how frequently Kenya Power employees use the available OIC tools for particular purposes. Table 6.2 and Figure 6.3 below portray the frequency with which employees use available OIC tools in their internal communication.

Table 6.2: Adoption of available OIC tools at Kenya power

Survey question	Daily (5)	Weekly (4)	Monthly (3)	Quarterly (2)	Other (1)
To seek information on topics related to the organisation	n=4(15%)	n=6(22%)	n=1 (4%)	n=3 (11%)	n=13(48%)
To socialise with other employees	2 (7%)	6 (22%)	2 (7%)	3 (11%)	14(52%)
To seek clarification on organisational issues which are not clear to me	5 (19%)	3 (11%)	4 (15%)	9 (33%)	6 (22%)
To submit organisational reports	12 (44%)	11 (41%)	1 (4%)	1 (4%)	2 (7%)
To seek the opinion of other employees on the issues related to the organisation	2 (7%)	9 (33%)	3 (11%)	3 (11%)	10 (37%)

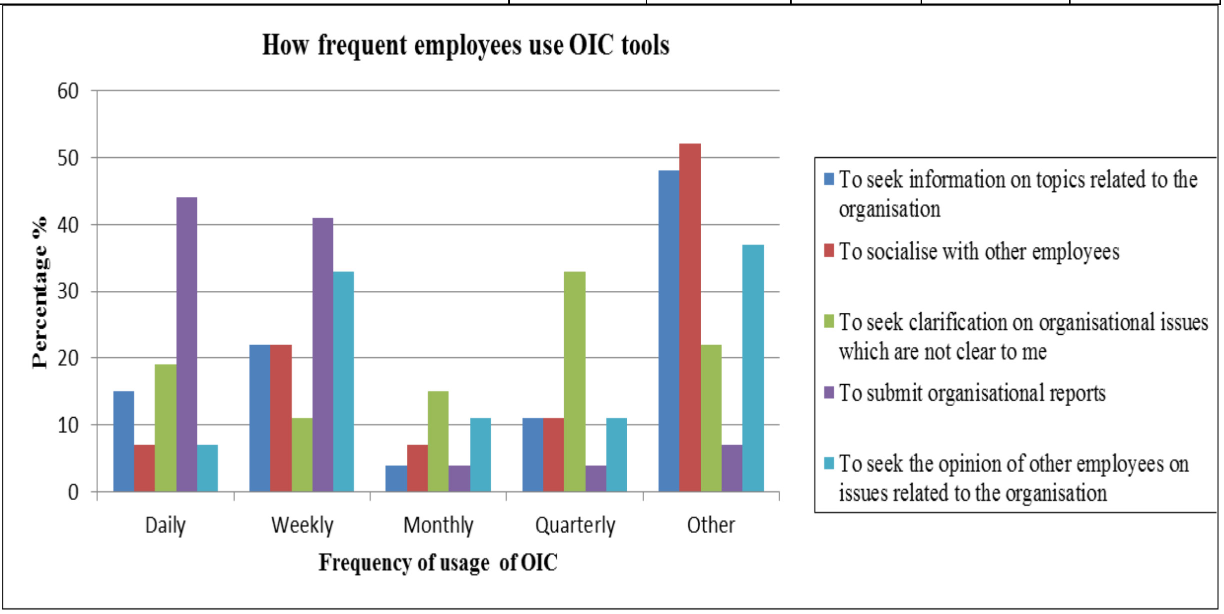

Figure 6.2: Frequency with which employees at Kenya Power use OIC tools for particular purposes

As is evident from Table 6.2 and Figure 6.2 almost half of the respondents (48%) indicated not having specific frequency when seeking information on topics related to the organisation. Another 22% of respondents indicated to use them on a weekly basis while 15% said that they used them daily. In addition, 4% of respondents said they used them on a monthly basis with about 3% using them quarterly. The low frequency on the usage of OIC to seek information shows that most employees do not value OIC tools as crucial links to information resources. This contradicts Van der Merwe (2007:48) and Hussein et al's (2008:200) arguments that the interactive nature of the online environment acts as a motivator to adopt OIC tools due to its ability to empower employees and integrate communication in the organisation.

On using OIC tools to socialise with other employees, the majority of the respondents (52%) indicated no specific frequency with another, 22% indicated to use them weekly. The results further show that 11% of respondents indicated to use them quarterly, 7% responded to using them monthly and another 7% said they used them daily. The result shows that the use of OIC in the organisation to socialise is quite low despite some tools such as e-mail, social media, online SMS services and chat rooms having the ability to allow online social interactions and sharing social information. This is an interesting finding, given that OIC is aimed at promoting online interaction among employees in the organisation, which is not the case in this study. This finding does not correspond with Gilpin (2010:269) as well as Zailskaite-Jakste and Kuvykaite (2010) who state that the implementation of OIC in the organisation provides employees with an opportunity to interact actively and freely by eliminating barriers that are typical for traditional communication. However, according to Belch and Belch (2012), this situation may change as the impact of the internet and other OIC resources are fully manifested.

The results shows that the respondents are not frequently using OIC tools to seek clarification on organisational issues which are not clear to them. This finding shows that 33% of the respondents were using them quarterly, 22% had no specific frequency and 19% said they use them daily. Furthermore, 15% of the respondents were shown to be using them only monthly with another 11% using them weekly. This is an indication that knowledge sharing between the employees and the organisation is low. This might be attributed to low motivation among employees to use OIC for information sharing. This finding concurs with the argument of Ozaliene and Saparmiene (2009:53) that most governments in developing countries have not taken seriously the ability of OIC in transforming organisations, thus neglecting their employees in terms of training and motivation in the use of OIC tools for relationship building. In addition employees have not fully adopted OIC tools.

Certainly, some public sector organisations and agencies have begun to meet their stakeholders' communication needs through OIC by utilising its tools for information sharing (Asiimwe & Lim 2010; Vasquez & Velez 2011). Generally, the implementation of OIC in public sector organisations is rarely a demand of employees, but instead an imposition resulting from organisational priorities as they try to meet the changing technological and public demands (Rensburg & Cant 2009; Wright & Hinson 2013). However, OIC offers public sector organisations an opportunity to effectively communicate with their internal stakeholders (Asiimwe & Lim 2010) so as to cultivate long lasting relationships with them.

The adoption and implementation of OIC tools by public sector organisations are facing challenges which they must endeavour to mitigate through employees' involvement and engagement in order to create and maintain sound relationships (DiStaso & McCorkindale 2012).

Another interesting pattern emerging from the data is that 44% of the respondents indicated to use OIC tools daily for submitting organisational reports with a further 41% using them weekly. Another 7% were shown not to have any specific frequency with 4% indicated to use them quarterly while a similar number (7%) said they used them monthly. This shows that even though OIC tools were not frequently used for interactions, most employees were using them frequently to send and receive official information. It is also evident that most of them were using e-mail, whose communication is asynchronous in nature. The finding supports Jian (2013:22), who indicated that the use of e-mail is high even to employees who shy off from other OIC tools. In additional, it is evident that employees have not fully adopted OIC in their internal communication as envisaged by the implementers of e-government in public sector organisation. This concurs with DiStaso and McCorkindale (2012) who urge that public sector organisations are faced with numerous challenges in the implementation of OIC tools and which may impede its adoption by employees.

The findings also indicate that 37% of the respondents had no specific frequency in using OIC tools to seek the opinions of other employees on issues related to the organisation with 33% indicating to using them weekly. In addition, 11% indicated using them only quarterly while 11% indicated monthly. Only 7% indicated using them daily. This finding shows that even though employees were not frequently using OIC tools to interact, they were nevertheless using them to communicate amongst themselves albeit on a small scale. This is a positive sign indicating that their usage can be enhanced to encompass relationship building in their internal communication. According to Steyn et al (2011:132) and White et al (2010:66), the nature of internal communication in the organisation determines employees' perceptions and it is an important aspect in the successful implementation of any system which in the case of this study is the adoption of OIC for relationship building.

In the second part of this section of the questionnaire, the researcher wanted to establish employees' perceptions on how important particular issues are with regard to using OIC tools in building relationships. Following the procedure by Boone and Boone (2012) as explained in chapter 4, the researcher used Likert-type items to measure Kenya Power employees' perceptions of their adoption of OIC tools for relationship building. In doing so, the researcher considered the average response for each item on each side of the midpoint. If the item score was below the midpoint (3) score of the Likert scale, it meant that there was a positive perception among the respondents and vice versa. However, this depended on whether the item was positively formulated or not. For instance, the answers ranging between agree and strongly agree were considered as being positive while the answers ranging between disagree and strongly disagree were considered as negative. In addition, the items were considered as an ordinal scale as each item was independent of each other and therefore could not be combined into a composite scale.

Since the researcher was not interested in the character or personality trait of the respondents and as no relationships were being measured, the use of nonparametric statistics of mode or median for central tendency was not applied and only a univariate analysis was performed. According to Boone and Boone (2012), it is not appropriate to include an interval scale of mean for central tendency and standard deviations for variability to Likert-type items with an ordinal scale because the numbers in ordinal scale merely indicate the order of the items with no meaningful relative distance between the points on the scale.

The findings for this part of the questionnaire can be elucidated as follows as depicted by Table 6.3 and Figure 6.3 below.

Table 6.3: Employees' perceptions on aspects of OIC deemed important for building relationships

Aspect of OIC measured	**Very important (5)**	**Important (4)**	**Neutral (3)**	**Somewhat important (2)**	**Not important (1)**
Ease of access	n=1 (4%)	n=9 (33%)	n=2 (7%)	n=13 (48%)	n=2 (7%)
Appropriateness to use for interaction	n=3 (11%)	n=7 (26%)	n=1 (4%)	n=10 (37%)	n=6 (22%)
Ease of use for interaction	n=3 (11%)	n=6 (22%)	n=1 (4%)	n=11 (41%)	n=6 (22%)
Management's support to use OIC for interaction	n=4 (15%)	n=5 (19%)	n=4 (15%)	n=4 (15%)	n=10 (37%)
Updating of employees' technological skills	n=3 (11%)	n=6 (22%)	n=7 (26%)	n=8 (30%)	n=3 (11%)
Providing employees with unrestricted access to the organisation's management.	n=1 (4%)	n=7 (26%)	n=6 (22%)	n=10 (37%)	n=3 (11%)
Providing the management with shared technology to interact with employees.	n=2 (7%)	n=7 (26%)	n=3 (11%)	n=12 (44%)	n=3 (11%)
Employees' involvement in implementation of	n=2 (7%)	n=4 (15%)	n=4 (15%)	n=12 (44%)	n=5 (19%)
Management's role in implementation	n=2 (7%)	n=9 (33%)	n=1 (4%)	n=9 (33%)	n=6 (22%)

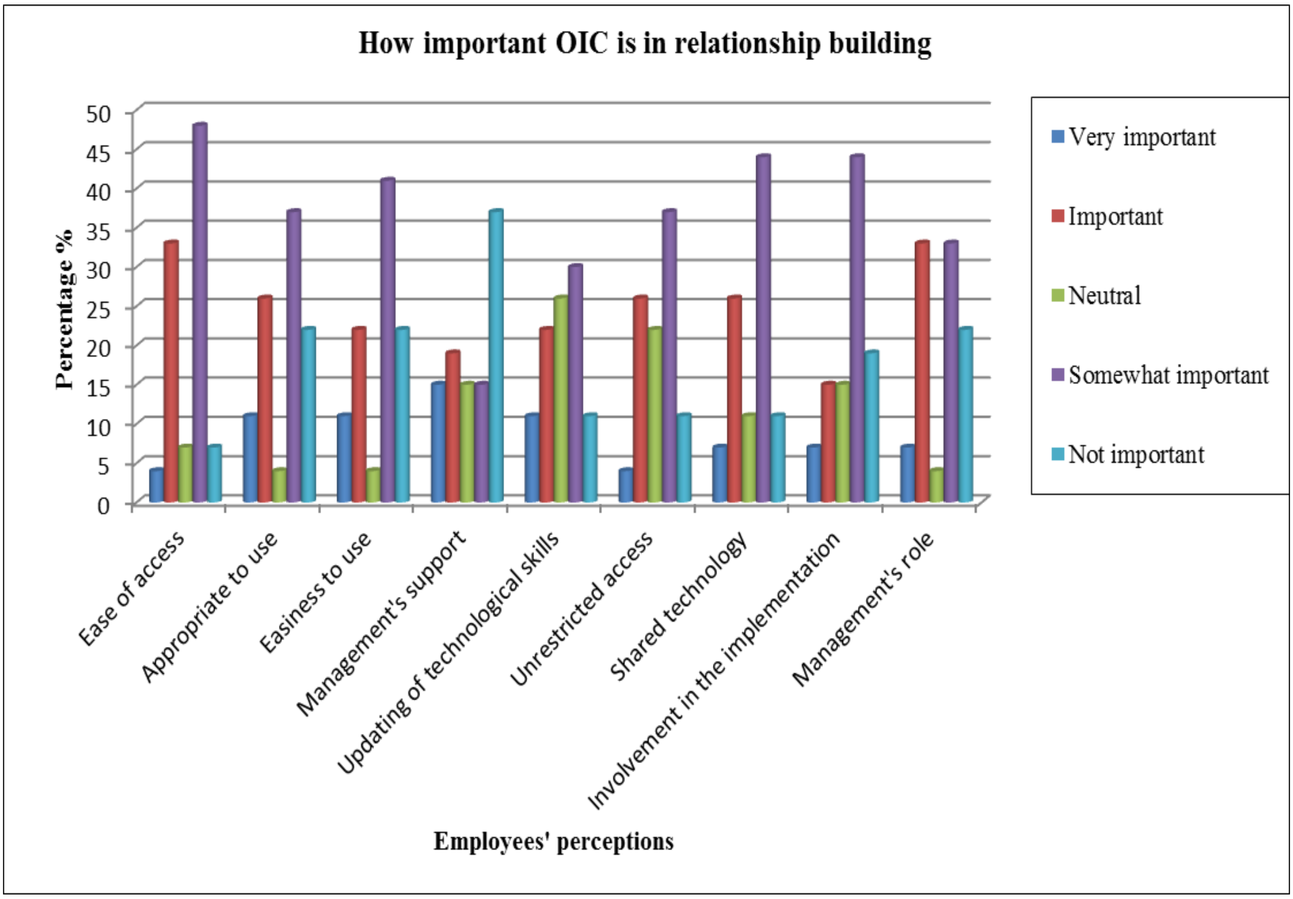

Figure 6.3: Employees' perceptions on how important OIC is for building relationships

As is evident from Table 6.3 and Figure 6.3 above, the majority of respondents had negative perceptions on the importance of their ease of access to the organisation's OIC tools. Almost half of them (48%) indicated that it is somewhat important, 33% indicated that it is important, 7% indicated that it is very important and 4% very important. About 7% were neutral. This clearly indicates that most employees do not realise the importance of their easy access to the organisation's corporate online system which is crucial to the organisational online interactions and which in turn is essential in relationship building. The finding concurs with GOK (2004:2), Du Plessis (2005:3), Du Plessis (2006), Bhargava (2010), Njuru (2011b:2), Vasquez and Velez (2011:159) who state that due to public demand for improved services, better relationships and access to information, many organisations are being forced to embrace OIC resulting in haphazard implementation of OIC tools.

With regard to the appropriateness for respondents to use OIC to interact with, the results indicate that 37% considered it to be somewhat important with further 22% indicated that it is not important. On the other hand, 26% indicated that it is important with 11% indicating that it is very important. However, only 4% of the respondents were neutral. The high number of those with negative perceptions is an indication that most employees do not consider OIC as essential for relationship building in the organisation, an issue that needs to be addressed if OIC is to be used. According to Du Plessis (2005:5), Belch and Belch (2012), Zailskaite-Jakste and Kuvykaite (2010), the organisation needs to positively influence employees' perceptions toward the use of OIC and more so in relationship building by allowing them to fully participate in the planning and implementation of the new systems. This will ensure that the establishment and maintenance of meaningful long lasting relationships is appreciated by all internal stakeholders (Du Plessis 2005; Belch & Belch 2012).

An exceptionally high number of respondents had negative perceptions on the ease with which they can use OIC tools to interact with their colleagues. In this regard 41% of the respondents considered the issue somewhat important, another 22% as not important as compared to 11% who indicated it as very important and another 22% indicating it as important. Only 4% were neutral. This finding may explain why most employees were not comfortable with OIC tools and why they are unlikely to experiment with new tools for interaction (for instance, social media). Groysberg and Slind (2012:78) and White et al (2010:67) contend that organisational barriers that are likely to hinder OIC should be addressed to enhance relationship building in order to overcome these challenges. Bouwman et al (2011:412) advise organisations to empower their employees through capacity building and to also update their OIC tools' platforms so as to keep pace with the ever changing technology.

It is interesting to note that over half of the respondents felt that management support in the use of OIC tools to interact with employees is not crucial. The results indicate that 37% of the respondents felt that the issue is not important with another 15% indicated that it is somewhat important. On the other side, about 19% agreed that it is important with 15% indicating it as very important. However, another 15% were neutral. There is no clear explanation for this but it is possible that some employees did not understand the crucial role played by the management in determining the type of communications that exist in an organisation. This supports the argument by Muhammad (2009:502) and Zailskaite-Jakste and Kuvykaite (2010) that the type of organisational management determines the nature of communication which in turn influences the nature of relationships in the organisation. In addition, Islam (2007:105) suggests that effective OIC is achievable through the integration of communication channels as well as enhancing information sharing in the organisation.

Furthermore, the respondents' perceptions towards updating their technological skills when using OIC tools are also varied as is evident from the results. A total of 41% respondents had negative perceptions regarding the issue. About 37% indicated it as not important and 15% as somewhat important. In addition, 33% had positive perceptions with 19% indicating that the issue is important while another 15% indicated it is very important. However, the number of those who were neutral was also significant, at 26%. These findings show that a substantial number of employees had not fully embraced the use of OIC tools or were unsure and therefore did not see the need to update their technological skills. In this regard, Muhammad (2009:506) and Njuru (2011b:2) argue that there is a need for periodical updates on OIC tools and platforms so as to keep employees abreast of the rapidly changing technological developments.

The findings further indicate that 48% of the respondents had negative perceptions on the capability of OIC to provide them with unrestricted access to the organisation's top management. About 37% said it is somewhat important and another 15% indicated that it is not important. However, those with positive perceptions constituted a total of 30%, with 26% indicating that it is very important while only 4% indicated they did not consider it as important. A total of 22% were neutral. This is an indication that a significant number of middle level employees felt that they have nothing much to gain by having direct communication link with the top management. This can be attributed to the prevailing bureaucratic culture and climate in Kenya Power. The finding concurs with McIvor et al (2004:72), Abu-Shanab et al (2010:38) and Groyberg and Slind (2012:78) who insist that bureaucratic organisational leadership erodes trust and intimacy towards the organisation and negatively affects employees' perceptions of OIC leading to poor relationships.

Slightly over half of the respondents (55%) had negative perceptions on the ability of OIC to provide the management with shared technology to interact with them. A total of 44% respondents considered it somehow important while 11% indicated that it is not important. As for those with positive perceptions, 26% indicated that it is important with 7% indicating that it is very important. In this regard about 11% did not take either side. The finding shows that employees do not appreciate the importance of having a shared platform to interact with the management which is an impediment to relationship building. Hanekom (2005:31), Rensburg and Cant (2009:15), Belch and Belch (2012) and Evans et al (2011) recommend an integrated multimedia platform to provide online open communication to both internal and external stakeholders.

On their involvement in the implementation of OIC, a total of 44% of the respondents indicated that it is somewhat important with another 19% indicating it is not important. As regards to the ones with positive perceptions, 26% indicated that it is important with 7% saying it is very important. About 15% were neutral. It is surprising that the majority of employees did not want to get involved in the implementation of OIC tools and yet their involvement is crucial since they are the system end-users. According to Du Plessis (2005:5), Belch and Belch (2012) and Zailskaite-Jakste and Kuvykaite (2010), employees' participation in the implementation of OIC positively influences their perceptions towards the organisation and enhances the development of long lasting relationships in the organisation.

A total of 55% of the respondents were of the opinion that management's role in the implementation of OIC tools is insignificant as compared to 40% who indicated to the contrary. This finding reveals that 44% of the respondents considered the issue as somewhat important with 11% indicating that it is not important. On the other hand, 33% felt that it is important with 7% responding that it is very important. However, only 4% indicated to be neutral. This finding shows that most employees have overlooked the importance of the management's role in the implementation of any communication system in the organisation. Management's role is fundamental if the process of relationship building using OIC tools is to succeed at Kenya Power. McIvor et al (2004:65) insist that organisations should put in place strategies that mitigate change resistance, particularly when implementing new innovations.

6.4.4.3 Section C: Employees' perceptions of the role of OIC in relationship building

In Section C of the questionnaire, the researcher wanted to establish employees' perceptions of the role of OIC in relationship building.

Table 6.4 and Figure 6.4 below depict employees' perceptions of the role of OIC in relationship building.

Table 6.4: Employees' perceptions of the role of OIC in relationship building

Aspect measured	Strongly agree	Agree	Neutral	Disagree	Strongly disagree

Provides employees with an opportunity to provide feedback on important matters	n=0 (0%)	n=7 (26%)	n=1 (4%)	n=15 (56%)	n=4 (15%)
Enables freely interaction with other employees.	n=2 (7%)	n=4 (15%)	n=1 (4%)	n=11 (41%)	n=9 (33%)
Allows free expression without fear of victimisation	n=5 (19%)	n=0 (0%)	n=2 (7%)	n=15 (56%)	n=5 (19%)
Allows freely exchange of information with other employees in the organisation.	n=1 (4%)	n=6 (22%)	n=3 (11%)	n=7 (26%)	n=10 (37%)
Promotes cohesion among employees.	n=3 (11%)	n=3 (11%)	n=1 (4%)	n=10 (37%)	n=10 (37%)
Enhances employees' trust towards the organisation.	n=2 (7%)	n=5 (19%)	n=2 (7%)	n=7 (26%)	n=11 (41%)
Enhances the organisation's credibility for employees	n=2 (7%)	n=5 (19%)	n=2 (7%)	n=11 (41%)	n=7 (26%)
Enhances employees' commitment towards the organisation.	n=1 (4%)	n=7 (26%)	n=1 (4%)	n=9 (33%)	n=9 (33%)
Enables employees to better understand what the organisation stands for.	n=4 (15%)	n=5 (19%)	n=2 (7%)	n=10 (37%)	n=6 (22%)
Allows for truthful communication from management.	n=1 (4%)	n=6 (22%)	n=4 (15%)	n=10 (37%)	n=6 (22%)
Fosters a feeling of belonging in the organisation.	n=0 (0%)	n=6 (22%)	n=4 (15%)	n=13 (48%)	n=4 (15%)
Restricts usage because of the ICT policies which are in place.	n=2 (7%)	n=1 (4%)	n=2 (7%)	n=8 (30%)	n=14 (52%)
More tools could improve relations in the organisation	n=3 (11%)	n=3 (11%)	n=3 (11%)	n=10 (37%)	n=8 (30%)

Takes up too much time of employees.	n=5 (7%)	n=5 (19%)	n=0 (0%)	n=10 (37%)	n=10 (37%)
Provides an essential platform for employees to consult with management about important issues.	n=3 (11%)	n=4 (15%)	n=2 (7%)	n=12 (44%)	n=6 (22%)
Employees are adequately trained to benefit relationship building efforts by management.	n=0 (0%)	n=5 (19%)	n=5 (19%)	n=6 (22%)	n=11 (41%)

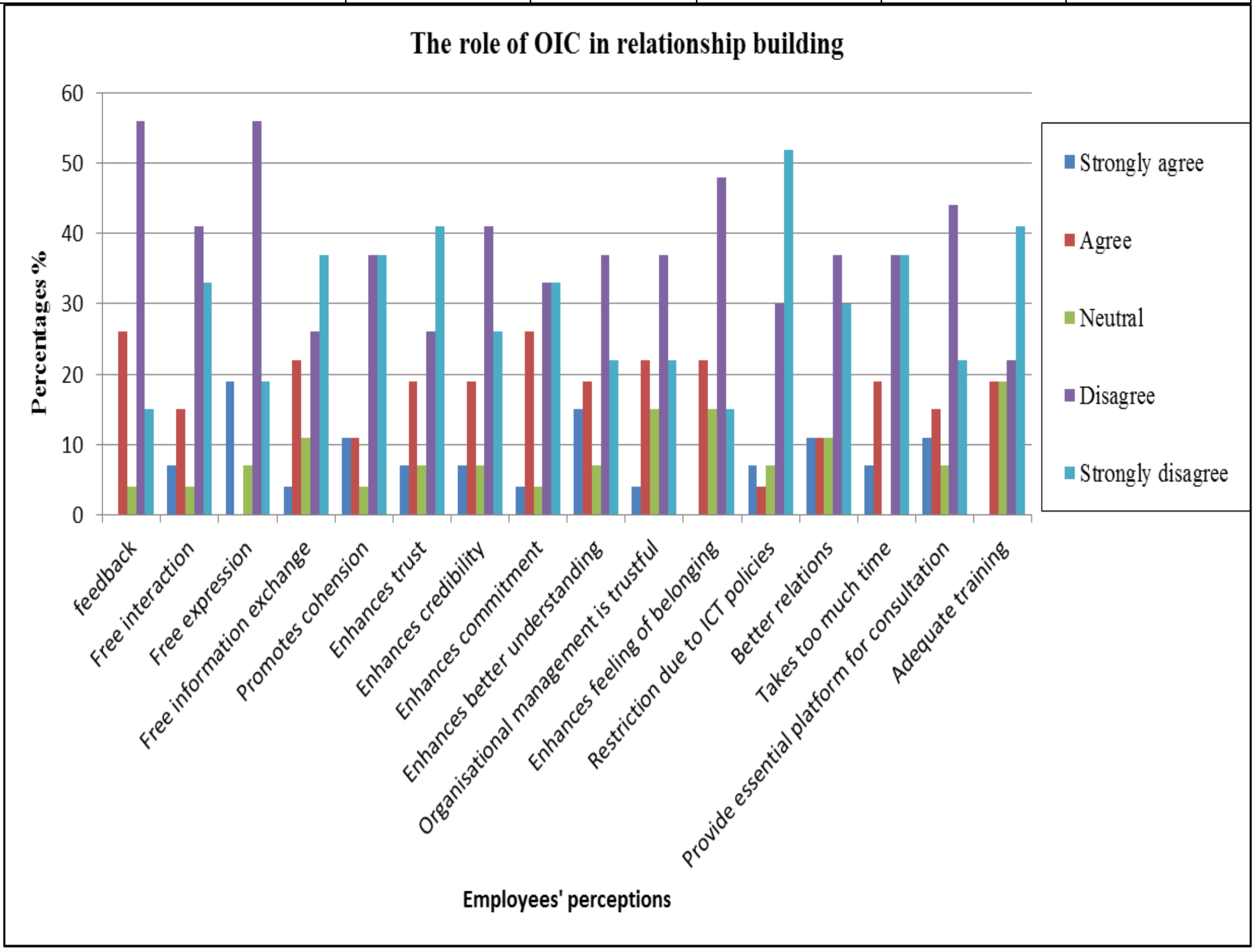

Figure 6.4: Employees' perceptions of the role of OIC in relationship building

As stated at the beginning of this section, it is evident from the above Table 6.4 and Figure 6.4 with regard to whether OIC provides employees with an opportunity to provide feedback on matters that are important to them, that the majority of the respondents had negative perception. The results indicate that a total of 56% of the respondents disagreed with the statement with another 15% strongly disagreeing. However, for those with positive perceptions, 33% indicated that they agreed with only 4% strongly agreeing. About 7% were neutral. This clearly shows that most of the employees do not consider OIC important in providing feedback which is important in evaluating relationship building in the organisation. According to Zailskaite-Jakste and Kuvykaite (2010:851) and Matthee (2011), the interactive nature of OIC and its ability to allow free sharing of information through shared technology provide the organisation and its stakeholders with a platform on which to interact and give feedback on various issues.

Furthermore, 41% of the respondents disagreed and 33% strongly disagreed that OIC tools enable them to freely interact with other employees. In addition, 15% agreed with the statement while 7% strongly agreed. About 14% were neutral. This indicates that the use of OIC tools to interact in the organisation is minimal. This contradicts Evans et al’s (2011) argument that there is a paradigm shift in the way organisations are communicating with their employees and that the adoption of OIC tools is on the rise in both public and private sector organisations as they attempt to keep pace with the rapid technological changes.

Most employees perceived OIC as not allowing them to express themselves freely without fear of victimisation. Above half of the respondents (56%) disagreed while another 19% strongly disagreed. Moreover, 19% strongly agreed with no respondent agreeing. However about 7% were neutral. This important finding shows that despite the use of OIC tools in doing their work related assignments, employees did not trust their use for online interactions. According to Cropanzano and Mitchell (2005), Abu-Shanab et al (2010:38), Groyberg and Slind (2012:78) all relationships depend on trust, mutuality and goodwill which are critical in the organisational online relationship building. In order for OIC tools to be adopted for relationship building, Kenya Power management needs to cultivate the ensuing relationships.

A large number of employees believed that OIC did not allow them to freely exchange information with other employees in the organisation. A total of 37% respondents strongly disagreed while a further 26% disagreed with the statement. In contrast 22% agreed with only 4% strongly disagreeing. About 11% took a neutral stand. This shows that that information sharing using OIC among employees was not rampant and therefore not conducive for relationship building. According to Zailskaite-Jakste and Kuvykaite (2010:851), the interactive nature of OIC and its ability to allow sharing of information promotes relationship building as well as boosting the trust between the organisation and its employees.

The majority of the respondents (74%) had negative perceptions of OIC in promoting cohesion among employees. About 37% of the respondents strongly disagreed with another 37% disagreeing with the statement. It is interesting to note that only a small number of respondents (22%) have contradictory opinions on the matter with 11% agreeing and 11% strongly disagreeing. Only 4% were neutral. There is no clear explanation for this finding but may indicate that the use of OIC has very little impact in enhancing cohesion among employees. This shows that a lot still need to be done by management in the regard. Due to its openness, flexibility and interactive nature and if properly implemented and promoted, OIC has the ability to enhance cohesion by promoting healthy and long lasting relationships as well as minimising the strained relationships (Rogers et al 2009:5; Du Plessis 2005:54; Rensburg & Cant 2009:52 & Norovuori 2012).

On the issue of whether OIC enhances employees' trust towards the organisation, the results indicate that almost half of the respondents (48%) had negative perceptions. About 41% of them strongly disagreed with another 7% disagreeing. On the other hand, 19% of the respondents agreed with the statement with 7% strongly agreeing. Another 4% took a neutral position. This indicates that OIC has not enhanced employees' trust towards the organisation thus affecting the relationship building process between the organisation and its employees. Relationship building in an online environment is especially important when it comes to cultivating an organisational climate of trust and openness (Abu-Shanab et al 2010:38 & Groyberg & Slind 2012:78).

Respondents were asked to indicate whether OIC enhances the organisation's credibility for them. The results indicate that 41% of the respondents disagreed with another 26% strongly disagreeing. However, 19% agreed while 7% strongly agreed and about 7% were neutral. This shows that OIC is perceived to have little influence on employees in enhancing the organisation's credibility. The finding contradicts Shepherd and Klein (2012) who state that employees' free access to OIC systems enhances an organisation's credibility.

A total of 33% of the respondents disagreed whereas another 33% strongly disagreed that OIC has enhanced their commitment towards the organisation. On the other hand, 26% agreed with the statement with 4% strongly disagreeing. Another 4% were neutral. This shows that most employees had not been positively influenced by OIC so as to enhance their commitment towards the organisation. The finding differs from Cropanzano and Mitchell (2005) and Zhai (2012) who posit that employees are likely to reciprocate the benefits of social exchange relationship offered by OIC with goodwill and commitment towards the organisation.

About 37% of respondents disagreed with another 22% strongly disagreeing that OIC has enabled them to better understand what the organisation stands for. However, other respondents had contradictory opinions with 19% agreeing and 14% strongly agreeing. In addition, about 7% took a neutral position. This is an indication that there is minimal positive impact on employees in the use of OIC to portray an organisation's image. The finding differs from Gilpin (2010:266) who argues that corporate communication as advanced by OIC helps to construct the organisation's image in the eyes of internal stakeholders.

With regard to whether the organisational management is always truthful in all online communication with its employees, the results indicate that 37% of the respondents disagreed with another 22% strongly disagreeing. Besides, there were those respondents who felt otherwise with 22% agreeing and 4% strongly disagreeing. About 15% were neutral. The finding portrays that most employees did not consider the organisation as being truthful when it comes to the implementation of OIC. Abukhzam and Lee (2010:60) argue that employees' jobs security might be threatened due to new innovations and lack of information on the implementation of such innovations. This could contribute to being a barrier to the adoption of OIC. When two-way communication and sharing of information between the organisation and its employees is lacking, employees might not consider the organisation as ethical, as they might not know its true intensions, thus leading to poor relationships (Abukhzam & Lee 2010:60).

The majority of the respondents indicated that they did not have a sense of belonging in the organisation by their use of the available OIC tools. The finding shows that almost half of the respondents (48%) disagreed, with another 15% strongly disagreeing. On the other side, 22% agreed with none of the respondents indicating to strongly agreeing. However, 15% did not take either side. This is an indication that the use of OIC does not elicit strong emotional attachment between the employees and the organisation. The finding contradicts Groysberg and Slind (2012:80) and Shepherd and Klein's (2012) argument that free access and the use of OIC promote employees' sense of belonging in the organisation.

As to whether employees' usage of OIC tools is restricted by the existing ICT policies, a high number of respondents indicated to the contrary. The results indicate that slightly over half of the respondents (52%) strongly disagreed with another 30% disagreeing. In addition, 7% strongly agreed and 4% agreed with about 7% being neutral. This shows that there is no visible ICT policy in the organisation that hinders the use of OIC which is a positive aspect in promoting online relationship building at Kenya Power. As pointed out by Groysberg and Slind (2012:78) and Shepherd and Klein (2012), self-regulation in the use of OIC promotes independence and prudent use of OIC which is crucial in enhancing relationship building.

Furthermore, the results show that most of the respondents (67%) had negative perceptions on whether better relations can be achieved in the organisation if more OIC tools were to be implemented. The finding shows that 37% of the respondents disagreed with another 30% strongly disagreeing. In addition, 11% agreed, another 11% strongly disagreed with another 11% indicating neutral. This is an interesting finding as it shows that most employees did not see the need for more tools as they were yet to fully appreciate the existing ones to promote corporate online interactions. Smith (2005:7), Gilpin (2010:268), Zerfass and Dühring (2012:7) indicate that sound relationships can be enhanced by providing open communication media with diverse online platforms and tools in which the organisation and its publics can engage each other.

When respondents were asked to indicate whether using OIC tools took up too much of their time, it is interesting to note that the majority (74%) thought otherwise. The results illustrate that 37% of the respondents disagreed and another 37 % strongly disagreed. For those respondents who had divergent views, 19% agreed with the statement, about 7% strongly agreed while no respondent indicated to be neutral. This finding shows that most employees appreciated OIC tools in time management. This can be used as a motivator for employees to start using OIC for online interactions. According to Islam (2007:105), the implementation of OIC tools is expected to make public services more effective, efficient and quicker as well as meeting the needs of the employees through online transactions.

When asked to indicate whether OIC provides an essential platform for employees to consult with the management on issues that are important to them, the results indicate that about 44% of the respondents disagreed while another 22% strongly disagreed with the statement. Additionally, about 15% agreed with the statement with 11% strongly agreeing. Only 7% were neutral. This is an indication that interaction between employees and the management is not beneficial and is likely to negatively affect the creation of any meaningful relationships while using OIC. According to Grunig and Hon (1999), Smith (2005:11), McCown (2007:49), Rensburg and Cant (2009:289), Belch and Belch (2012), Muhammad (2009:502), Gilpin (2010:266) and Matthews (2010:17), effective internal communication is dependent on the type and nature of relationship between the organisation and its employees. They advocate for a shift from image construction to relationship building which is mainly concerned with the creation and maintenance of meaningful long lasting relationships with all the stakeholders through the use of OIC.

On the issue of whether employees feel that they are adequately trained to use OIC tools to benefit relationship building efforts by management, over half of the respondents (63%) had negative perceptions. As is evident from the results, a total of 41% of the respondents strongly disagreed with a further 22% disagreeing with this statement. Furthermore, about 5% of the respondents agreed with a similar number (5%) strongly agreeing. This shows that employees are not adequately oriented on the use of OIC which might contribute to its slow adoption. White et al 2010:66, David (2011) and Zerfass (2012:26) indicate that in order to avoid rejection or users' apathy, it is important for employees to be consulted, trained and involved in the implementation of any new communication innovation.

6.4.4.4 Section D: Demographics of respondents

Demographics information of the respondents who responded to the survey is represented in Table 6.5 below.

Table 6.5: Demographic information of respondents who responded to the Survey

Gender	**Employees' gender**	**n= respondents**	**Percentage %**
	Male	11	41
	Female	16	59
	TOTAL	27	100
Age in years	**Employees' age**	**n=respondents**	**Percentage %**
	18-30	8	30
	31-40	8	30

	41-50	6	22
	51-60	5	19
	61 and above	0	0
	TOTAL	27	100
Education level	**Employees' education level**	**n-respondents**	**Percentage %**
	Secondary	13	48
	College Diploma	9	33
	Bachelor's Degree	4	15
	Master's Degree	1	4
	Doctorate	0	0
	TOTAL	27	100
Computer experience in years	**Computer experience**	**n=respondents**	**Percentage %**
	<1	2	7
	2-4	12	44
	5 >	13	48
	TOTAL	27	99

As is evident in the above Table 6.5, the study included a total of 27 middle level employees. The respondents constituted 59% female and 41% male. Most respondents in the survey were between the ages of 18 and 40 years (60%) with none above the age of 60 years. All respondents (100%) had attained at least secondary education, an indication that all the employees were literate. The findings also show that the majority (93%) of the respondents had over two years of computer experience. This indicates that most employees are all literate and not very advanced in age. Moreover, they have adequate computer experience and yet they did not adopt for relationship building. However, this can be used to the advantage of the organisation as it is easy to motivate such employees to implement the use of OIC tools for relationship building. Rensburg and Cant (2009:36) argue that establishing new innovation is not enough in establishing relationships in the organisation. Indeed, employees need to be motivated to interact online regardless of their age, educational level or computer experience so as to enable them nurture and manage these relationships effectively.

The qualitative part of the study will be discussed in the next sections.

6.4.5 Focus group

The qualitative data for the three focus groups was analysed using Miles and Huberman's (1994) qualitative data analysis approach (see chapter 5 sections 5.5.2 on data collection) and involved data collection, reduction and analysis all in a continuous process. Nine themes were identified from the data analysis for the focus groups namely:

- The day to day use of OIC tools
- Open communication
- Skills and training development
- Use of OIC for relationship building
- Organisational support
- Implication of OIC
- Trust and credibility
- The problem with OIC

The findings are now discussed under each of these themes.

Theme 1: The day to day use of OIC tools

This theme includes the day to day use of OIC tools for interactions and relate to how employees perceive their use as well as use of tools which they are expected to use in their internal communication. In addition, the theme also includes employees' preference of certain tools over other available tools and stating reasons why. Some participants' comments on the use of OIC tools are as follows:

> *"E-mail is my OIC tool of choice at the workplace"*
>
> *"On my part I don't use such tools to interact for the simple reason that I am not very good in using them"*
>
> *"The use of OIC to interact is not common here as most of us do not use the available tools unless it is very necessary"*

"By the way, the use OIC to interact is not compulsory in this organisation. Some of us are still analogue. I personally consider some of those tools very youthfully, an example being Facebook and Twitter and I actually don't like to use them".

"I wish that all of us have been trained on the use of OIC. I still prefer to use the memos and the phone to interact with other employees because it is convenient to me"

Despite the availability of OIC tools at Kenya Power, it is evident from the findings that the majority of the participants do not use them for relationship building in their day to day communication. This is an indication that OIC tools are not popular channels for interactions in the organisation and this may be the reason why most employees are still using the traditional communication for building relationships. Bwalya (2009) and Bouwman et al (2011:412) advise organisations to change their organisational structure and update their OIC platforms so as to accommodate new tools and to also increase capacity building among their employees in the use of the new online tools and platforms so as to able them keep pace with the changing technology.

Theme 2: Open communication

This theme comprises the open and free use of OIC in the organisation and relates to employees' perception on its ability to ease and enhance interactions among employees. Some participants commented as follows:

"I think that by eliminating the unnecessary road block, OIC can allow free flow of information and the result this enhanced trust and cohesion among employees."

"I think it has removed most of the barriers that were hindering communication in the organisation."

"…that OIC is a change that we should take serious. The organisation should help the staff to accept and adopt this open communication channel to bring the employees together".

"*…OIC … is a great thing and especially in a close organisation like Kenya Power. It has increase access to the high and mighty."*

> *"Despite its limited use to building relationship, I think online communication is an ideal form to bring employees together. Employees are using it to share information in faster ways. It can also be used to remove the existing hindrance in communication".*

The study findings show that despite most employees not using OIC tools for relationship building employees nevertheless appreciate its ability to open up communication in the organisation. Consequently, this aspect may be used to motivate employees to alter their perceptions and enhance online interactions which are the building blocks of relationships building. As indicated by Gilpin (2010:269) and Zailskaite-Jakste and Kuvykaite (2010) OIC has the ability to open communication and enhance interactions by removing barriers that are typical with traditional communication.

Theme 3: Skills and training development

This theme covers the issue on employees' training and skills development on the use of OIC tools for relationship building and relates to employees' competence on the use of OIC in relationship building. Some participants commented that:

> "*We need to undergo serious training on the use of OIC because some of us know nothing".*

> *"To me OIC can be used to build relationship but we need to be trained how to use it. I insist on training, train…well…if well implemented, OIC has the potentially of enhancing employees' trust towards the organisation.*

> *"As we advocate the use of OIC to manage relationships (pause)… we also need to increase our skills".*

> *"I don't agree with the way thing are happen here in the organisation. The organisation just installed the system for us to use without any training for the staff".*

> *"I would say training enhance credibility. We need to be orientated on how OIC can improve relationship among employees."*

The findings show that most employees lack the necessary skills to effectively handle the ever changing OIC tools to build and maintain online relationships. According to Opperman (2007:146), Kasimin et al (2009:375) and Zailskaite-Jakste and Kuvykaite (2010), it would be difficult for employees to embrace OIC if they lack the necessary competency due to lack of training and a change in attitude toward its use. Abu-Shanab et al (2010:40) argue that employees may prefer to continue using the traditional communication channels to interact if they do not possess the necessary skills and attitude to adopt OIC tools for building and maintaining relationships.

Theme 4: Use of OIC for relationship building

This theme encompasses the use of OIC tools in managing relationships in the organisation and relates to how employees perceive their use in relationship building in the organisation. Some participants observed that:

> *"…well, if staffs are well sensitised on it use in relationship building, well… we can have wonderful results".*

> *"The system is good but it is rarely used by employees for relationship building. I would request the organisation to also focus on employees' online communication since some of us lack the motivation to use them in relationship building".*

> *"The many available channels can be used to bring employees closer in the workplace. I mean employees can use those channels to interact and share information more readily".*

> *"I think OIC is wonderful in relationship building I have been using it to interact with other employees on daily bases and I know it can also work for others".*

> *"The Organisation should in OIC in most of its official communication channels".*

The study's findings show that the majority of employees at Kenya Power are not using OIC in managing relationships with the management. However, only a few employees indicated that they are using OIC tools to create or maintain relationships with other employees, which is a positive indication that can be used to accelerate relationships with other employees. As Du Plessis (2005:3), Du Plessis (2006), Bhargava (2010), Vasquez and Velez (2011:159) indicate, there is an increasing demand for organisations to improve their online services so as to enhance their relationships with internal stakeholders.

Theme 5: Organisational support

This theme expresses the issues of organisational support in the use of OIC tools for interactions and relate to how employees perceive the organisation's support in the use of OIC in relationship building. Some participants remarked that:

> *"On the issue of relationship buildings, its support is wanting according to my view*. *In fact, there is no clear policy on the use of ICT systems in the organisation and all things are done haphazardly. Besides, more emphasis is placed on online communication targeting customers and not employees".*

> *"By encouraging employees to use online system in the organisation is enough support. Providing the necessary infrastructure is a clear show of goodwill. The organisation in my own opinion is supporting relationship building through the use of OIC".*

> *"I would say that Kenya power has provided us with the system and it up to us to put effort to use it".*

> *"Relationships can easily be created online if employees recognized that the organisation is supporting the initiative".*

> *"I am sure not a single employee has been victimized for using OIC to interact within the organisation. Some heads of departments have been encouraging the staff to communicate using those tools."*

As shown by the study's findings, most participants are in agreement that organisational support is not adequate and that more needs to be done if the implementation and adoption of OIC for purpose of relationship building is to succeed in the organisation. The organisational management need to oversee the implementation and development of OIC in order to achieve optimum results. Abukhzam and Lee (2010:60) point out that management should support the implementation and adoption of OIC by removing barriers that may threaten its adoption OIC for relationship building.

Theme 6: Implication of OIC

This theme articulates the implications of OIC for interactions and relates to how employees perceive the effects of OIC in their internal communication. Some participants commented that:

"We must accept thing as they unfold. In my opinion online communication has eliminated sycophancy towards the management and other senior employees. I would say that employees as well as the management have started appreciating each as they interact online".

"Surely we have seen how OIC has transformed many organisations. In my opinion OIC is very credible in relationships building because of its capacity to make interactions easier and it is more convenient".

"Well, I would say that despite its limited use in the organisation by employees, I can see thing are changing".

"I think the new technology has the ability to transform our organisation. If the tools are in used right they have the capacity to transform our relationship for the better".

The implications of OIC is an important aspect in both its implementation and adoption in relationship building as OIC is considered a flagship project in most public sector organisations in Kenya and therefore it adoption is paramount (Ndavula & Mberia 2012). The participants acknowledged its potential and therefore the organisation should place more emphases on its implementation and use so as to remain relevant in the job market. Njuru (2011a:2) and Nkwe (2012:39) assert that the implementation of OIC is a major strategy in Kenyan public sector organisations in that it is aimed at improving communication and other online services as well as enhancing relationships with the different stakeholders.

Theme 7: Trust and credibility

This theme includes the trust and credibility issues arising from the use of OIC tools for interactions and relate to how employees perceive their use in enhancing organisational trust and credibility. Although trust and credibility are two different concepts, they are dealt with in one category because they are highly interrelated and are dependent on each other. Some participants commented that:

In my view, OIC is very credible in relationship building as it offers a variety of channels for the employees to interact with. The challenge is how to utilise these facilities.

To me OIC are very credible as they are able to offer open and accessible communication.

"In my opinion OIC is very credible in relationships building because of its capacity to make interactions easier and it is more convenient".

"…OIC can allow free flow of information and the result this enhanced trust … among employees."

"…of cause yes, for credibility I would say yes. The system is good but it is rarely used by employees for relationship building".

The finding shows that most participants lack trust in OIC tools to build meaningful relationships and this may have contributed to the indifference in the use of OIC. On the issue of credibility, OIC was shown to be credible in relationship building. However, participants' opinions were based on how OIC has transformed communication and relationships with the customers.

According to Gilpin (2010:266), low credibility is prompted by lack of trust, low motivation and lack of the necessary skills to use OIC in the organisation. In addition, integrating of all organisational messages into one online multimedia platform adds more credibility for both internal and external stakeholders.

Theme 8: The problems with OIC

This theme highlights the problems associated with OIC tools in relationship building and relates to how employees perceive the challenges associated with using OIC tools for building relationships with. Some participants commented that:

"*…OIC has the ability to make interactions more meaningful and easier and enhancing information exchange but it has been left in the hand of a few junior employees in the ICT department".*

"Besides more emphases is placed on online communication targeting customers and not employees".

"The organisation just installed the system for us to use without any training for the staff. I don't think the tools are used beyond work related tasks".

"In fact not many employees are interested on the online things apart from some younger employees."

"Anyway this is a new thing in the organisation and most of us have not really appreciated its use in relationship building".

The study shows that the implementation of OIC is experiencing some challenges at Kenya Power that may be contributing to the low adoption of OIC tools and their use for relationship building. Most of the participants agreed that there was need to involve all departments in the implementation of OIC in relationship building and that the management should, thus, give it the serious consideration that it deserves for it to succeed. In order to overcome these challenges, Bouwman et al (2011:412) recommend to the public sector organisations to revise their organisational structures and processes, continuously upgrading their applications and to build the capacity of their employees and citizens to match the advancing technology. Similarly Islam (2007:105), Bwalya (2009), Matavire et al (2010) and Nabafu and Maiga (2012) identify some of the key challenges affecting the implementation and adoption of OIC for relationship building in public sector organisations as insufficient infrastructure; inadequate skills, non-user friendly tools targeting specific audiences, limited sensitisation and promotions and lack of adequate trust and acceptability by employees.

6.4.6 Demographic information for focus groups

The demographic information of the participants for the focus groups can be explained as indicated in Table 6.6 below:

Table 6.6: Demographic information of the participants for the focus groups

Gender	**Number of participants**	**Percentage**
Male	13	43%
Female	17	57%
Total	30	100%
Work experience	**Number of participants**	**Percentage**
1 year and less	2	7%
2-10 years	14	47%

11-20 years	11	36%
Above 21 years	3	10%
Total	30	100%

As is evident in Table 6.6 above, a total of 30 middle level employees participated in the three focus group discussions. The participants constituted of 17% female and 43% male. The findings show that the majority of the participants (47%) had work experience of between two and 10 years while those with work experience of 11 and 20 years constituted 36%. However, about 10% had more than 21 years of experience with only 7% having experience of one year or less. This indicates that most participants had long working experience and were therefore accustomed to the organisational culture and environment and which were likely to affect their adoption of OIC for relationship building. According to Abu-Shanab et al (2010:40), inept implementation of new innovations may threaten the status quo in the organisation, forcing employees to continue using the traditional communication channels which they are used to. Consequently, the organisation should start by formulating suitable policies as well as addressing the issues of technological and cultural environment beforehand, to avoid rejection of new innovation by employees. This is important as they dictate employees' workplace behaviours which in turn determine their perceptions and the adoption process of new innovations (see chapter 3 section 3.5 on the concept of technological and cultural environment).

6.4.7 Interviews

The researcher identified eight themes from the data analysis for the interviews, namely:

- Use of OIC tools
- Expected use of corporate communication
- Customers first
- Team work and integrity in the organisation
- Organisational transformation
- Organisational excellence
- Open communication and
- Trust

The findings are now discussed in accordance with each of these themes.

Theme 1: Use of OIC tools

This theme includes the use of OIC tools for interactions and relates to how managers perceive their use in the organisation for relationship building. Some participants commented that:

> *"In fact some of our employees use OIC such email, intranet, Facebook and website to communicate…"*
>
> *"I would say that most of the OIC tools available are not meant for employees and that may be reasons why they don't use the readily".*
>
> *"I know there is quite a number of OIC in the organisation by I am not sure whether they are available to the employees"*
>
> *"…many of these tools are meant for our customers but all the same they can still be used by our employees to communicate within the organisation".*
>
> *"Part from the email the other OIC tools are not popular among employees since their use is not mandatory".*

An interesting finding of the interview was the use of OIC tools for relationship building at Kenya Power. When managers were asked which tools are available for employees' interaction, they gave a range of tools including email, intranet, chat room, Facebook, Twitter, the corporate website and Google docs. However, a paradox became evident when they were asked how accessible those tools were to employees. They all agreed that apart from the email and the internet, the other tools were seldom used as they were found on the corporate website that was specifically designed for external stakeholders. In fact, some managers confessed that none of these tools were configured to be used by employees for internal interactions. This is an indication that the current OIC platform is not perceived as suitable for internal interactions and therefore the organisation needs to install employee friendly portals with OIC tools that are meant for their use in order to promote internal relationship building. As pointed out by Pitout (2005:73), Van Deuresen and Pieterson (2006) and Van der Merwe (2007:1), the adoption of OIC is likely to be affected if employees' perceptions are inconsistent with new systems or the organisational culture. In this regard, Kasimin et al (2009:372), Zailskaite-Jakste and Kuvykaite (2010) contend that it is important for management in public sector organisations to put in place proper mechanisms to deal with challenges and changes which may arise from the implementation of OIC tools for relationships management.

Theme 2: Expected use of corporate communication

This theme highlights the expected use of OIC tools in the organisation and relates to how the managers expect them to be used for relationship building. Some participants commented that:

> *"The management expect employees to use corporate communication tools in their routine work and therefore, it cannot be assumed that they are being used in relationship building".*
>
> *"As the use of OIC is not mandatory, their uses are necessitated by need and the nature of ones tasks".*
>
> *"The use of OIC is dictated by employees' assignments and which I admit is still limited in the organisation".*
>
> *"It is true that very few employees do engage seriously in the use of OIC in their internal communication".*
>
> *"Though use for official OIC tools are rarely used for interaction in the organisation"*

In spite of the availability of OIC tools in the organisation, the managers agreed that most employees did not use them beyond their assigned tasks. Indeed, none of the managers cited relationship building as one of the organisation's expectation in the use of OIC tools. This may be the reason why employees did not take the use of OIC in relationship building seriously besides lack of involvement in the implementation stages. According to Ozaliene and Saparmiene (2009:53), most governments in developing countries have not taken seriously the implementation and the subsequent impact of adopting OIC tools resulting to unsuccessful outcomes in most public sector organisations when it comes to relationship building.

Theme 3: Customers first

This theme illustrates the organisation's priority in the implementation of OIC tools and relates to how managers perceive its use for relationship building. Some managers pointed out that:

> *"By installing the system is a clear indication the organisation is serious on improving our relationships. However, we had to start with the customers since it is the hand that feeds us".*
>
> *"The organisation has its business objective and the customer is the core".*
>
> *"Our mandate is to make profit and our first concerned is to nurture the goose that lay the golden"*
>
> *"We must start from somewhere. We started our focus on our costumers and we are now starting to consider the internal communication of our employees so as to keep pace with technological advancement".*
>
> *"It is true that our employees cannot be used as a benchmark in the use OIC to build relationships but we have made a niche with our customers. It better late than never and I am sure things will change for the better in the near future".*

The use of OIC seems to revolve mainly around Kenya Power's customers. Most managers indicated that the implementation of OIC had the customers in mind and that most tools are meant for external communication. Though suitable for interacting with the external stakeholders, such a system may affect its adoption as employees may feel that it is not meant for their own interactions. McCown (2007:51) and Abdullah and Antony (2012:18) suggest that since internal stakeholders are important in the success of any organisation, internal communication should also be treated with immense value by providing the appropriate OIC tools to promote online relationship building in the organisation. According to Littlejohn (1996:254) and Bortree and Waters 2010) interpersonal relationships in the organisation are determined by stakeholders' perceptions and how they communicate with one another.

Theme 3: Teamwork and integrity in the organisation

This theme designates the use of OIC tools and relates to how managers perceive its use in enhancing team work and integrity in the organisation. Some managers commented as follows:

> *"The implementation of OIC has promoted teamwork by ensuring that employees are able to network for the good of the organisation"*
>
> *"Since OIC are there, no employee will be restricted to make use of them for common good…"*
>
> *"The organisation has put up the infrastructure and we must work together with our employees to better the organisation by embracing technology".*
>
> *"With or without OIC, it is the responsibility of all us to work together to ensure that e-government has successes…"*
>
> *"The use of OIC is opening a new chapter where the management and employees must account to each through online interactions"*

The managers seemed united to defend the position and integrity of the organisation. They projected an aura of the organisational unity in which employees can communicate freely and work together whether using OIC tools or not. This portrays that the implementation of OIC tools had created synergy among the managers and which may act as a catalyst for relationship building using OIC in the whole organisation. As indicated by Bhargava (2010), Zailskaite-Jakste and Kuvykaite (2010) and Omilion-Hodges et al (2012), if OIC tools are well adopted, they provide unrestricted interaction between employees and the organisation's managers in internal communication resulting into sound relationships.

Theme 4: Organisational transformation

This theme expresses the use of OIC in transforming the organisation and relates to how managers perceive its use in the positive transformation of the organisation through relationship building. Transformation implies the organisation switching from the current bureaucratic top down communication to online dialogical interactive communication. Some managers had this to say:

"As technology advances, communication in the organisation is also becoming fluidly by the day. As new tools defying the organisational structures, we must also be ready to deal with this situation of numerous interactions".

"…If we don't move with the modern tread we may be kicked out of business".

"*Our relationship with our customer is splendid and I think that the same will be replicated to our employees through the use of OIC tools".*

"For us to survive, our employees must accept and use the OIC in both internally and externally communication…"

"In my own opinion, change is a must that we should accept. We are their role model and should therefore shepherd them in the use of OIC as well as encouraging them to manage online relationships with fellow employees".

Most managers thus believed that OIC had opened a new communication environment in the organisation especially when it comes to dealing with the customers. It is evident from this finding that the same can be replicated for internal communication. The new change will definitely empower employees by increasing the level of online interactions. As pointed out by Zailskaite-Jakste and Kuvykaite (2010), if OIC tools and techniques are appropriately applied and promoted in the organisation, they will definitely provide for interactive two-way communications which is conducive for relationship building.

Theme 5: Organisational excellence

This theme includes the management's views on the use of OIC to attain organisational excellence and relates to how managers perceive its use in achieving internal sound relationships for the organisation's prosperity. According to Butterick (2011), organisational excellence refers to a situation where the organisation becomes a leader in its own sector, command respects from all its stakeholders and which can be achieved through a two way symmetrical communication between the organisation and its stakeholders. Some managers commented thus:

"If the employee consider internet as part of their working tools, they could as well make it part of their communication channel. I expect them to use it for interaction as has been demonstrated by the customers. We did not train the customers before installing the system".

"We must give our customers the best and therefore our employees must be at the top of things. Training, skills and motivation in the use of OIC needs to be enhanced and especially in building relationships".

"Our employees' communication must be given a serious consideration. Since they are able to communicate online with our customers, I don't see why they should not use the same tools to interact among themselves".

"Despite the myriad of challenges in the use of the online facilities, at least we can say that we have learned valuable lessons while dealing with our customers. These lessons will help us provide excellent tips and skills to our employees so that we can be able to relate better using the online facilities in the organisation".

"I believe that if employee were well trained on the use of corporate communication to build relationship, we will definitely have very sound organisation".

There was a general feeling from the managers that OIC tools were mostly used for external communications thus making it unpopular with most employees. The managers attributed this to poor end-users skills, lack of creativity and employees' negative attitude towards its implementation. This shows that much still needs to be done in terms of motivation and training of employees in the proper use of OIC tools so as to reach its full potential in building relationships in the organisation. The current status is not beneficial and may hinder the organisation from attaining excellence in its operations.

According to Ozaliene and Saparmiene (2009:53), most public sector employees lack the necessary knowledge, skills and motivation that is required for them to effectively use OIC for relationship building. It is therefore necessary for them to be trained first before they are expected to adopt the OIC Platforms (Kasimin et al 2009:375; Opperman 2007:147 & Zailskaite-Jakste & Kuvykaite 2010).

Theme 6: Open communication

This theme embraces the use of OIC tools in open communication and also relates to how managers perceive its use in open communication for relationship building. Open communication refers to the unrestricted exchange of information in the organisation. Some managers commented that:

"We are yet to see the fruits of open communication that is synonymous with online communication in our internal communication. But it is just a matter of time before our employees realises the potential of using online communication for interaction…"

Despite its limited use in relationship building, am sure that OIC has a future in this organisation. What we need are clear strategies to enhance its use".

"I am sure that the bureaucracy in this organisation can be addressed by the open natured OIC".

"I believe in checks and balances. It is true that I monitor the online communication among employees in my docket."

"OIC has indeed opened communication at all level and infant more information is now flowing freely in the organisation. However, most employees are still shying away from using it in their internal communication".

There was a general feeling from the managers that the top-down communication in the organisation has created bottlenecks at different levels of the hierarchical chain thus making internal communication ineffective. They indicated that these problems can be solved through the use of OIC tools. This is an indication that OIC can be used for open communication besides promoting internal relationships if used optimally by employees. Belch and Belch (2012) and Rensburg and Cant (2009) explain that organisations are now shifting from the traditional controlled and persuasive public relations practices in favour of open and interactive online public relations practices which are credited for promoting relationship building. Besides, Gilpin (2010:269) and Zailskaite-Jakste and Kuvykaite (2010) elaborate that OIC is able to facilitate open communication by removing communication barriers such as the communication hierarchical chain by allowing free flow of information among all level in the organisation.

Theme 7: Trust

This theme includes the organisation's use of OIC tools in cultivating employees' trust towards the organisation and also relates to how managers perceive its use in fostering trust through online relationships in the organisation (see chapter 1 & 2). Some managers remarked that:

"It is true that employees are likely to trust the organisation more if they can access all needed information and communicate freely with each other".

"OIC has the ability to empower all employees create and share information in the organisation. This interaction is likely to break the ice between employees at various levels as well as enhancing the relationships between them."

"…free access to information and centre of power are the promoter of trust and of which are achievable through OIC."

Mistrust and rumour mongering are results from poor communication and unhealthy relationships. Am sure that this problem can be sorted out squarely by OIC if it is well implemented. I hope the organisation is equal to the task."

"…Well…if well implemented, OIC has the potentially of enhancing employees' trust towards the organisation".

The managers acknowledged the ability of OIC tools to allow employees at all levels to make online interactions as well as empower them to share information thus contributing to healthy relationships. This study shows that the aspect of using OIC in relationship building is considered important as it might be able to address the issue of mistrust in the organisation. Indeed, organisations are negatively impacted when inappropriate communication channels prevail in internal communication resulting in mistrust and the development of harmful relationships between the organisation and its employees (Antonis 2005:56; Deligiannaki & Ali 2011).

6.4.8 Demographic findings of the participants for the interviews

The demographic findings of the participants for the interviews can be explained as indicated in Table 6.7 below:

Table 6.7: Demographic information of the participants for the interviews

Gender	**Number of participants**
Male	6 (n=60%)
Female	4 (n=40%)
Total	10 (n=100%)

Length of in the organisation	**Number of participants**
2 year and less	0 (n=0%)
3-10 years	3 (n=30%)
11-20 years	4 (n=40%)
Above 21 years	3 (n=30%)
Total	10 (n=100%)
Period as head of department	**Number as participants**
2 years and less	0 (n=0%)
3-10 years	9 (n=90%)
11 years and above	1 (n=10%)
Total	10 (n=100%)

As is evident in Table 6.7 above, the interview participants constituted 10 top level managers of which 60% were male and 40% were female. The findings indicate that all participants (100%) had worked in the organisation for a period of three years and above and 90% had been heads of department for a period of between three and 10 years. Only 10% indicated to have work experience of more than 11 years. This shows that all the top managers had vast managerial experience both in the organisation and as heads of departments which can be useful in the implementation of OIC for relationship building. Indeed, employees' experience and exposure to computer systems as well as the organisation's technological and cultural environment should also be taken into consideration when implementing OIC tools in the public sector (see Van Deuresen & Pieterson 2006 & Van der Merwe 2007:1).

In the next section the overall findings of the study are discussed and interpreted.

6.5 INTERPRETATION AND DISCUSSION OF PARTICIPANTS' PERCEPTIONS ON THEIR ADOPTION AND IMPLEMENTATION OF OIC TOOLS FOR RELATIONSHIP BUILDING

In this section participants' perceptions on their adoption and implementation of OIC tools for relationship building is interpreted. This is done by means of an interpretation of both quantitative and qualitative data obtained in the study as well as how Kenya Power complies with the proposed theoretical criteria identified in chapter 2, section 2.12. Despite the availability of several other OIC tools at Kenya Power, most participants still prefer to use e-mail in their internal communication, which is asymmetric in nature to OIC tools which offer to-way symmetric communication channels (see chapter 6, section 6.3.1.1, Table 6.1 & Figure 6.2). However, despite the availability of unrestricted media for interaction through the provision various OIC tools (see chapter 2, Table 2.1), it is evident that most participants who are expected to be the champions of adopting OIC have not yet appreciated open communication that is advanced by it, a situation that is not conducive for relationship building. In this regard, White et al (2010) posit that employees' adoption of OIC is guided by their evaluation based on their expectations for such tools. Moreover, despite the availability of OIC platforms in the organisation, most participants seem not to understand the essence of using OIC in building relationships and that most of them were not very competent in using most OIC tools despite having long exposure to computer usage (see chapter 6, section 6.3.1.1 & Table 6.5) According to Zailskaite-Jakste and Kuvykaite (2010), employees can only actively and freely participate in online relationship building efforts if OIC platform(s) are properly implemented and promoted in the organisation, and yet this is not the case with Kenya Power (see chapter 6, section 6.3.1.3, 6.3.2 & 6.3.3, Table 8 & Figure 4).

Another pertinent issue is training and possession of the necessary skills needed by managers and other employees in the use of OIC for relationship building. It is evident that the participants lack the necessary knowledge; skills and attitude to appreciate the use of OIC tools for relationship building (see chapter 6, section 6.3.1.3, 6.3.2, 6.3.3 & Table 6.3 & Figure 6.3). However, it is surprising that some participants felt that it was not necessary to update their skills in the use of OIC tools to build relationships (see chapter 6, section 6.3.1.2 & Table 6.3 & Figure 6.3). Muhammad (2009) and Njuru (2011) assert that it is necessary for organisations to constantly engage and update their employees and especially managers on any new development in the OIC arena to ensure that they keep pace with the rapid technological changes that they may not be aware of. Though the issue of training is inadequate in Kenya Power, the problem can be mitigated through periodical trainings, updates and sensitisation of employees at all levels on the importance of using OIC tools for relationship building.

It seems that no participants were involved in the implementation of OIC platforms for tools either during the planning or installation stages at Kenya Power for relationship building. However, some participants did not consider their involvement as necessary (see chapter 6, section 6.3.1.2, 6.3.2, 6.3.3, Table 6.3 & Figure 6.3). Lack of managers and other employees' participation in the implementation of OIC tools may also be contributing to their minimum utilisation in internal interactions. As Abukhzam and Lee (2010:60) point out, lack of involvement of employees in the implementation of OIC platform act as a barrier to their adoption. Consequently, this prevents them from adopting OIC tools, which is detrimental to the internal communication.

It is apparent from the participants' responses that Kenya Power's top most executives did not consult its employees, even those in supervisory management level in the implementation of OIC tools for purposes of relationship building (see chapter 5, sections 6.3.1.3, 6.3.2, and 6.3.3 Table 6.4 & Figure 6.4). The assumption in most bureaucratic organisations is that employees will always conform to any decision emanating from the top management. This, however, is a fallacy that contributes to the development of resistance as well as eroding the successful adoption of such decisions. Zerfass and Dühring (2012:7) declare that the organisation should not only concentrate on its customers but should also influence its employees to implement its decisions by building long term relationships with them through continuous dialogue and consultations.

Though the respondents for the survey indicated that there is no ICT policy to restrict or regulate the uses of OIC at Kenya Power, this did not contribute to unauthorised or misuse of OIC tools (see chapter 6, sections 6.3.1.3, 6.3.2, 6.3.3, Table 6.4 & Figure 6.4). Nevertheless, most participants felt that there is a need for the organisation to formulate acceptable policies for use in the organisation to properly guide the implementation of OIC tools for relationship building. This concurs with Groysberg and Slind (2012) as well as Shepherd and Klein (2012), who indicate that when employees use OIC platform(s) without restrictions, the level of misuse is minimised. However, organisations are advised to ensure that employees are fully engaged in the formulation of such policies in order for such policies to be effective (Shepherd & Klein 2012).

Participants' free access to OIC tools does not enhance the adoption of OIC for relationship building at Kenya Power (see chapter 6, sections 6.3.1.3, 6.3.2, 6.3.3, Table 6.3 & Figure 6.3). It was expected that participants would appreciate the use the OIC for interaction since all of them had free access to the organisation's OIC platform, but this was not the case. This shows that free access does not necessarily enhance the adoption of OIC tools for relationship building if other negative perceptions exist. Adoption may be affected by other factors such as the organisational environment, lack of an understanding among employees, technical difficulties, lack of training, and perceived complexity amongst others (Rogers 1995; Ferreira 2006:280; Abukhzam & Lee 2010:60; Norovuori 2012:19). Nevertheless, Groysberg and Slind (2012:80) and Shepherd and Klein (2012) argue that free access to OIC tools make employees more competent and accountable and such employees are thus able to interact and access information at will using OIC tools.

Despite the availability of OIC tools at Kenya Power, most participants feel that the organisation is closed to employees due to its bureaucratic leadership (see chapter 6, sections 6.3.1.3, 6.3.2, 6.3.3, Table 6.4 & Figure 6.4). Participants felt that most employees were not privy to the organisations' future plans and engagements. Moreover, the availability of OIC tools does not enhance the organisations credibility in the eyes of the employees. The participants maintained that credibility is minimised by the lack of organisational support, the long hierarchical chain, bureaucratic leadership and the organisation's true intentions for implementing OIC tools. Indeed, such an environment will ultimately impact negatively on employees' perceptions of OIC tools thus delaying their adoption for relationship building. These findings confirm past studies (Groyberg & Slind 2012; McIvor et al 2004), which posit that openness is not predominant in bureaucratic organisations resulting to employees' mistrust and negative perceptions toward OIC efforts. Abu-Shanab et al (2010:38), Groyberg and Slind (2012:78) add that openness between the organisation and its employees is important in an online environment to cultivate a culture of relationship building. However, Du Plessis (2005:54), Rensburg and Cant (2009:52) and Norovuori (2012) argue that in order to boost openness and enhance sound and long lasting relationships, flexible and interactive communication channels such as OIC should be made available. In addition, Scarlat and Maxim (2009:35) and Steyn et al (2011:132) assert that an organisation's openness could be enhanced through the use of internal communication tools to help employees better understand the organisation's mission and vision as well as motivate them to achieve the organisation's objectives.

Despite the availability of OIC tools at Kenya Power, it is evident that most participants did not appreciate the top management's role in their implementation for managing relationships (see chapter 6, sections 6.3.1.3, 6.3.2, 6.3.3, Table 6.3 & Figure 6.3).This is also confirmed by some managers who argued that employees had no obligation to use OIC beyond their official tasks. The use of OIC in relationship building is deemed important only by a few managers who may have erroneously believed that all employees were also using them for interactions. According to McCown (2007:51) and Zailskaite-Jakste and Kuvykaite (2010), the management need to assert its role by properly implementing and promoting the use of OIC tools for relationship building as well as identifying the various stakeholders in order to create and maintain meaningful long term relationships with them.

It is evident that participants from Kenya Power do not consider the shared technology essential in enhancing the creation and management of relationships in the organisation (see chapter 6, sections 6.3.1.2, 6.3.2, 6.3.3, Table 6.3 & Figure 6.3). Even though Kenya Power has implemented OIC tools as a strategy to improve relationships with its stakeholders, its tools were specifically designed for communicating with the external stakeholders and were not meant specifically for internal communication with internal stakeholders. The result is that most participants did not consider these tools as suitable for internal interactions and therefore most of them were not keen in adopting them for relationship building purposes despite using them to accomplish other tasks. Indeed, shared technology integrates various online tools and resources into a single platform in order to promote the rapid sharing of information through two-way communication and is essential for relationship building for both internal and external stakeholders (McIvov et al 2004:64; Lagrosen 2005:64; Van Deuresen & Pieterson 2006; Hanekom 2006:18; O'Neill 2009:752; Hussein et al 2008:200; Rajalampi 2011:9; Scarlat & Maxim 2009:36; Evans et al 2011; Lo & Waters 2012:99).

Table 6.8 below summarises in what way Kenya Power complies with the proposed criteria for using OIC tools in the context of relationship building (see chapter 2 section 2.11).

Table 6.8: Compliance with criteria for using OIC in the context of relationship building at Kenya Power

Criterion	**Use in OIC**	**Role in relationship building**	**Status at Kenya Power**
Use of Open communication	To provide employees with unrestricted avenues to interact and share information amongst themselves on matters about the organisation	Allows employees and the organisation's communicators to interact freely so as to develop meaningful relationships.	Does not comply since employees are not optimally utilising OIC tools for relationship building.

Training	To equip employees with skills, knowledge and favourable attitude towards the positive use of OIC tools.	Enables employees to appreciate the value of using OIC to create and maintain sound relationships.	Does not comply as most employees are not adequately trained to use OIC for relationship building.
Involvement in the welfare of its publics.	To allow employees to contribute to the implementation and management of OIC tools to foster their welfare in the organisation	Enables employees to own the use of the OIC tools in creating and managing relationships to the benefit of all in the organisation.	Does not comply as employees have not been involved in the implementation of OIC tools.
Consultation with internal stakeholders.	To afford employees an opportunity to share their views and opinions on the implementation of OIC platforms for the tools.	Allows employees to value OIC in relationship building.	Does not comply as the organisation and employees are not utilising OIC tools to share their views and opinions.
Acceptable use of regulating policies	To regulate the use of OIC to minimise misuse.	Employees are able to interact and build relationships within without misusing OIC tools.	Does not comply as there is no clear policy in the organisation to guide the implementation and use of OIC in relationship building.
Free access	To allow employees to freely access the OIC platforms in the organisation.	Provides employees and the organisation's communicators with online tools and information that is necessary for relationship building.	Does comply since all employees have free access to the organisation's OIC platforms
Shared technology	To allow employees and the organisation's communicators to integrate various multi-media OIC	Provides employees with a variety of OIC tools to collaborate in the process	Does not comply as the available OIC tools were mainly implemented for

	tools for better collaboration	of relationship building.	external communication.
Openness	To allow the management to portray their true feelings, opinions and vision using OIC tools and at the same time to share key organisational information with employees.	Allows the development of genuine relationships in the organisation.	Does not comply as most employees are not aware of the organisation's future plans.
Management's role	To implement and facilitate the use of OIC tools with regard to all the criteria mentioned in this table.	Motivates and supports employees in the use of OIC tools for relationship building.	Does not comply as employees indicated that there is no motivation or support from the organisation in the use of OIC tools for relationship building.

As is evident from the above table Kenya Power does not adopt or implement OIC tools in accordance with the proposed criteria for OIC in the context of relationship building. These include:

- Open communication: OIC tools was not being utilised by most participants for relationship building.
- Training: Most participants are not adequately trained to use OIC tools for relationship building.
- Involvement: participants are not being involved in the implementation of OIC tools.
- Consultation: Sharing of information between the organisation and employees using OIC tools was not prominent.
- Acceptable use of policies: A clear policy to guide the organisation with the implementation and use of OIC tools for relationship building was lacking.
- Shared technology: No OIC tools or platforms were specifically implemented for internal communication.

- Openness: Most participants were uninformed of the organisation's future plans.
- Management's role: As indicated by participants, the organisation did not motivate nor supports the use of OIC for relationship building.

However, employees at Kenya Power do have free access to available OIC tools without any hindrance as proposed by the criteria.

6.6 SUMMARY

This chapter explained the data analysis and findings of this study by focusing on how both the quantitative data from the survey and the qualitative data from both the focus groups and interviews were analysed using descriptive statistics and a thematic analysis. These findings were then also discussed and explained in accordance with the criteria for using OIC within the context of relationship building.

In the next chapter, the study's conclusions, recommendations and limitations are presented.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

This concluding chapter explains how and whether the study's research questions and research problem were answered, provides conclusions to the study, considers the relevance of the findings of the study, and provides some recommendations as well as underlining the study's limitations.

7.2 ADDRESSING THE STUDY'S RESEARCH PROBLEM AND RESEARCH QUESTIONS

The implementation of OIC tools through the initiative of e-government in public sector organisations and the demand for online services and interactions make relationship building an important component of corporate communication within the area of internal communication. Subsequently, advantages of sound relationships are numerous, but the adoption of OIC tools to promote such relationships has had its drawbacks at Kenya Power. These concerns led the researcher to put forward three research questions as stated below to investigate employees of Kenya Power's perceptions of their adoption and implementation of OIC tools for relationship building as well as the implementation of OIC tools in the organisation. The following are the three research questions:

Research question 1: What are the theoretical criteria for online internal communication within relationship building?

This research question was addressed theoretically and also measured. Literature on the use of OIC for relationship building was reviewed to obtain views of various scholars. Criteria to measure the use OIC in the context of relationship building were proposed from the reviewed literature and used to ascertain the status at Kenya Power. These criteria together with the reviewed literature were also used to develop measuring instruments relevant for this study which includes an online self-administered questionnaire, a moderator's guide for the focus group discussion and an interview schedule for the in-depth interviews (see chapter 1, 2, 5, 6 and annexure A, B and C).

Research question 2: How do employees at Kenya Power perceive their adoption of online internal communication in accordance with the theoretical criteria?

This research question was addressed both theoretically and through measurement. The work of other scholars on the topic was reviewed to establish how employees in other organisations had adopted OIC tools in their internal communication. This literature was then used to develop three measuring instruments to assess perceptions of the adoption and implementation of OIC tools at Kenya Power. The measuring instruments were later administered and the resultant data analysed and interpreted (see chapter 1, 2, 4, 5, 6 and annexure A, B & C)

Research question 3: How does Kenya Power implement online internal communication tools in accordance with the theoretical criteria?

The researcher has addressed this research question theoretically as well as through measurement. A literature review relating to the topic was done to provide the researcher with a theoretical background on the implementation of OIC tools for internal communication in an organisation. This information was used as the basis for developing the measuring instruments to evaluate the implementation of OIC tools at Kenya Power. The measuring instruments were then used to collect data which was later analysed and interpreted (see chapter 1, 2, 4, 5, 6 and annexure A, B & C).

The research problem has been solved as the study was able to provide new insights that contribute to deeper understanding on issue of the employees' perceptions of their adoption and implementation of OIC tools for building long lasting relationships at Kenya Power. In addition, the research problem has also helped to generate new information to extend knowledge on the topic and to the field of corporate communication by focusing on the adoption of OIC in relationship building in one public sector organisation of which current research is lacking. This information also helped to formulate recommendations to address the research problem. The study findings also act as a guideline for other organisations which intend to adopt OIC tools for creating and managing meaningful and long term relationships for their internal communication.

It is evident from the study's findings that employees at Kenya Power have not adopted OIC tools for relationship building in their internal communication due to their poor perceptions on the implementation of e-government systems in the organisation. In addition, organisational support and motivation in promoting the utilisation of OIC tools for relationship building among the internal stakeholders is not prominent as is the case for external stakeholders. Conclusions are outlined in the next section based on the study findings.

7.3 CONCLUSIONS

The findings of this study clearly demonstrate that despite the implementation of OIC tools at Kenya Power, participants' perceptions of their adoption for relationship building purposes is minimal. Participants in this case are middle and top level employees. At their positions, they are not merely users of OIC but also are implementers and champions of the process and who are viewed as opinion leaders by other general employees in the organisation. In addition, the implementation of OIC tools is inadequate as participants' involvement is lacking in all stages of the implementation. It is furthermore evident from the study's findings that the implementation of OIC tools at Kenya Power does not target internal communication to the same extent as it does external communication and that most participants have not adopted OIC tools for the purposes of relationship building.

In summary, participants' negative perceptions can be attributed to lack of the following:

- organisational support in the adoption of OIC tools for relationship building.
- the necessary training, skills and attitude towards the adoption of OIC tools for relationship building.
- consultation and involvement in the implementation of OIC tools for relationship building.
- motivation for the adoption of OIC tools for relationship building.
- ICT policies to guide employees in the proper use of OIC tools for relationship building.

Specifically, participants have developed disinterest in the use of OIC tools for relationship building, thus negatively impacting its potential to enhance sound relationships in the organisation. This scenario should be a cause for serious concern to the top most management in its intention to use OIC tools for purposes of relationship building. Consequently, there is a need for organisations to maintain sound relationships with all their stakeholders and even more so in their internal communication where employees and management are constantly interacting. In order to remedy this situation, the researcher has made some recommendations which are outlined in the next section.

7.4 RECOMMENDATIONS

The following recommendations for Kenya Power are made based on the study's findings:

- As regard to organisational support in the adoption of OIC tools, the top most management should properly implement and promote OIC tools to make it more relevant to all employees by installing appropriate OIC platforms for these tools for its internal communication, for instance employees' portal and online workspace. In addition, the organisation should consider overhauling the bureaucratic structures to fully accommodate OIC tools for relationship building.
- The study shows that participants' adoption of OIC tools for two-way interaction is minimal. The organisational management should therefore make an effort to train and equip all employees with the necessary skills and attitude on the use OIC tools for relationship building.
- In addition, it is important for the organisation's management to consult and involve all employees in the implementation and use of the numerous OIC tools in creating and maintaining relationships
- With regard to motivating the adoption of OIC tools for relationship building purposes, the management to put in place proper mechanisms for implementing and promoting the use of OIC tools for relationship building.
- Besides, the organisational management to formulate favourable ICT enabling policies that are acceptable to employees, to guide the use of OIC in relationship building at all levels.

7.5 NEW KNOWLEDGE FROM THE STUDY

Following the acute demand for online services in public sector organisations, significant attention has been accorded to the implementation of new online innovations through e-government, yet far less is being undertaken to understand the internal stakeholders' perspective, leading to low acceptance. In addition, such innovations only target certain groups of the public and yet other publics are expected to use them for their communication. This present study investigates the implementation and adoption of OIC tools for relationship building at Kenya Power, which is a public sector organisation and generate new knowledge in this area. Even though the findings can only be generalised to Kenya Power and not to all public sector organisations, the findings are nevertheless useful for other public sector organisations when it comes to understanding and overcoming possible barriers.

The new knowledge derived from this study could thus assist other public sector organisations in the implementation and adoption of OIC tools for relationship building among their employees. In particular, it helps to understand that the implementation of OIC platforms and tools does not automatically lead to their adoption as it depends on the internal stakeholders' perceptions and the implementation process. Indeed, non-adoption of OIC tools for relationship building purposes can be attributed to poor implementation of OIC tools as well as employees' negative perceptions towards them. Moreover, the inappropriate implementation of OIC tools can also lead to employees developing negative perceptions thus hindering the adoption of OIC tools for relationship building purposes. Consequently, proper implementation of OIC tools as well as adequate consultation and involvement of internal stakeholders in all processes is thus the most essential. This is to ensure that employees' perceptions are modified in favour of the new innovation.

The study also proposes criteria for using OIC tools in the context of relationship building and thus contributes to literature in this regard. Even though criteria for OIC tools applied for Kenya Power, it can also be used in other public sector organisations. It is evident from the study that Kenya Power does not comply with most of these criteria for relationship building which could also be the case with other public sector organisations.

Furthermore, the use of OIC tools for relationship building has not been incorporated into the organisation's internal communication strategy, making its use optional in relationship building. This may give employees an excuse for not adopting OIC tools for relationship building. Moreover, lack of a policy to guide or regulate the use of OIC tools makes the implementation inconsiderate.

The new knowledge raises the management awareness of how OIC tools as well as the e-government are being implemented for relationship building at Kenya Power and this could be considered by other public sector organisations as well. Finally, it gives the management and the communicators an insight on how to integrate OIC tools into the organisation's internal communication strategy and to also meet the needs of internal stakeholders and not mostly external stakeholders.

7.6 FURTHER RESEARCH

Because the topic of this study is important for organisations in view of increasingly technological innovations, there is also a need to include more public sector organisations in future research to further explore the topic of this study. It is also recommended that further research should be conducted to specifically examine the relationship between demographical variables of age, gender and educational level and the adoption of OIC tools for relationship building from employees' different viewpoints in both private and public sector organisations to assist organisations to determine the most suitable OIC tools for various publics.

7.7 LIMITATIONS OF THIS STUDY

Limitations of the study are as follows:

The researcher acknowledges the following limitations of the study as indicated below:

- The study was conducted in only one public sector organisation making it not appropriate to generalise its findings to other public sector organisations as well as those in the private sector.
- The second limitation was that the study focused only on internal communication and the results obtained cannot be used for measuring online communication for external corporate communication.
- Another limitation was the use of a small sample from only one regional office to represent the organisation as a whole. In view of the foregoing, there may be a need to include a wider sample before a final conclusion is drawn.
- The other limitation is the lack of operationalisation of the constructs used this study.

SOURCES CONSULTED

Abdullah, Z & Antony, CA. 2012. Perceptions of employees on internal communication of a leading five star hotel in Malaysia. *Asian Social Science* 8(2):17-26.

Abukhazam, M & Lee, A. 2010. Workforce attitude toward technology adoption and diffusion. *The Building and Human Environment Review* 3(2010):60-71.

Abu-Shanab, E, Al-Rub, SA & Nor, KM. 2010. Obstacle facing the adoption of e-government service in Jordan. *Journal of E-government* 33(1):35-47.

Ali, A & Haider J. 2012. Impact of internal organisational communications on employee job satisfaction- Case of some Pakistani Banks. *Global Advanced Research Journal of Management and Business Studies* 1(10):38-44.

Almahamid, S, Mcadams, SA, Al Kalaldeh , T & Al-Sa'eed, M. 2010. The relationship between perceived usefulness, perceived ease of use, perceived information quality, and intention to use e-government. *Journal of Theoretical and Applied Information Technology* (2010):30-44.

Amerian, I & Pisarava, N. 2012. *Integrating social media into the marketing communication strategy*. Unpublished MA thesis. Jönköping:Jönköping University.

Antonis, N. 2005. *Communication audit as an integrated communication measurement instrument: A case study*. Unpublished MA thesis.Pretoria: Unisa.

Ársaelsson, GA & Theodórsdóttir, M .2013. *Employee perceptions and attitudes towards organisational change: a hierarchical perspective*. Unpublished Master's thesis. Copenhagen: Copenhagen Business School.

Asiimwe, EN and Lim, N. 2010. Usability of government websites in Uganda. *Electronic Journal of e-Government* 8(1):1-12.

Aula, P, & Siira, K. 2010. Organisation communication and conflict management system. *Nordicom Review* 31(2010):125-141.

Austin, A, Coates, J, Donnelly, H & Fitzgerald, R. 2009.Blog, Podcast, Vodcast and Wiki Copyright Guide for Australia. [O]. Available: http://cci.edu.au/content/blog-podcastvodcast-and-wiki-copyright-guide-australia Accessed on 2014/06/20.

Babbie, E & Mouton, J. 2001. *The practice of social research*. South African edition. Cape Town: Oxford University Press.

Balaji, MS & Chakrabarti, D .2010. Student Interactions in Online Discussion Forum: Empirical Research from 'Media Richness Theory' Perspective. *Journal of Interactive Online Learning* 9 (1): 1-22.

Baradei, LE, Shamma HM, Saada N. 2012. Examining the marketing of e-government services in Egypt. *International Journal of Business and Public Management* 2(2): 12-22.

Barker, R & Angelopoulo, G. (eds). 2006. *Integrated organisational communication* .Lansdowne: Juta.

Baruah, TD. 2012. Effectiveness of social media as a tool of communication and its potential for technological enabled connections: A micro level study. *International Journal of Scientific and Research Publications* 2(5): 1-10.

Baxter, P & Jack, S .2008. Qualitative case study methodology: study design and implementation for novice researchers. *The Qualitative Report* 13(4): 544-559.

Belch, GE & Belch, MA. 2012. *Advertising and promotion: An integrated marketing communication perspective*. 9th ed. Boston, Mass: Irwin/McGraw-Hill.

Bhargava, B. 2010. *The use of Internet in public relations and its impact on the practice: A New Zealand perspective.* Unpublished Masters in communication studies thesis. Auckland:AUT University.

Blazenaite, A. 2011. Effective organisational communication: In search of a system. *Social Sciences /Socialiniai Mokslai* 4(74): 84-101.

Boone, HN & Boone BA. 2012. Analysing Likert Data .*Journal of Extension* 50(2): 1-5.

Bortree, DS & Waters, R. 2010. The impact of involvement in the organisation-public relationship: Measuring the mediating role of involvement between organisation behaviour and perceived relationship quality. *PRism* 7(2): 1-15.

Bortree, DS & Waters, RD. 2008. *Towards the theory of relationship management: An examination of quality and conflict in organisation relationships.* Proceedings of the 11th

International Public Relations Research Conference held from 6th-9th March 2008 in Miami, Florida, USA.

Bouwman, H, Van Houtum, H, Janssen, M & Versteeg, G. 2011. Business architectures in the public sector: Experiences from practice. *Communication of the Association for Information Systems* 29 (23): 411-426.

Brown, KC. 2011. *Make your life easier: Free online productivity tools and resources. Michigan Bar Journal*. [O]. Available: http://repository.law.umich.edu/cgi/viewcontent.cgi?article=1004&context=librarian Accessed on 2014/05/01.

Bruns, A. 2009. *Social drivers behind growing consumer participation in user-led content generation.* Smart Services CRC Pty Ltd: Eveleigh.[O].Available: http://www.smartservicescrc.com.au/files/files/Social-Media-Volume2-User-Engagement-Strategies.pdf Accessed on 2014/05/01.

Burman, B, Eriksson, A Bergqvist, A, Schneider, A & Djuphammar, H. 2011. Operator-provided visual communication. *Ericsson Review* 1(2011): 34-39.

Butterick, K. 2011. *Introducing public relations theory and practice*. London:SAGE.

Bwalya, KJ. 2009. Factors affecting adoption of e-government in Zambia. *The Electronic Journal on Information Systems in Developing Countries* 38(4): 1-13.

Caesar, C. 2012. The relevance and appropriateness of positivist and interpretative approaches for exploring quality education in schools in St. Lucia, a small Caribbean state. *Educational Research and Review* 7(28): 619-626.

Casey, D & Murphy, K. 2011. Issues in using methodological triangulation in research. *Nurse Researcher* 16(4): 40-55.

Castellan, CM. 2010. Quantitative and qualitative research: A view for clarity. *International Journal of Education* 2(2): 1-11.

Castelnovo, W & Simonetta, M. 2007. The evaluation of e-government projects for small local government organisations. *The Electronic Journal of e-Government* 5(1): 21-28.

Chan, J, Hayes, H & Daly, EM .2010. *Decomposing discussion forums and boards using user roles.* Proceedings of the Fourth International AAAI Conference on Weblogs and Social Media held from May 23rd -26th May 2010. Menlo Park, Calif: The AAAI Press.

Check, J & Schutt, RK. 2012. *Research methods in education*. Thousand Oaks, Calif:SAGE.

Chia, J. 2007. *The changing dynamics of relationship management in contemporary public relations practice*. Proceedings of the 14th International Public Relations Research Symposium-Impact of globalisation on public relations, BledCom from 4th-7th July 2007 in Bled Slovenia.

Chisalita, CM. 2006. Understanding technologies use in the public sector: A structuration theory perspective with a focus on emerging meanings. *Intervention Research* 2(2006): 91-111.

Cho, S & Huh, J. 2012. Content analysis of corporate blogs as a relationship management tool. *Corporate Communications: An International Journal* 15(1): 30-48.

Church, T & De Oliveira, R. 2013. *What's up with WhatsApp? Comparing mobile instant messaging behaviors with traditional SMS*. Proceedings of the MobileHCI' 2013, Collaboration and Communication Conference held from 27th-30th August 2013 in Munich, Germany.

Cornelissen, J. 2011. *Corporate Communication: A Guide to Theory and Practice*. 3rd edition. .London:SAGE.

Cropanzano, R & Mitchell, MS. 2006. Social Exchange Theory: An interdisciplinary review. *Journal of Management* 31(6): 874-900.

Curran, K, Morrison, S & McCauley, S. 2010. Google+ vs Facebook: The comparison. *Telkomnika* 10(2): 379-388.

D'Angelo, G, Vitali, F & Zacchiroli, S. 2010. *Content cloaking: Preserving privacy with Google Docs and other Web applications.* Proceedings of the 25th ACM Symposium on Applied Computing (SAC), Web technologies technical track held in March 2010 in Sierre, Switzerland.

David, G. 2011. Internal communication essential component of crisis communication. *Journal of Media Research* 2(10): 72-81.

Davies, IA, Ryals, LJ & Holt, S. 2010. Relationship management: a sales role, or a state of mind?An investigation of functions and attitudes across a business to-business sales force.*Industrial Marketing Management* 39 (7): 1049-1062.

Deligiannaki, A & Ali, M. 2011. *Cross-cultural influence on diffusion and adoption of innovation: An exploratory case study to investigate the social-cultural barriers*. Proceedings of the European, Mediterranean & Middle Eastern conference on Information Systems held from 30th-31st May 2011 in Athens, Greece.

DiStaso, MW & McCorkindale, T. 2012. Social media: uses and opportunities in public Relations *Global Media Journal* 5(2): 75-82.

Dooley, LM. 2002. Case study research and theory building. *Advances in Developing Human Resources* 4(3): 335-354.

Driscoll, DL. 2011. Introduction to primary research: observations, surveys and interviews, in *Writing Spaces: Readings on Writing*, Vol.2, edited by C Lowe, & P Zemliansky. Anderson:Parlor Press: 153-174.

Drost, EA. 2011. Validity and reliability in social science research. *Education, Research and Perspectives* 38(1): 105-123.

Du Plessis, C, Angelopulo, G & Du Plessis, D. 2006. A conceptual framework of corporate online communication: A marketing public relations (MPR) perspective. *Communicatio* 32(2): 241-263.

Du Plessis, TC. 2005. *A theoretical framework of corporate online communication: A marketing public relations (MPR) perspective*. Unpublished doctorial thesis. Pretoria:Unisa.

Du Plessis, TC. 2010. Theoretical guidelines for social media marketing communication. *Communicare* 29(1): 1-20.

Du Plooy, GM. 2009. *Communication research: Techniques, methods and applications*. Cape Town: Juta.

Dwivedi, DK, Rani, R & Anju, MS. 2011. Adding intelligence to internet: Service Web 3.0. *VSRD International Journal of Computer science & Information Technology* 1(3): 124:133.

Educause. 2007. *Seven things you should know about Skype*.[O].Available: http://net.educause.edu/ir/library/pdf/eli7032.pdf Accessed on 2013/09/04.

Eid, M & Ward, SJA. 2009. Ethics, New Media, and Social Networks. *Global Media Journal* 2(1): 1-4.

Ericsson. 2012. *Visual communication*. Ericssonn whitepaper. [O]. Available: http://www.ericsson.com/res/docs/whitepapers/wp-visual-communication.pdf Accesses on 2013/04/12.

Evans, A, Twomey, J, & Talan, S. 2011. Twitter as a Public relations tool. *Public Relations Journal* 5(1): 1-20.

Fenech, M. 2013. *Internal corporate communication on strategy and employee commitment.* Unpublished Master's thesis. Helsinki: Aalto University.

Ferreira, GM. 2006. Communication labour relationship. *Politeia* 25(3):273-286.

Folkestad, B. 2008. *Analysing interview data: Possibilities and challenges Eurosphere WorkingPaperNo.13*.[O].Available:http://eurospheres.org/files/2010/08/Eurosphere_Working_Paper_13_Folkestad.pdf Accessed 2012/10/2012.

Fraser, M, Nanka-Bruce, O, Topari, A, Vukojevic, G, Safranek, M, Veitch, K, Kuchimanchi, J Brewin, B, & Tyldesley, E. 2013. *Distribution Master Plan Report*. Vol. 1. Manchester:Parsons Brinckerhoff.

Freeman, RE. 2008. Managing for stakeholders in *Ethical issues in business: A philosophical approach*, edited by T Donaldson and P Werhane. 8th edition. Englewood Cliffs, NJ: Prentice Hall: 39-53.

Fuchs, C, Hofkirchner, W, Schafranek, M, Raffl, C, Sandoval, M & Bichler, R. 2010.Theoretical foundations of the web: cognition, communication, and co-operation: Towards an understanding of web 1.0, 2.0, 3.0. *Future Internet* 2010(2): 41-59.

García-Morales, VJ, Matías-Reche, F & Verdu´-Jover AJ. 2011. Influence of internal communication on technological proactivity, organisational learning, and organisational innovation in the pharmaceutical sector. *A Journal of Communication* 61(2011): 150-177

Gelan, C. 2012. Axiological landmarks in online communication. *Communication & Marketing* 4(3): 57-66.

Ghrayeb, O, Damodaran, P, & Vohra, P. 2011. Art of triangulation: an effective assessment validation strategy. *Global Journal of Engineering Education* 13(3): 96-101.

Gilpin, D. 2010. Organisational image construction in a fragmented online media environment. *Journal of Public Relations Research* 22(3): 265-287.

Goodings, L. 2013. Understanding social network sites: lessons from Myspace. *Visual Communication* 11(4): 485-510.

Goodman, MB. 2001. Current trends in corporate communication. *An International Journal* 6(3): 117-123.

Goodman, MB. 2006. Corporate communication practice and pedagogy at the dawn of the new millennium: Corporative communication. *An International Journal* 11(3): 196-213.

Government of Kenya. 2004. *E-government strategy: The strategic framework, administrative structure, training and standardization framework*. Nairobi: Cabinet Office, Office of the President.

Government of Kenya. 2006. *National information and communication (ICT) policy*.Nairobi: Ministry of Information and Communication.

Government of Kenya. 2007. Kenya vision 2030.[O].Available: http:// nesc.go.ke Accessed on 2012/12/15.

Government of Kenya. 2012. *Second annual progress report on the implementation of the first medium term plan 2008-2012, Kenya Vision 2030.*Nairobi: GOK.

Graham, M & Avery, EJ. 2013. Government public relations and social media: An Analysis of the perceptions and trends of social media use at the local government level. *Public Relations Journal* 7(4): 1-21.

Greenberg, J & MacAulay, M. 2009. NPO 2.0? Exploring the Web presence of environmental non-profit organisations in Canada.*Global Media Journal* 2(1): 66-88.

Griffin, E. 2003. *A first look at communication theory.* 6th edition. NY:McGraw-Hill.

Griffin, MP. [Sa]. *Email newsletter 101: A small business reference guide*. TemplateZone:Cambridge. Available:http://www.templatezone.com/download-free-ebook/how-to-create-successful-html-email-newsletters.pdf Accessed on 2013/09.

Groysberg, B & Slind, S. 2012. Leadership conversation. *Harvard Business Review* 6(2012): 76-84.

Grunig, JE & Hon, LC. 1999. *Guidelines for measuring relationships in public relations*. (Commission of the Institute for public relations commission on PR measurement and evaluation,Gainesville,Florida).[O].Available:http://www.instituteforpr.org/wpcontent/uploads/Guidelines_Measuring_Relationships.pdf Accessed on 2011/02/20.

Grunig, JE. 2009. Paradigms of global public relations in an age of digitalisation. *Prism* 6(2):1-19.

Haigh, MM & Dardis, F. 2012. The impact of apology on organisation Public Relationships and perceptions of corporate social responsibility. *Public Relations Journal* 6(1):1-16.

Hanekom, J. 2006. *A theoretical framework for the online consumer response process*. Unpublished MA dissertation. Pretoria:Unisa.

Harwood, T, Garry, T & Broderick, A. 2008. *Relationship marketing: perspectives, dimensions and contexts*. Maidenhead: McGraw-Hill Education.

Hilgers, D & Ihl, C. 2010. Citizen sourcing: applying the concept of open innovation to the public sector.*The International Journal of Public Participation* 4(1): 67-88.

Hoffmann, AOI, Pennings, JME & Wies, S. 2011. Relationship marketing's role in managing the firm–investor dyad. *Journal of Business Research* 64(2011): 896-903.

Holthausen, J. 2013. *Scientific review of the social exchange theory and its contribution to solving purchasers' decision making issues.* Presented at the 1st IBA Bachelor Thesis Conference held on 27th June 2013 in Enschede, The Netherlands.

Hrdinová, J & Helbig, N. 2011.Designing social media policy for government. *Issues in Technology Innovation* 4(2011): 1-9.

Hussein, A. 2009. The use of triangulation in social sciences research: Can qualitative and quantitative methods be combined? *Journal of Comparative Social Work* 1(2009): 1-12.

Hussein, R, Masrek, MN & Karim, NSA. 2008. The utilization and effectiveness of intranet: A case study at selected Malaysian organisations. *Communications of the IBIMA* 4(2008): 201-206.

Islam, P. 2007.Citizen-centric e-Government: The next frontier. *The Kennedy School Review* 1(2007): 103-108.

I-WAY. 2005. Role of e-government in Europe' future. *Digest of Electronic Commerce Policy and Regulation* 28(2005): 59-68.

Illia, L & Balmer, JMT. 2012. Corporate communication and corporate marketing: Their nature, histories, differences and similarities. *Corporate Communications: An International Journal* 17(4): 415-433.

James, M. 2008. Driving learning through blogging: Students' perceptions of a reading .journal blog assessment task. *Prism* 5(1&2): 1-15.

Jian, G. 2013. Understanding the wired workplace: The effects of job characteristics on employees' personal online communication at work. *Communication Research Reports* 30(1): 22-33.

Johan, MRM & Noor, NAZM. 2013. The role of corporate communication in building organisation's corporate reputation: an exploratory Analysis. *Interdisciplinary Journal of Contemporary Research in Business* 4(12): 1230-1240.

Jones, A. 2009. *Corporate website*. London:Investis and Makinson Cowell.[O]. Available: http://www1.investis.com/~/media/Files/I/Investis-V2/pdf/publications/corporate-websites-july-2009-v2.pdf Accessed on 2013/05/06.

Jones, L, Watson,B, Hobman,E, Bordia, P Gallois, C & Callan, VJ .2008. Employee perceptions of organisational change: impact of hierarchical level. *Leadership & Organization Development Journal*, 29(4): 294-316

Jospe, E. 2011. *Social media in Kenya*. Montreal institute for genocide and human right studies. [O].Available: http://migs.concordia.ca/Media_*Monitoring*/documents/SocialMediainKenya.pdf Accessed on 2013/07/10.

Kalla, HK. 2005. Integrated internal communications: a multidisciplinary perspective Corporate Communications. *An International Journal* 10(4): 302-314.

Kasimin, H, Sahari, N, Noor ZM, Yahya, Y & Aman, A. 2009. *Towards an interpretive framework for e-government applications evaluation in a developing country that support learning.* Proceedings of the 9th Europe Conference on e-Government held from 20th -30th June 2009 in Westminster Business School, University of Westminster, London, UK.

Kaur, K & Shaari, H. 2006. Perceptions on the relationship between public relations practitioners and journalists. *Kijian Malaysia* 24 (1&2): 9-32.

Kays , K, Gathercoal, K & Buhrow, W. 2012. Does survey format influence self-disclosure on sensitive question items? *Computers in Human Behaviour* 28(1): 521-256.

Kenya Power & Lighting Company Limited. 2011. *Annual report and financial statements 2010/2011*. Nairobi:KPLC.

Kenya Power & Lighting Company Limited. 2012. *Annual report and financial statements 2011/12*. Nairobi:KPLC.

Kenya Power & Lighting Company Limited. 2013. *Annual report and financial statements 2012/13*. Nairobi:KPLC.

Kenya Power & Lighting Company Limited. 2014. *History and Milestones*.[O].Available:http://www.kplc.co.ke/content/item/61 Accessed 2014/06/25.

Kietzmann, JH, Hermkens, K, McCarthy, IP & Silvestre BS .2011. Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons* 54(2011): 241-251.

Komodromos, M. 2014. Employees' perceptions of trust, fairness, and the management of change in three private universities in Cyprus. *Journal of Human Resources Management and Labor Studies* 2(2): 35-54

Kudo, H. 2010. E-governance as strategy of public sector reform: peculiarity of Japanese it policy and its institutional origin. *Financial Accountability & Management* 26(1): 0267-4424.

Kumar K. 2012.Best Practices for internal communications professionals: Engaging your Employees in the Information Age: Available:http://www.simply-goodadvice.com/uploads/engaging_in_information_age_02.pdf Accessed on 2013/10/02.

Kura, SYB. 2012. Qualitative and quantitative approaches to the study of poverty: Taming the tensions and appreciating the complementarities. *The Qualitative Report* 17(34): 1-19.

Lagrosen, S. 2005. Effects of the internet on marketing communication. *Journal of Services Marketing* 19 (20): 63-69.

Lattimore, D, Baskin, O, Heiman, ST, Toth, EL. 2009. *Public Relations: The Profession and the Practice.* 3rd edition. NY: McGraw Hill.

Ledingham, J & Bruning, SD. 1998. Relationship management in public relations: Dimension of an organisation-public relationship *Public Relations Review* 24(l): 55-65.

Ledingham, J. 2003. Explicating relationship management as a general theory of public relations. *Journal of Public Relations Research* 15 (2): 181-198.

Liamputtong, P. 2011. *Focus group methodology: Principle and Practice*. London:SAGE.

Limo, A. 2007. Government services online: report card in *ICT infrastructure, applications, society and education*, Proceedings of the 7th annual Strathmore University ICT conference edited by M. Kashorda, F. Acosta & C. Nyandiere. Nairobi: Strathmore University Press.

Linke, A & Zerfass, A .2012. Future trends in social media use for strategic organisation communication: Results of a Delphi study. *Public Communication Review* 2(2): 17-29.

Lipowski, EE. 2008. Research fundamentals: developing research questions. *American Journal for Health-System Pharm* 65(1): 1669-1670.

Littlejohn, SW .1996. *Theories of human communication*. 5th edition. Belmont, Calif: Wadsworth.

Ljungquist, U. 2012. *Management roles in innovative technology implementation: a healthcare perspective.* Center for Strategic Innovation Studies (CSIR), Blekinge Institute of Technology.[O].Available:http://www.bth.se/mam/forskning.nsf/attachments/wp2_pdf/$file/wp2.pdf Accessed on 2012/5/2014.

Lo, KD & Waters, RD. 2012. New technologies, new cultural traditions: the impact of Facebook on Chinese nongovernmental organisations. *China Media Research* 8(4): 99-110.

Lovari, A, Kim, S, Vibber, K & Kim, J. 2011. Digitisation's impacts on publics: public knowledge and civil conversation. *Prism* 8(2): 1-20.

Macnamara, J. 2010. Public communication practices in the Web 2.0-3.0 mediascape: The case for PRevolution. *Prism* 7(3): 1-13.

MacVaugh, J, & Schiavone, F. 2010. Limits of diffusion to innovation: A literature review and integrative model. *European journal of innovation management* 13(2): 197-221.

Maenetja, MJ. 2009. *An evaluation on of communication intergration within a state owned organisation.* Unpublished MA thesis. Pretoria:Unisa.

Marasse, H & Maselli, E. 2009. Cutting through the noise: understanding internal communications. *Public Sector Digest*:[O]Available: http://www.publicsectordigest.com Accessed on 2014/06/21.

Matavire, R, Chigona, W, Roode, D, Sewchurran, E, Davids, Z, Mukudu, A & Boamah-Abu, C. 2010. Challenges of e-government project implementation in a South African context. *The Electronic Journal Information Systems Evaluation* 13(2): 153-164.

Mathiyazhagan, T & Nandan, D. 2013. Survey research method. *Media Mimansa,* 4(1): 34-45

Matthee, C. 2011. *Towards the two-way symmetrical communication model: The use of Social media to create dialogue around brands*. Unpublished MA thesis. Port Elizabeth:Nelson Mandela Metropolitan University.

Matthews, L. 2010. Social media and the evolution of corporate communication. *The Elon Journal of Undergraduate Research in Communication* 1(I0): 17-23.

Maxim, A. 2009. Relationship marketing: A new paradigm in marketing theory and practice *Alexandru Ioan Cuza University, Faculty of Economics and Business Administration* 56(2009): 287-300.

McCown, N. 2007. The role of public relations with internal activists. *Journal of Public Relations Review* 19(2007): 47-68.

McGregor, SLT, & Murnane, JA. 2010. Paradigm, methodology and method: Intellectual integrity in consumer scholarship. *International Journal of Consumer Studies* 34(4): 419-427.

McIvor, R, McHugh, M & Cadden, C. 2004. The potential of internet technologies: insight from the public sector. *New Technology Work and Employment* 9(1): 63-75.

Men, LR. 2012. Revisiting the continuum of types of organisation-public relationships: from a resource-based view. *Public Relations Journal* 6(1): 1-19.

Michaelson, D. 2012. Evaluating efficacy in public relations/corporate communication programming: Towards establishing standards of campaign performance. *Public Relations Journal* 6(5): 1-25.

Michaelson, DM, Wright, DK & Stacks, DW. 2012. Evaluating efficacy in public relations/corporate communication programming: Towards establishing standards of campaign performance. *Public Relations Journal* 6(5): 2-25.

Mkandawire, AB. 2012. Is Public Relations Institute for Southern Africa's (PRISA's) definition of PR correct?.[O]. Available:http://abdeevado.blogspot.com/2012/09/normal-0-false-false-false-en-us-x-none.html Accessed on 2014/04/28.

Muhammad, MR. 2009. *IT alignment in Malaysian public sector: e-Syariah as a case of study.*Presented at the 9th European Conference on e-Government held from 29th-30th June 2009, in the University of Westminister, London UK.

Nabafu, R & Maiga, G. 2012. A model of success factors for implementing local e-government in Uganda .*Electronic Journal of e-Government* 10(1): 36-47.

Nair, P .2010. Research methods in communication studies: An overview. *Media Mimansa* 4(1): 8-61.

Ndavula, JO & Mberia, HK. 2012. Social networking sites in Kenya: Trigger for non-institutionalized democratic participation. *International Journal of Business and Social Science* 3(13): 300-306.

Nechita, A. 2012. Mass self-communication. *Journal of Media Research* 3 (14): 29-44.

Neher, WW. 1997. *Organisational communication: Challenges of change, diversity and continuity*. London: Allyn & Bacon.

Netzley, MA & Rath, A. 2012. Social networks and the desire to save face: A case from Singapore. *Business Communication Quarterly* 75(1): 96-107.

Neves, P & Eisenberger, R. 2012. Management communication and employee performance: The contribution of perceived organisational support. *Human Performance* 25(5): 452-464.

Njoroge, JK. 2011. *The five (5) year strategic plan 2011/2012 to 2015/2016*. Presented at the KPLC stakeholders' conference held on 13th April 2011 in Nairobi, Kenya.

Njuru, JW. 2011. Implications of e-government on public policy and challenges of adopting technology: The case of Kenya. *Journal of Global Affairs and Public Policy* 1(1): 1-20.

Njuru, JW. 2011. Perspectives of Kenyan students in the United States on e-government and citizen participation .*Journal of Global Affairs and Public Policy* 1(1): 1-34.

Nkwe, N. 2012. E-Government: Challenges and opportunities in Botswana. *International Journal of Humanities and Social Science* 2(17): 36-48.

Nock, MK, Michel, BD, Photos, V .2007. *Single-case research designs in Handbook of research methods in abnormal and clinical psychology* edited by McKay, D. Thousand Oaks, Calif: SAGE: 337-350.

Norovuori, S. 2012. *Factors in ICT innovation's diffusion from an environmental context perspective: The case of XBRL Aalto University School of economics.* Unpublished Master's thesis. Helsinki: Aalto University.

Nwadukwe, UC & Timinepere, CO.2012.Management styles and organisational effectiveness: An appraisal of private enterprises in Eastern Nigeria. *American International Journal of Contemporary Research* 2 (9): 198-204

O'Neill, R. 2009. The transformation impact of e-government on public governed in New Zealand. *Public Management Review* 11(96): 751-770.

Omenye, J. 2013. *Relationship marketing strategies and customer loyalty: a case of the mobile telecommunication industry in Kenya*. Unpublished MBA thesis. Nairobi:Universty of Nairobi.

Omilion-Hodges, LM, Baker, CR, & Weaver-Petry, B. 2012. Understanding power in public relations in the age of digital natives and citizen journalists. *Prism* 9(2): 1-16.

Opperman, Y. 2007. *An internal communication assessment of the George Municipality.* Unpublished MA thesis. Pretoria:Unisa.

Ozaliene, A & Saparmiene, D. 2009. Management of electronic in public sector:Analysis of possibilities of treads of development. *Socialinai Tyrimai:/Social Research* 39(17): 50-59.

Padma, S & Seshasaayee, A. 2011. Maximum spanning tree model on personalized web based collaborative learning in Web 3.0. *International Journal of Computer Science, Engineering and Information Technology (IJCSEIT)* 1(5): 51-61.

Paine, KD & Kowalski, P. 2008. *Are we engaged yet? A framework for measuring engagement in social media* .Proceedings of 11th international public relations research conference held from 6th- 9th March, 2008 in Holiday Inn, University of Miami, Coral Gables, Florida USA.

Parker, L & Thomas, G. 2012. Wave6. *The business of social media tracker 2012*.[O]. Available:http://www.universalmccann.de/wave6/downloads/wave6_insights_international.pdf Accessed on 2013/5/16.

Pärna, O & Von Tunzelmann, N. 2007. Innovation in the public sector: Key features influencing the development and implementation of technologically innovative public sector services in the UK, Denmark, Finland and Estonia. *Information Polity* 12 (2007): 109-125.

Pfarrer, MD. 2010. What is the purpose of the firm?: Shareholder and stakeholder theories, in *Good business: Exercising effective and ethical leadership,* edited by J O'Toole & D Maye. NY:Routledge: 86-93.

Pielot, M, De Oliveira, R, Kwak, H & Oliver, N. 2014. *Didn't you see my message? Predicting attentiveness to mobile instant messages*. Proceeding of the CHI'14, conference held form 26th April - 1st May, 2014 in Toronto, Canada.

Pitout, M. 2005.The electronic media usage patterns of Unisa communication science students: An exploratory survey. *PROGRESSIO* 27(1 & 2): 72-83.

Rajalampi, M. 2011. *The role of the intranet in enhancing communication and knowledge sharing in a multinational organisation: Create, store, retrieve, transfer, use and share information.* Unpublished MA thesis. Helsinki: Aalto University.

Rajhans, K. 2012. Effective organisational communication: A key to employee motivation and performance .*Interscience Management Review (IMR)* 2(2): 85-85.

Rawjee, VP, Veerasamy, D & Gqamane, Z. 2012. The practice of public relations within selected organisations in Durban, South Africa. *African Journal of Business Management,* 6(26): 7745-7749.

Rensburg, R & Cant, M (eds). 2009. *Public relations: African perspective*. 2nd edition. Heinemann:Johannesburg.

Richmond, V & McCroskey, JC. 2009. *Organisational communication for survival: making work, work*. Boston, Mass:Pearson/Allyn & Bacon.

Robinson, S. 2009. *Innovation diffusion and technological transfer*. The new transparency surveillance and social sorting. [O].Available:http://www.sscqueens.org/sites/default/files/2009-05-Robinson-ABII.pdf accessed 2012/09/12.

Rogers, EM, Singhal, A, & Quinlan, MM. 2009. Diffusion of innovations, in *An integrated approach to communication theory and research,* edited by DW Stacks & M Salwen. 2nd edition. NY:Routedge:418-435.

Rogers, EM. 1995. *Diffusion of Innovations*. 4th edition. NY:Free Press.

Rogers, P. 2013. *Management communication: History, distinctiveness, and core content*. Ross School of Business, Paper No. 1186.[O].Available: http://dx.doi.org/10.2139/ssrn.2257965 Accessed on 2014/08/06.

Rose, J & Fogarty, G. 2006. Determinants of perceived usefulness and perceived ease of use in the technology acceptance model: Senior consumers' adoption of self-service banking technologies. *Academy Of World Business, Marketing and Management Development* 2(10):122-129.

Saadé, RG & Huang, Q .2009. Meaningful learning in discussion forums: Towards discourse analysis. *Issues in Informing Science and Information Technology* 6(2009): 1-13.

Scarlat, C & Maxim, C. 2009. Aspect of online business communication to mass media. *Issue of Business and Law* 1(2009): 32-41.

Schutt, RK. 2012. *Investigating the social world: The process and practice of research*. 7th edition. Thousand Oaks, Calif: SAGE.

Scotland, J. 2012. Exploring the philosophical underpinnings of research: relating ontology and epistemology to the methodology and methods of the scientific, interpretive, and critical research paradigms. *English Language Teaching* 5(9): 9-16.

Scott, DT. 2009. Bubble 2.0: Organised, Online Critique of "Web 2.0" *Rocky Mountain* 6(1): 32-39.

Shen, T, & Kim, J. 2012. Linking ethics congruence, commendation strategies, and relationship building. *Public Relations Society of America* 6(3): 1-35.

Shepherd, MM & Klein, G. 2012. *Using deterrence to mitigate employee internet abuse*. Proceedings of the 45th Hawaii International Conference on System Sciences held from 4th-7th January, 2012 in GrandWailea, Maui, Hawaii, USA.

Singh, KP, Bebi & Gulati, D. 2011. Technological March from Web 1.0 to Web 3.0: A comparative study. *Library Herald* 49(2): 149-157.

Smith, LC. 2005. *Quantitative assessment of internal public perception of their relationship with the organisation.* Graduate school theses and dissertations. Paper 896. Florida:University of South Florida.

Sonnier, GP, McAlister, L & Rutz, OJ. 2011. A Dynamic Model of the Effect of Online Communications on Firm. *Sales Marketing Science* 30(4): 702-716.

Soroka, SN. 2012. The gatekeeping function: distributions of information in media and the real world. *The Journal of Politics* 74(2): 514-528.

Spaho, K. 2011. Organisational communication as an important factor of organisation success: Case study of Bosnia and Herzegovina. *Business Intelligence Journal* 4(2): 390-393.

Srivastava, P & Hopwood, N. 2009. A practical iterative framework for qualitative data analysis. *International Journal of Qualitative Methods* 8(1): 79-84.

Steyn, B & Puth, G. 2000.*Corporate communication strategy*. Sandown:Heinemann.

Steyn, B. 2007. Contribution of public relations to organisational strategy formulation in *The future of excellence in public relations and communication management: Challenges for the next generation*, edited by EL Toth. Mahwah, NJ: Lawrence Erlbaum: 158-166.

Steyn, E, Steyn, TFG, Van Rooyen, M. 2011. Internal communication at DaimlerChrysler South Africa: A qualitative perspective on two-way symmetrical communication and internal marketing .*Journal of Marketing Development and Competitiveness* 5(4): 101-144.

Taylor, M & Kent, ML. 2010. Anticipatory socialization in the use of social media in public relations:A content analysis of PRSA's Public Relations Tactics. *Public Relations Review* 36 (2010): 207-214.

Terre Blanche, M, Durrheim, K & Painter, D. 2006. *Research in Practice: Applied methods for the social sciences.* Cape Town: University of Cape Town Press.

Tewksbury, R. 2009. Qualitative versus quantitative methods: Understanding why qualitative methods are superior for criminology and criminal justice. *Journal of Theoretical and Philosophical Criminology* 1(1): 38-58.

Themba, G & Mulala, M. 2013. Brand-related eWOM and its effects on purchase decisions: An empirical study of University of Botswana students. *International Journal of Business and Management* 8(8): 31-40.

Tsai, J. 2008. *The relationship among learning organisation, internal marketing and organisational commitment.* Proceedings of the Northeast Decision Sciences Institute held from 28th -30th March 2008 at New York Marriott Hotel at Brooklyn Bridge in New York USA.

Tuli, F. 2010. The basis of distinction between qualitative and quantitative research in social science: reflection on ontological, epistemological and methodological perspectives. *Ethiopia Journal of Education & Science* 6(1) 97-108.

Tveden-Nyborg, S, Misfeldt, M & Boelt, B .2013. Diffusing scientific knowledge to innovative experts .*Journal of Science Communication* 12(01): 1-23.

United Nations. 2012. E-government survey 2012 .E-government for the people. NewYork:UnitedNations.[O].Available:*http://www.law.unisofia.bg/NSEUEP/DocLib/The%2*

0United%20Nations%20EGovernment%20Survey%202012%20%20EGovernment%20for%20the%20PeoplePart%20I.pdf accessed on 2013/05/14.

University of South Africa. 2007. *Policy on research ethics*.[O].Available: http://www.unisa.ac.za/contents/research/docs/ResearchEthicsPolicy_apprvCounc_21Sept07.pdf Accessed on 2012/08/29.

Van der Merwe, IN. 2007. *Effective management of virtual workforce*. Unpublished MA thesis.Pretoria:Unisa.

Van Deuresen, A & Pieterson, W. 2006. *The internet as a service channel in the public sector. A substitute or complement of traditional service channel.* Presented at the International Communication Association Congress held in 2005 in Dresden, German.

Van Dijk, JAGM. 2006. *The network society: Social aspect of the new media*. London:SAGE.

Vasquez, LMG & Velez, IS. 2011 Social media as a strategic tool for corporate communication. *Revista Internacional De Relaciones Públicas* 2(1): 157-174.

Wagner, C & Schroeder, A. 2010. Capabilities and roles of enterprise wikis in organisational. *Communication Technical Communication* 57(1): 68-89.

Wahyuni, D. 2012. The research design maze: understanding paradigms, cases, methods and methodologies. *JAMAR* 10(1): 69-80.

Walczak, S & Gregg, DG. 2009. Factors influencing corporate online identity. A new paradigm. *Journal of Theoretical & Applied Electronic Commerce Research* 4(3): 17-29.

Walliman, N. 2005. *Your research project:* A step-by-step guide for the first-time researcher .2nd edition. London:SAGE.

Walther, JB & Bazarova, N. 2008. Validation and application of electronic propinquity theory to computer-mediated communication in groups. *Communication Research* 35(5): 622-645.

Waters, RD & Bortree, DS. 2012. Advancing relationship management theory: Mapping the continuum of relationship types. *Public Relations Review* 38 (2012): 123-127.

Waters, RD, Burnett E, Lamm A & Lucas, J. 2009. Engaging stakeholders through social networking: How non-profit organisations are using Facebook. *Public Relations Review* 35 (2009): 102-106.

Wei Min, TO & Santhapparaj, AS. 2011. Organisation transformation: what matters most is the Leader's Actions. *International Journal of Emerging Sciences* (*IJES*).1(3): 211-230.

Welch, M & Jackson, PR. 2007. Rethinking internal communication: a stakeholder approach. Corporate Communications: *An International Journal* 12(2): 177-198.

White, C, Vanc, A, & Stafford, G. 2010. Internal communication, information satisfaction, and sense of community: The effect of personal influence. *Journal of Public Relations Research* 22 (1): 65-84.

Whittaker, S, Matthews, T, Cerruti, J, Badenes, H & Tang, J. 2011. *Am I wasting my time organising email? A study of email refinding.*[O].Available: http://people.ucsc.edu/~swhittak/papers/chi2011_refinding_email_camera_ready.pdf
Accessed on 2013/04/10.

Wimmer, RD & Dominick, JR. 2006. *Mass research: an introduction*. 8th edition. Boston, Mass: Wasworth.

Wolf, K & Archer, C. 2012. Shifting online: An exploratory study into PR consultants' attitude towards new media. PLAYFORM. *Journal of Media and Communication* 4(1): 91-103.

Wong, KM, Musa, G & Wong, ESK. 2011. A review of philosophical assumptions in management research. *African Journal of Business Management* 5(29): 11546-11550.

Wood, M & Welch, C. 2010. Are 'qualitative' and 'quantitative' useful terms for describing research? *Methodological Innovations Online* 5(1): 56-71.

Wray, C & Van Oslst, R. 2012. Enabling e-government in the Gauteng City-region. *The African Journal of Information & Communication* 12(2012): 65-83.

Wright, DK & Hinson, MD. 2013. An updated examination of social and emerging media use in public relations practice: A longitudinal analysis between 2006 and 2013. *Public Relations Journal* 7(3): 1-39.

Wyche, SP, Schoenebeck, SY & Forte, A. 2013. *"Facebook is a Luxury": An exploratory study of social media use in rural Kenya*. Proceedings of the Association for Computing Machinery (ACM) conference on Computer-Supported Cooperative Work (CSCW) held from 23rd-27th February 2013 in San Antonio, Texas, USA.

Xia, JC, Fielder, J & Siragusa, L .2013. Achieving better peer interaction in online discussion forums: A reflective practitioner case study. *Issues in Educational Research* 23(1): 97-113.

Yin, RK .2009. *Case study research: design and methods*.4th edition. Thousand Oaks, Calif: SAGE.

Yin, RK. 1994. Discovering the future of the case study method in evaluation research. *Evaluation Practice* 15(3): 283-290.

Zailskaite-Jakste, L & KuvyKaite, R. 2010. Internet based communication with target audience: case study of higher educations. *Economic and Management,* 15(2010): 849-856.

Zerfass, A & Dühring, A. 2012. Between convergence and power struggles: How public relations and marketing communications professionals interact in corporate brand. *Management Public Relations Journal* 6(5): 1-31.

Zhai, L. 2012. The influence of instructor self-disclosure on students' evaluations: An intercultural comparison. *International Journal of Applied Science and Technology* 2(3): 58-66.

Zhang, K & Sarvary, M. 2011. *Social media competition: Differentiation with user-generated content*. Working paper.Fontainebleau:INSEAD.

Zikmuud, WG, Babin, BJ, Carr, JC & Griffin, M. 2013. *Business research methods*. 9th edition. Mason, OH: Cengage learning.

Zucker, DM. 2009. How to do case study research. *School of Nursing Faculty Publication Series*. Paper 2. [O]. Available: http://scholarworks.umass.edu/nursing_faculty_pubs/2 Accessed on 2013/02/02**.**

ANNEXURE A: ONLINE SELF-ADMINISTERED QUESTIONNAIRE

Dear Respondent:

My name is Waititu Paul and I am a Master's student at the University of South Africa. For my dissertation, I am examining "employees of Kenya Power's perceptions on adoption ad implementation of OIC". Because you are an employee of Kenya Power who is in direct access to the organisation's online internal communication (OIC) platform, I am inviting you to participate in this research study by completing the attached online questionnaire. OIC refers to online communication by an organisation using computer systems and internet resources to achieve a specific outcome. Relationship building refers to the process of interaction between the organisation and its publics revolving around common interests and shared goals and resulting into mutual understanding and benefits for both parties.

The following questionnaire will require approximately 10 minutes to complete. There is no compensation for responding nor is there any known risk. All information obtained from you will remain confidential. Copies of the dissertation will be deposited with the University of South Africa and the Managing Director, Kenya Power. If you choose to participate in this online survey, please answer all questions as honestly as possible and submit the completed questionnaires promptly and not later than 15/11/2013. Participation is strictly voluntary and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endeavours. The data collected will provide useful information regarding the use of OIC in relationship building. Completion and submitting the questionnaire will indicate your willingness to participate in this study. If you require additional information or have questions, please contact me at the number listed below.

Sincerely,

Waititu Paul

Cellphone No. 0722100375
E-mail: waititup@yahoo.com

ONLINE SELF-ADMINISTERED QUESTIONNAIRE

The questionnaire is divided into four sections. Section A deals with the use of OIC tools in the organisation, section B deals with the importance of OIC in relationship building, section C deals with perceptions of the role of OIC in relationship building and section D deals with social demographic information.

SECTION A: YOUR ADOPTION OF ONLINE INTERNAL COMMUNICATION TOOLS

1. Indicate which of the following OIC tools you use in Kenya Power. Tick all applicable options.

- ☑ e-mail
- ☑ Intranet
- ☑ Facebook
- ☑ Twitter
- ☑ Online chat service
- ☐ Organisational SMS Internet Service

Other (Please specify)

SECTION B: IMPORTANCE OF ONLINE INTERNAL COMMUNICATION IN RELATIONSHIP BUILDING

Indicate how frequent you use these OIC tools in Kenya Power by selecting the choice that best describes your particular use. Click the button on the applicable option *

	Daily	Weekly	Monthly	Quarterly	Other

	Daily	Weekly	Monthly	Quarterly	Other
2.To seek information on topics related to the organisation.	○	○	○	◉	○
3.To socialise with other employees.	○	○	◉	○	○
4.To seek clarification on organisational issues which are not clear to me.	○	○	○	○	○
5.To submit organisational reports.	◉	○	○	○	○
6.To seek the opinion of other employees on issues related to the organisation.	○	○	◉	○	○

Indicate how important the following aspects with regard to OIC in building a relationship with you are by selecting the choice that best reflects your perception. Click the button on the applicable option *

	Very important	Important	Neutral	Somewhat important	Not important

	Very important	Important	Neutral	Somewhat important	Not important
7.My ease of access to the organisation’s corporate online platform(s).	○	○	○	○	◉
8.Appropriateness for me to use OIC to interact with.	○	◉	○	○	○
9.Easiness to use OIC tools for me to interact with.	○	○	○	◉	○
10.Management’s support in the use of OIC to interact with.	○	○	◉	○	○
11.Updating of my technological skills in the use of OIC.	○	○	○	○	◉
12. Providing me with unrestricted access to the organisation's management.	○	◉	○	○	○
13.Providing the	○	○	○	○	◉

	Very important	Important	Neutral	Somewhat important	Not important
management with shared technology to interact with me.					
14.My involvement in the implementation of OIC.	○	◉	○	○	○
15.Management's role in the implementation of OIC.	○	○	○	◉	○

SECTION C: YOUR PERCEPTIONS OF THE ROLE OF ONLINE INTERNAL COMMUNICATION TOOLS IN RELATIONSHIP BUILDING

Indicate to what extent you agree with statements 16 - 31 below with regard to the role of OIC in relationship building by selecting the choice that best describes your perception. Click the button on the applicable option. *

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
16.OIC provides me with an opportunity to provide feedback	○	○	◉	○	○

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
on matters important to me.					
17.OIC enables me to freely interact with other employees.	○	○	○	◉	○
18.OIC allows me to express myself freely without fear of victimisation.	○	○	◉	○	○
19.OIC allows me to freely exchange information with other employees in the organisation.	○	○	○	◉	○
20.OIC promotes cohesion among employees.	○	◉	○	○	○
21.OIC enhances my trust towards the organisation.	○	○	○	○	◉
22.OIC enhances	○	◉	○	○	○

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
the organisation's credibility for me.					
23.OIC enhances my commitment towards the organisation.	○	○	○	◉	○
24.OIC enables me to better understand what the organisation stands for.	○	◉	○	○	○
25.The organisational management is always truthful in all their online communication with me.	○	○	○	○	◉
26.I have a feeling of belonging in the organisation because of my use of available OIC tools.	○	○	○	○	◉

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
27.My use of OIC tools is restricted because of the ICT policies which are in place.	○	○	◉	○	○
28.I will have better relations in the organisation if more OIC tools are implemented.	○	◉	○	○	○
29.Using OIC tools takes up too much of my time.	○	○	○	◉	○
30.OIC provides an essential platform for me to consult with management about issues important to me.	○	○	○	○	◉
31.I feel that I am adequately trained to use	○	◉	○	○	○

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
OIC tools to benefit relationship building efforts by management.					

SECTION D: SOCIO DEMOGRAPHIC INFORMATION

Section D includes some demographic information which will only be used to better categorise your answers and will remain confidential. Click the button on the applicable option.

1.Gender *

- (•) Female
- ( ) Male

2.Age in years *

- ( ) 18-30
- (•) 31-40
- ( ) 41-50
- ( ) 51-60
- ( ) 61 and above

3. Level of education attained *

- ( ) Secondary

- ○ College Diploma
- ● Bachelor's Degree
- ○ Master's Degree
- ○ Doctorate

Other (Please specify)

4. Computer experience in years *

- ○ 1 and below
- ● 2-4
- ○ 5 and above

You have successfully completed the questionnaire. Thank you very much for taking the time to complete this survey.

ANNEXURE B: FOCUS GROUP MODERATOR'S GUIDE

I. INTRODUCTION (5 minutes)

My name is Paul Waititu and I am the moderator for today.

The purpose of this discussion is to talk about your perceptions on adoption and implementation of online internal communication (OIC) in relationship building in Kenya Power. OIC refers to online communication by an organisation using computer and specific internet resource to attain specific action while relationship building refers to the process of interaction between the organisation and its publics revolving around common interests and shared goals and which result to mutual understanding and benefits for both parties.

I will be asking for your opinions and your experiences on the same.

I am a Master's student in Communication Science at the University of South Africa and this focus group forms part of my studies.

Ground rules

1. This session will last about one hour.
2. This session is being audio taped.
3. My assistant will also be taking notes.
4. There is no right or wrong answers in this discussion.
5. Be honest; I want to know what you really think.
6. Participation from all of you is needed so as to get the view of each one of you.
7. Please talk one at a time and in a clear voice, avoid side conversations. It is distracting to the group and I do not want to miss any of your comments.
8. Does anyone have any questions before we begin?
9. As earlier informed the information obtained will be strictly confidential and your identity will be protected.

10. Please turn off all cell phones.

II. BACKGROUND (5 minutes)

1. Please take the first few minutes to get to know the person seated next to you.
2. I'm going to ask you to introduce yourself to the group and tell us something about yourself such as your interests and hobbies and how long you have worked in this organisation.

III. ADOPTION OF OIC IN RELATIONSHIP BUILDING (15 minutes)

1. How many of you use OIC tools available in the organisation to interact with other employees? If not, why not? (Probe to know why)
2. Which OIC tools do you prefer using when communicating with other employees? (Probe why they prefer some and not the others)
3. How competent are you in using OIC?
4. Is there any policy in the organisation on use of OIC? If yes, have you ever read it and does it restrict the use of OIC too much (Probe to know why).

IV. THE IMPORTANCE OF OIC IN RELATIONSHIP BUILDING (15 minutes)

1. How knowledgeable are you about what OIC entails?
2. Have you been using any OIC tools to create and maintain relationships with other employees in the organisation? (If not, why not? Probe to know why)
3. How has the organisation been supporting your use of OIC tools in relationship building?

V. PERCEPTIONS OF OIC IN RELATIONSHIP BUILDING (15 minutes)

1. How do you feel about using OIC tools in relationship building within the organisation?
2. How credible do you think is OIC in relationship building?(ask why)
3. How do you think OIC can help to manage relationships within the organisation?

VI. CLOSE (5 minutes)

Is there anything else anyone of you would like to say before we wind up?

Thank you for your comments and your time. This has been a valuable session. The information you provided will help me complete my Masters studies as well as help the organisation to improve its OIC. Thank you again.

ANNEXURE C: INTERVIEW SCHEDULE FOR MANAGERS

Interview Schedule for managers of Kenya Power's perceptions and adoption of OIC.

I. INTRODUCTION

A. (Establish Rapport) [shake hands].

My name is Paul Waititu and I am doing a Master of Arts Degree in Communication at the University of South Africa. As part of my studied, am expected to undertake a study of which I have been granted permission to carry out in your organisation. I will be happy to interview you.

B. (Purpose) I would like to ask you some questions about your perceptions and experiences on the use of online internal communication tools for relationship building within your organisation.

C. (Motivation) I hope to use this information to help me complete my dissertation as well as help your organisation to improve in its use of OIC especially in relationship building.

D. (Time Line) The interview should take about 30 minutes. Are you available to respond to some questions at this time?

(Transition: Let me begin by asking you some questions about you work.

II BODY

A. (Topic) General information

1. How long have you worked with Kenya Power?

2. For how long have you held your position as a head of department?

3. Please describe your relationship with members of your employees.

4. What is the most common medium of communication that you use in the organisation to communicate with your employees and why?

(**Transition to the next topic**: Adoption of OIC in relationship building).

B. (Topic) Adoption of OIC tools

1. Which OIC tools are available for employees' interactions within the organisation?

2. How accessible is the OIC platform to the employees? Why?

3 What changes have been experienced following the implementation of an online communication platform?

(**Transition to the next topic**: We can now change the topic to the importance of OIC in relationship building)

C. (Topic) The importance of online internal communication.

1. As a senior manager what is your opinion on the importance of the use of OIC in relationship building?

2. Is there any organisational policy on the use of OIC tools and especially responsible usage of social media usage? If yes Why? Are employees aware of such policy?

3. How has the organisation promoted the use of OIC for employees' to interact with?

(Transition to the next topic: We can now go to the next topic on employees' perceptions of OIC).

C. (Topic) Employees' perception on online communication

1. What is the employees' general attitude towards the use of OIC tools to interact within the organisation? Why?

2. As a manager, what do you like best about using OIC tools in employees' relationship building?

3. Is the use of OIC tools popular among employees? If not, why not?

(**Transition**: Well, it has been a pleasure finding out more about the organisation's OIC.

Let me briefly summarise the information that I have recorded during our interview.)

III Closing

A. (Summarise) Make a summary of what has been said to wrap up the interview.

B. (Maintain rapport) I appreciate the time you took for this interview. Is there anything else you think would be helpful for me to know so that I can successfully complete my interview?

C. (Action to be taken) I should have all the information I need. I will communicate the findings of my study to the organisation. Would it be alright to call you back if any more information or clarification is needed?

Thanks again.