FACTORS AFFECTING EFFECTIVE INTERNAL COMMUNICATION AMONG SELECTED HOTELS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

The study sought to establish the factors affecting effective internal communication among hotels in Nairobi City County, Kenya. This study used a descriptive research design. The study population included the 200 hotels which were listed by the Nairobi City Council. Questionnaire was utilised to collect the primary data for this study. The researcher analyzed the data with the aid of a computer software programme the SPSS in which descriptive and inferential statistics was undertaken. The study established that a majority of respondents were found to highly agree that there were sufficient resources to enhance effective internal communication in the organization. The study established that organization culture influenced effective internal communication among the hotels. The study found out that motivation strategies influenced effective internal communication among the hotels in the organizations. The study also found out that motivation strategies influenced effective internal communication among the hotels in the organization. The study established that communication channels influenced effective internal communication. The study recommended that communication resource allocation planning to be done in a manner that takes care of the pursued strategic fit in the hotels. The communication channels need to be explored more to enhance effective internal communication in the hotels. The study recommended for the enhancement of employee motivational strategies to influence effective internal communication. The study should be expanded further in future in order to determine the channels of communication, employee communication skills and organization communication structure in hotels.

Keywords: Resources, Organization Culture, Motivation Strategies, Communication Channels, Effective Internal Communication

INTODUCTION

In human resource, customer service is important. Customer service is a series of activities that are designed to enhance the level of customers' satisfaction (Turban *et al*, 2006). According to Bailine&Dall, (2004) customer service entails the provision of services to a customer, before, during and after a service and therefore it is an all-round activity. Customers' expectations should always be met and thus customer oriented organizations must ensure that all their efforts are geared towards achievement of this. Employees are expected to offer to their customers, services that would make them to be frequent clients.This, however, can be done by employees who are able to adjust themselves to the personalities of their clients, by doing this efficiently then customer service can guarantee an organization income and revenue. A customer's service experience can change the entire perception a customer has of an organization. Foot & Hook, (2011) states that good customer service involves developing bonds with customers that would hopefully lead to long-term relationships. Customer service has existed for a very long time as people bought products and availed services.It was however hard for customers to air their complaints or ask questions because of geographical distances involved. The invention of the telephone revolutionized customer relations. Customers could call stores and other places where they were seeking services.This implies that the service provider must have employees concerned with listening to customer'sinquiries. Wright, (2009) opined that to tactfully handle customers, the employees need to have effective communication skills, communication between employees themselves and all other people working in an organization otherwise known as internal communication, is a critical success factor for effective organizational and employee engagement, and without it, service delivery in an organization will not meet the stated expectations. Internal communication has its history back to industrial organizations where organizations tried to foster pride and a sense of unity among its employees. Globally, internal communication between employees has been recognized to either steer the service industry to greater heights or lower the performance of the organization. Management has taken a proactive role in ensuring that communication between employees does not affect the day to day running of business by coming up with ways, means and strategies that can be used to ensure its effectiveness. In Europe, internal communication is one of the basic legal requirements for organizations, there are very specific provisions about employee's communication and this includes their rights to be informed and consulted. In the United Kingdom, effective internal communication is one of the key enablers of employee engagement (Macleod & Clarke, 2009). In Africa, internal communication had always been traditional where it focused on the announcement of management conclusions and packaging of management thinking into messages for mass distribution,(Spierenburg, 2006).This, however, limited the value of internal communication, where feedback was nil and active involvement of team leaders and supervisors was not felt, so only decisions by senior and middle managers were articulated leaving employees never to develop effective communication and therefore affecting delivery of services. Recently, there has been a maturity in internal communication in a bid to meet global standards and trends. Multinational companies have further helped to ensure that these standards are upheld, in order to have efficiency and ensure customer service employees communicate effectively in the

workplace. Kenya prides itself in earning a good portion of its national income from tourism and the hospitality industry. With these, it is has realized that internal communication plays a role in external reputation management (Cornelissen,2004). There is a relationship between business reputation and internal conversation. Most service industries are investing in communication of their staff in order to realise an overall efficiency. However, even with these efforts, some hospitality industries find themselves facing challenges in effective internal communication and this study aims to look at hotels in CBD in relation to effective communication.

Statement of the Problem

Kenya has been experiencing turbulent times with regard to its performance in hospitality industry in the last two decades. This has resulted in generally low profits across the economy and this picture is fairly well replicated in the Hotel Industry (World Bank Business Report, 2012). Many hotels have been closed and this has led staff being laid off. The importance of internal communication in enhancing positive relationships between customers and business cannot be gainsaid (Faith, 2014). This is because they offer new and innovative ways to communicate and network via the internet. Presently, there are various platforms provided by the social media networks such as Facebook, Google plus,LinkedIn, YouTube, Skype, mysite, whatsApp and Twitter in the strategic marketing of products and services for the hospitality industry. Hernon & Whitman, (2001) states that with mushrooming service industry, especially hotels, it is expected that there would be high quality of services demonstrated through communication between the employees themselves and also communication between

employees and customers. According to Sphaho (2011), some have further argued that this can be attributed to lack of support or understanding at the executive level. Internal communication between customer service employees affects how services are delivered to customers. Some hotels in Nairobi have demonstrated lack of cooperation between their employees affecting how customers are treated and the overall service delivery. It has been noted that there are challenges to effective communication between employees. Effective communication is not only required for human relations but for good successful business. A lot of work activities especially in the hotel industry are based on team work among workers in different functional groups this study thus seeks to establish what factors affect effective internal communication among customer service employees. As such, internal communication has become an effective form of marketing which has raised the brand awareness, brand loyalty, customer services and has led to increase in sales. Invest more in communication activities to attract and retain guests and distinguish themselves from their rivals in order to stay in the hospitality industry (Keh, Chu, and Xu, 2006; Brown and Ragsdale, 2002). One strategy that has been lauded for its ability to boost sales is the use of Social media network sites (Maria, 2010).Communication networking can play a significant role in social learning, which can subsequently influence customer choice of hotels(Faith, 2014). To have a lasting impact, strategies need to be compatible with the structures and functions of social networks in the hospitality industry. This study was designed to examine the factors affecting effective internal communication among selected hotels in Nairobi City County, Kenya.

Objectives of the Study

The study sought to establish the factors affecting effective internal communication among hotels in Nairobi City County, Kenya. The specific objectives were:-

- To determine the influence of resources on effective internal communication among hotels in Nairobi City County, Kenya.
- To determine the influence of organization culture on effective internal communication among hotels in Nairobi City County, Kenya.
- To determine the influence of motivational strategies on effective internal communication among hotels in Nairobi City County, Kenya.
- To determine the influence of channels of communication on effective internal communication among hotels in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Framework.

Human Relations Theory

This study is based on the Human Relations Theory. The Human Relations Theory was discovered in the early 1920's when people started to realize that there was more to an organization than the organization itself. The human relations approach started by considering the human side of an organization, which meant focusing on the social wellbeing of the employees in an organization (Kreps, 1986). Professor Elton Mayo is accredited for the foundation of research that the human relations approach is built on. The human relations management theory is a researched belief that people desire to be part of a supportive team that facilitates development and growth. The results of Mayo's study showed that the most influencing factor regarding productivity was 'relationships'. The researchers concluded that: 'When employees felt that they were involved in a supportive group where each of their work mattered equally, they were more productive' (Beirne, 1957:35). Therefore, if employees receive special attention and are encouraged to participate, they perceive their work has significance, and they are motivated to be more productive, resulting in high quality work through proper organizational communication. The human relations approach is important because a two -way communication is encouraged, or communication between a worker and her or his manager is like a dialogue instead of unidirectional communication from the manager targeted at the worker. Furthermore, the human relations perspective sees communication as a tool that can be used by management to "buy" cooperation from subordinates (Brown, 2005). According to (Beirne, 1957), the term privilege pay to refer to a tool managers can utilize with subordinates when the manager provides subordinates departmental information and allows the subordinate to engage in open communication about various departmental issues with the manager. Dubin sees this as a form of payment a manager makes in order to "buy" cooperation from subordinates. The manager must give up some of her or his access to private information and control over subordinates, because this process enables subordinates to engage in some self-direction. In sum, the human-relations perspective on organizational management notes that the world would be easier for managers if they could just make decisions and have subordinates follow those decisions. However, because employees are more productive when they are satisfied, it becomes the job of the manager to engage with subordinates. Lewin was another person who explored the human-relations side to organizational communication. Lewin was a

refugee from Nazi Germany. He adored democracy and had a passion for applying psychology to improving the world. Lewin helped identify the fact that workers want to have a voice and provide input in their tasks (Wrench et al, 2015:130). The human relations theory according to Lewin can be applied practically in an organizational context by encouraging communication among the staff especially when there is need to introduce change that will lead to improved performance of individuals and the Organization. Lewin's ideas helped influence future organizational communication theorists by emphasizing the importance of communication.

Theory of Action

This study focuses on a theory by Chris Argyris and Donald Schon Theory of Action. According to the two scholars, people have mental maps with regards on how to act in situations (Argyris, 1993). This involves the way they plan, implement and review their actions. To them, these maps guide people's actions rather than the theories they explicitly espouse. Argyris (1993) further argues that fewer people are aware of the maps or theories that they use. When someone is asked how he would behave under certain circumstances, the answer they usually give is his espoused theory of action for that situation. This is the theory of action to which he gives allegiance, and which, upon request, he communicates to others. However, the theory that actually governs his actions is this theory-in-use (Shultz & Whitney, 2005). Shultz & Whitney, (2005) states that while looking at factors affecting effective internal communication among customer service employees, a distinction of the extent to which behavior fits exposed theory and whether inner feeling becomes expressed into action should be made. Argyris advances that for effectiveness then there should

be a correspondence between the two. A gulf between espoused theory and theory in use is not a bad thing, it only gets worse when the difference is too wide, when the two remain connected then the gap creates a dynamic for reflection and dialogue. Argyris and Schon thus looked at three elements that can be used to fully appreciate theory in use. The first one is the governing variables which can be looked at as those dimensions that people are trying to keep within acceptable limits. The second are the action strategies: these are the moves and plans used by people to keep their governing values within acceptable range. Lastly are the consequence, this is what happens as a result of an action (Shultz & Whitney, 2005). Consequences of a strategy are what a person wants while forming the mental maps. When there is a match between an intention and an outcome, a theory in use is usually confirmed, at times there might be a mismatch between the intention and outcome .Ineffective internal communication among customer service employees occur when there is a mismatch between the intended and the outcome in communication, When this happens, Argyris and Schön suggest two responses to this mismatch, a single loop and double loop learning. For learning in organizations to occur then there should be detection and correction of errors. When something goes wrong then many people look for another strategy that will address and work within the governing variables .In this case chosen goals, values, plans and rules are usually operationalized rather than questioned, this is single loop learning. While the double loop learning will involve questioning an alternative response of governing variables. Double loop learning may lead to alternation in the governing variables thus a shift in the way strategies and consequences are framed (Parsons, Shils, & Smelser, 2001). Single-loop learning seems to be

present when goals, values, frameworks and, to a significant extent, strategies are taken for granted. This leads to ineffective communication; emphasis should be put in use of more efficient techniques (Argyris, 1993). Any reflection should be directed towards making a strategy more efficient. On the contrary, double loop learning involves questioning the role of framing and; learning systems which underlie actual goals and strategies in regard to communication in organizations. While dealing with double loop learning then policies and ideas should be confronted in respect to effective internal communication. When communication in Hotels among customer service employees is not persistently effective, then a sign of looming danger is usually clear hence the management team needs to explore how they can increase their capacity for double loop learning in order to rectify the situation faced (Edmondson & Moingeon, 2000). Mental maps in regard to how actions are performed inhibit the exchange of relevant information in ways that make double-loop learning difficult. This creates a dilemma as these are the very organizational situations in which double-loop learning is most needed (Edmondson & Moingeon, 2000).Thus for effective internal communication there should be a convergence between what employees think and what they actually do. Double loop learning should be encouraged as this looks at policies and strategies which can be ingrained in an organizations way of life forming an organizations culture which further translates to effective internal communication among customer service employees.

Conceptual Framework
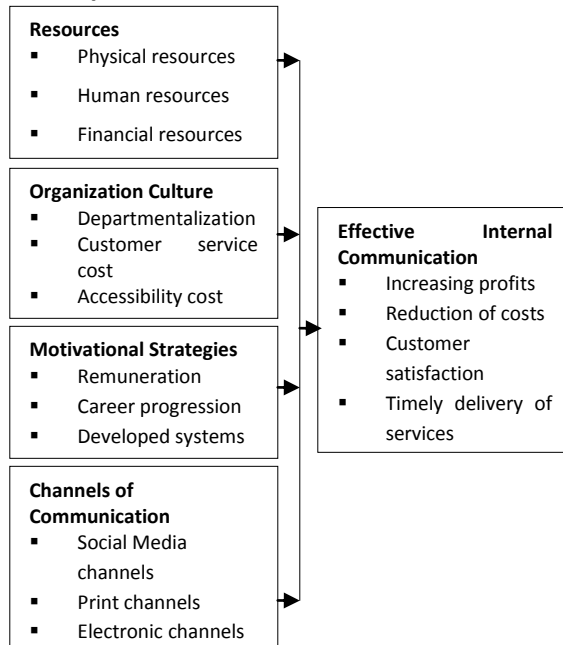
Independent variables   **Dependent variable**

Figure1: Conceptual Framework

Resources

According to Leni *et al.* (2012), there is a growing recognition that, despite significant increases in resources, public service delivery is still falling in many developing countries. Financial management, in service organizations has been a constraint and an obstacle to other functions that contribute to service delivery. There is a need to distinguish "good costs" that improves organizational capabilities and quality service delivery from "bad costs" that increase bureaucracy hence becoming obstacles to service delivery (Sun & Shibo, 2015). Financial accountability using monitoring, auditing and accounting mechanisms defined by the country legal and institutional framework is a prerequisite to ensure that allocated funds are used for the intended purposes (Oliveira-Cruz, et al., 2011). Employee communication require resources provides a valuable input to organizational success. However there are no quantifiable measures for employee communication thus

hampering the organizational ability to fairly assess its values. Organizational culture defines the organization; this culture manifests itself in how employees interact with eavh another, how they perform their jobs and how they treat their customers (Pettinger, 2000). Customers are more likely to connect with a brand if they have a good understanding of what it is about, this is further reinforced by experience that the employee delivers. Organizational culture shapes the values and mission of employees thus translated to service delivery. Internal effective communication translates to better and more consistent service experience building trust, loyalty and business (Smith & Mounter, 2008).

Organizational Culture

Organizational culture forms organizational communication. Vakola & Nikolaou, (2005) States that organization is cultures constructed through communication (verbal and nonverbal language use) of organization members. According to Smith & Mounter (2008) communication policies at work place are usually developed to address different communications categories such as regulatory, innovative, integrative and informative-instructive networks. Organizations have evolved into complex entities that have several departments; Communications between departments became more prevalent through multidirectional channels (Berger, 2008). Company culture has become a focus of employee communications and engagement. Berger (2008) is of the view that the company's internal communications helps create and influence culture with informal and formal communication channels (Berger, 2008). Organizational culture looks at the values and principles upheld by organization. These values and principles ought to be clear and understandable thus can help employees in

fulfillment of their tasks. Simões, Dibb & Fisk (2005) are of the opinion that organization in itself cannot be a value ,values are brought by specific people working for the organizations hence culture of an organization can be fostered by people themselves therefore managers face the challenge of balancing organizational values, visions, targets and tasks with individual values represented by employees of organizations , (Polhman, Gardiner, Heffes, 2000). Organizational values determine how employees and management implements objectives. The value in organizations lie in its intangible assets, these assets usually do not have any physical form, these can include employee knowledge, customer loyalty, reputation, intellectual property (Roberts et al., 2003).To English,(2005)intangible assets have little worth on their own. Their value depends on how an organization puts them into use, thus intangible assets create value when combined with other assets. Organizations struggle with internal communication, this is because it is not easy to ensure that the intended message is received clearly hence employees at times read from a very different script when it comes to communication, thus businesses need define themselves and forge a culture that will ensure consistency both internally and externally. Organizational culture thus will define an organization and it becomes easy to tell whether one is putting on an act or are genuine, When employees understand the business uniqueness story they make it their own and this can be reflected by how they communicate and value the organization (Pfister, 2009). Culture and reputation is built by starting from the inside (Pfister, 2009). Organizational leadership can define the organizations core value and this can be enforced by having employees understand and embody the spirit of the organization. Communication then forms part of an organizational culture, if the organization does

not strive to have effective internal communication then it means organizational process at times fail to run as planned. Bach (2005) Notes that many organizations give new employees a standard employees manual outlining what is expected of them, doing this however does not guarantee the employees will grasp what is expected of them thus employers need to immerse the employees in their organizational culture rather than just focusing on rules, Culture drives into more intangible aspects hence makes the organization more practical in how it handles emerging issues. Culture sets expectations in an organization and ultimately impacts on the customers that the employee might come into contact with (Harlow, 2011). Culture simply means a way of life; organizational heads through constant affirmation can set a pace in regard to what they expect from employees and other staff member. Human resource has it that, the best way for a manager to ensure internalization of the ideals of an organization is through being exemplary. A brand is a promise given to customer while culture is how employees live, breath and deliver on the promise (Bailine, & Dall, 2004). Organizational heads and employees should aim to send a consistent communication to their employees on effective communication. According to Macleod & Clarke (2009) the leader is the one whom others look for assurance and clarity on their job. When there is a pile up for communication that is not effective, a crisis aspect is usually experienced. Crisis can be related to losing faith in leadership and confidence in organizational culture. Organizational members are likely to question the organization's cultural beliefs and to feel a need for a transformation of the culture. Limiting input and idea generation by employees to management meetings results to communication that is not effective (Turner, 2003). Brilliant ideas

at times are developed by people least expected. Allowing staff to participate has been known to boost their self-confidence, making their work experience better and opening doors to better interactions with customers and fellow employees. Quick departmental meetings with employees allow them to discuss top priorities, identify where they might need help and share any news either work related or personal thus connects people. Having happy, engaged employees means less turnover, resulting into lower costs and a more positive overall work environment (Quirke, 2000). Organizational cultures that recognize the contributions of employees have an element of tenacity unlike cultures whose behaviours are usually top down. A strong sense of team work fostered by leaders and employees ensures organizational culture is not undermined (Wright, 2009). Employees who feel valued inspires both customers and other employees. A strong organizational culture ensures effective internal communication and strives to maintain this overtime responding to environmental changes through self-awareness. Where strong organizational culture exists a legacy to that organization can be attested, this forms an image that stays consistent over the years, new employees on board are usually embanked in the organizational culture not through use of a hand book thus it takes work to improve internal communication and cultivate a strong organizational culture. When organizational culture is well managed, effective communication can be achieved.

Motivational Strategies

Communication at the work place helps improve the overall workplace culture. Some employers have tried to come up with motivational strategies that can be used to enhance effective internal communication, while at the same time

building stronger workplace relationships for increased productivity. A number of potential problems exist that can cause poor communication skills among employees in the service sector. Motivation, engagement, goal attainment and effective interaction are essential components for employees to effectively express themselves at the work place (ChanLin, 2009). As a result of work place interaction between employees, communication can be satisfying and relevant translation to motivated workers who will always seek to make the organization's they work for better. Research has it that employees who are motivated, engaged and interactive effectively communicate with fellow employees, it is however debatable on the which specific motivational strategies are effective as there are so many ways to motivate individuals and what might work for one particular one might not be ideal for the others, so when using motivational strategies specific individual needs should be put in place which, at times managers fail to do. Motivation can be intrinsic or extrinsic, Ryan & Deci (2008) defines intrinsic motivation as doing something because it is inherently interesting or enjoyable, it is innate in human beings but the level of intrinsic motivation differs depending on the assigned task. A person might be intrinsically motivated to do an activity because they like doing it. Extrinsic motivation on the other hand focuses on external rewards or praise (Ryan & Deci, 2008) while extrinsic motivators can be influential for some employees. Keller (2010) argues that it can at times undermine rather than enhance self-motivation, curiosity, interest and persistence at learning. (ChanLin, 2009) further notes that motivation towards effective communication may be unstable because of deceptions of external rewards. Intrinsic motivation is crucial for effective communication at work place. While some external rewards may encourage employees along the way to try and

tolerate each other and communicate as the organization desires, intrinsic motivation will propel employees to communicate effectively for the sake of building themselves and mastering skills such as communication and interpersonal skills which are considered as lifelong investments to be used in any social settings, (Shroff, Vogel, Coombes & Lee ,2007). It is however, not easy to tell employees who are intrinsically motivated or how one can impact intrinsic motivation(Martens, Gulikers & Bastiaens,2004   ). This is because some organizations have long been using extrinsic motivation that it becomes difficult to draw the line between the two. Extrinsic motivation on the other hand is a construct that pertains whenever an activity is done in order to attain some separable outcome (Ryan & Deci, 2000). Four categories exists that validates extrinsic motivation: 1.external regulations ,this is when an employee's behaviour is to meet an outside expectation or attain a reward upon meeting an expectation, 2.introjection regulation, this is when an employee is pressured or made to feel guilty to compete a task. 3.Identification regulation reflects the importance of a task and how it relates to a personality   and lastly 4.intergrated regulation where the employees are expected to know their identification regulation, do a self-examination and internalize the importance of a given task with their personalities hence perform the required action.(Lei 2010). According to Crow and Small (2011) the relevance of an award can make a difference on whether the motivation will be temporary or permanent. An employee who receives a tangible reward for outstanding performance maybe permanently or internally motivated however if the reward has no relevance, then the employees motivation might be temporary. Offering employees non relevant reward for temporary motivation may actually

de-motivate employees who might be originally been intrinsically motivated for the task itself. To Lei (2010) there are benefits and negative aspects of both motivational techniques. It is therefore upon the employee to offer both intrinsic and extrinsic motivation techniques when appropriate as the working environment is complex and may require the employee different levels or degrees of one or both the daily interact in the work environment.

Channels of Communication

The process of communication involves several elements: the sender, the message, the medium, and the recipient. Communication flows from the sender which is the source of the communication (be it an individual or a group). He sends off the message to the recipient using a particular medium. When talking about the communication within the organization, characteristic for the medium are different immediate conversations, memos, printouts and schemes depending on the content and the aim of the message which the sender wants to convey to the recipient. The recipient then attempts to understand which message the sender wants to convey, although the communication process may sometimes be interrupted by a noise in the communication channel, which can impede the communication. The problem which often appears within the organization is getting information overload which leads to a burden, so therefore it is important to take account of selecting only the relevant information (Winska, 2010). The number of communication channels available to a manager has increased over the last twenty odd years. Video conferencing, mobile technology, electronic bulletin boards and fax machines are some of the new possibilities. As organizations grow in size, managers cannot rely on face to face communication alone to get their message across. A challenge the manager's face today is to determine what type of communication channel they should opt for in order to ensure that whichever method of communication is chosen is effective. According to Leigh Richards (2010: 52) Open channels of communication can lead to new ideas and innovation in a number of areas. Employees who understand what is important to their companies can focus on making improvements and spotting opportunities for innovation that can help further success. When employees know their ideas will be sought after, that organization's leaders will have open minds and be responsive to their feedback; they're more likely to contribute their ideas. Customers also can be a source of great ideas to help improve products and services. In order to make a manager's task easier, the types of communication channels are grouped into three main groups: formal, informal and unofficial (Smith, 2004)

METHODOLOGY

This study used a descriptive research design. The study population was 200 hotels which were listed by the Nairobi City Council. Questionnaire was utilised to collect the primary data for this study. Hotel industry is considered busy hence the most appropriate tool the researcher will find dispensable are the questionnaires. These tools were administered in advance and the researcher will set a date with the respondent in which the questionnaires would be collected. The questionnaires were self-administered with limited open ended questions. The questionnaires were coded and analysis undertaken. The researcher analyzed the data with the aid of a computer software programme the SPSS in which descriptive and inferential statistics was undertaken. The effective internal communication was regressed against four

independent variables. The equation was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon, \text{ Where};$$

Y= Effective Internal Communication,

β_0= constant (coefficient of intercept),

X_1= Resources;

X_2= Organization Culture;

X_3= Motivational strategies;

X_4= Channels of communication;

ε = Error term;

$\beta_1...\beta_4$= regression coefficient of four variables.

FINDINGS

Resources

The study sought to assess the influence of resources on effective internal communication hotels in Nairobi City County, Kenya. This section presented the findings to statements posed in this regard with responses given on a five-point likert scale (where 1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5= Strongly Agree). Table 1 presented the findings. The scores of 'strongly disagree' and 'disagree' have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of 'Neutral' had been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of 'agree' and 'strongly agree' had been taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.0. Table 1 presented the findings as tabulated; a majority of respondents were found to highly agree that there are sufficient and qualified communication personnel to enhance effective internal communication in the organization (3.220). There was adequate training and simulation for key stakeholders on enhancement of effective internal communication in the organization (3.456); there is provision of competitive wages and benefits for communication personnel effective internal communication in the organization (3.908); There is adequate funding for communication processes effective internal communication in the organization (3.652); the organization uses IT in our communication process (3.210); All activities are captured in the planned budget to improve effective internal communication in the organization (3.652

Table 1: Influence of Resources on Effective Internal Communication

Resources	Mean	Std. Dev
There is sufficient and qualified communication personnel to enhance effective internal communication in the organization	3.220	.562
There is adequate training and simulation for key stakeholders on enhancement of effective internal communication in the organization	3.456	.520
There is provision of competitive wages and benefits for communication personnel effective internal communication in the organization	3.908	.368
There is adequate funding for communication processes effective internal communication in the organization	3.652	.310
All activities are captured in the planned budget to improve effective internal communication in the organization	3.210	.490

Organization Culture

The study sought to assess the influence of organization culture on effective internal communication hotels in Nairobi City County, Kenya. This section presented findings to statements posed in this regard with responses given on a five-point likert scale (where 1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5= Strongly Agree). Table 2 presents the findings. The scores of 'strongly disagree' and 'disagree' have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of 'Neutral' has been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of 'agree' and 'strongly agree' have been taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.0. Table 2 presents the findings of the study as tabulated, a majority of respondents were found to highly agree that the structure has created division of work to facilitate communication compliance with rules and regulations (3.765). The departmentalization ensure easy of communication thus lead time reduction (3.287); The coordination is achieved by means of output targets and specifications to the compliance of communication rules and regulations (3.290).

Table 2: Influence of Organization Culture on Effective Internal Communication

Organization Culture	Mean	Std. Dev
The structure has created division of work to facilitate compliance with rules and regulations	3.765	.469
The departmentalization ensure easy of communication thus lead time reduction	3.287	.562
There is a proper coordination to ensure individual take responsibility thus quality improvement	3.280	.332
Standardization of work process facilitates reduction of communication costs	3.277	.220
The coordination is achieved by means of output targets and specifications to the compliance of communication rules and regulations	3.290	.388

Motivational Strategies

The study sought to establish the extent to which respondents agreed with the statements relating to employee motivational strategies on effective internal communication in hotels in Kenya. A scale of 1-5 was used. The scores "Very Small Extent (VSE)" and "Small Extent (SE)" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale (1 ≤ Small Extent≤ 2.5). The scores of 'Moderate Extent (ME)' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ Moderate ≤ 3.5). The score of "Great Extent (GE)" and "Very Great Extent (VGE)" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale (3.6 ≤ Great Extent ≤ 5.0). The results were presented in mean and standard deviation. The results were presented in mean and standard deviation. The mean was generated from SPSS version 24 and is as illustrated in Table 3. The study findings indicated that majority of the respondents stated that remuneration affects implementation on communication process (mean of 4.123), The organization offers communication training to enhance knowledge and individual development (mean of 4.345), The department has developed remuneration strategies that motivate employees (mean of 4.009), developing employees as leaders by their supervisors facilitate communication process (mean of 4.231);

department ensures that their employees' career progression and succession planning to enhance communication process (mean of 4.564). The department has developed systems to conduct regular communication and addresses the main issues raised (mean of 4.221).

Table 3: Motivational Strategies on Effective Internal Communication

Statement	VGE	GE	ME	SE	VSE	Mean	Std
Remuneration affects implementation on communication process	28%	52%	13%	22%	13%	4.123	.280
The department has developed remuneration strategies that motivate employees.	27%	50%	22%	13%	16%	4.345	.295
Developing employees as leaders by their supervisors facilitate communication implementation process.	19%	47%	24%	14%	24%	4.009	.283
Department ensures that their employees' career progression and succession planning to enhance communication implementation process.	26%	52%	22	18%	10%	4.231	.285
The Department has developed systems to conduct regular employee communication and addresses the main issues raised	21%	53%	26%	14%	14%	4.221	.285

Communication Channels

The study sought to establish the extent to which respondents agreed with the statements relating to communication channels on effective internal communication in hotels in Kenya. A scale of 1-5 was used. The scores "Very Small Extent (VSE)" and "Small Extent (SE)" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale (1 ≤ Small Extent≤ 2.5). The scores of 'Moderate Extent (ME)' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ Moderate ≤ 3.5). The score of "Great Extent (GE)" and "Very Great Extent (VGE)" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale (3.6 ≤ Great Extent ≤ 5.0). The results were presented in mean and standard deviation. The results were presented in mean and standard deviation .The mean was generated from SPSS version 24 and is as illustrated in Table 4. It was established that the respondents indicated to a great extent that the print channels are used, to a moderate extent electronic channels; a great extent Face-to-face channels are used and to a small extent Social Media channels media used for communication.

Table 4: Organizational Channels of Communication

Description	Mean	Std
Print channels	3.754	.234
Electronic channels	3.134	.233
Face-to-face channels	3.898	.431
Social Media channels	2.212	.169
Effectiveness of media used	3.901	.832

Effective Internal Communication

On the extent to which there is compliance to some aspects of effective internal communication, respondents were asked to indicate the extent to which the factors affected the effective internal communication. The data was collected from the different indicators of the variable effective internal communication, which was ordinal categorical. The data was therefore presented in frequency tables with the median being used as the appropriate measure of central tendency. The results were presented in Table 5. The first indicator for the dependent variable required to know what the effective internal communication, was the level of compliance with communication regulations was, 0% of the respondents had 0%-10%, 3% had 11-20%, 11% had 21%-30%, 17% had 31%-40%, 69% had had over 40%. The modal class is of the respondents who had over 50% compliance. The median was found to be 5 which imply that on average the level of compliance with communication regulations is over 40%. The respondents were asked what the level of minimization of communication expenditure was, 3% of the respondents' 0%-10%, 3% had 11%-20%, 14% had 21%-30%, 26% had 31%-40%, 49% had over 40%. The modal class was of the respondents who had over 40%. The mode was found to be 5 which imply that on average the level of minimization of communication expenditure was over 40%. When the respondents were asked the level of communication in relation to service delivery was, 0% of the respondents 0%-10%, 3% had 11%-20%, 3% had 21%-30%, 34% had 31%-40%, 60% had over 40%. The modal class is of the respondents who had over 40%. The mode was found to be 5 which imply that on average the level of communication in relation to service delivery was over 40%. When the respondents were asked the level of communication in relation to customer satisfaction was, 0% of the respondents 0%-10%, 3% had 11%-20%, 20% had 21%-30%, 43% had 31%-40%, 34% had over 40%. The modal class is of the respondents who had over 40%. The mode was found to be 5 which imply that on average the level of communication in relation to customer satisfaction was over 40%. When the respondents were asked the level of transparency and accountability in the county government was, 0% of the respondents 0%-10%, 3% had 11%-20%, 20% had 21%-30%, 34% had 31%-40%, 60% had over 40%. The modal class is of the respondents who had over 40%. The mode was found to be 5 which imply that on average the level transparency and accountability in the hotels was over 40%.

Table 5: Effective Internal Communication

Description	0%-10%	11%-20%	21%-30%	31%-40%	Over 40%	Mode
Compliance with communication regulations	0	3	11	17	69	5
Minimization of communication expenditure	3	3	14	26	49	5
Communication in relation to service delivery	0	3	3	34	60	5
Communication in relation to customer satisfaction	0	3	20	43	34	5

Multiple Regression Analysis

The study adopted a multiple regression analysis so as to establish the relationship of independent variables and dependent variables. The study applied SPSS compute the measurements of the multiple regression analysis. According to the model summary Table 6, the coefficient of determination (R^2) is used to measure how far the regression model's ability to explain the variation

of the independent variables. It was notable that there existed a relationship between independent variables and dependent variable with a correlation coefficient of 0.800. The coefficient of determination is between zero and one. The data showed that the high R square was 0.640. It showed that the independent variables in the study were able to explain 64.00% variation in the effective internal communication while the remaining 36.00% was explained by the variables or other aspects outside the model. This implied that these variables were very significant and they therefore needed to be considered in any effort to boost effective internal communication.

Table 6: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
	.800	.640	.620	.008

The results of Analysis of Variance (ANOVA) revealed that the significance of the F-test was done to test the effect of independent variables on the dependent variable simultaneously. The F-statistic test basically shows whether all the independent variables included in the model jointly influence on the dependent variable. Based on the study results of the ANOVA Test or F-test in Table 7, obtained F-count (calculated) value was 46.258 greater the F-critical value (Table) (2.114) with significance of 0.002. Since the significance level of 0.002< 0.05 we conclude that the set of independent variables affect the effective internal communication (Y-dependent variable) and this shows that the overall model was significant. Thus the four variables play a significant role in the effective internal communication among the hotels in Nairobi City County, Kenya.

Table 7: ANOVA

Model	Sum of Squares	d.f	Mean Square	F	Sig.
Regression	15.890	4	3.9725	47.6148	.001
Residual	12.098	145	.08343		
Total	27.988	149			

NB: F-critical Value = 5.234;

The results of multiple regression analysis obtained regression coefficients t value and significance level as indicated in Table 8. The study conducted a multiple regression analysis so as to determine the relationship between the dependent variable and independent variables. The general form of the equation was to predict effective internal communication among hotels is:($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) becomes: $Y= 10.008+ 0.765X_1+ 0.662X_2+ 0.590X_3 + 0.710X_4$. From the study findings on the regression equation in Table 8 established, taking all factors into account (independent variables) constant at zero effective internal communication among hotels would be 10.008. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in resources would lead to a 0.765 increase in effective internal communication among hotels; a unit increase in organization culture would lead to a 0.662 increase in effective internal communication among hotels, a unit increase in motivational strategies would lead to 0.590 increase in effective internal communication among hotels and a unit increase in communication channels would lead to 0.510 increase in effective internal communication among hotels. This infers that resources

contributed most to effective internal communication among hotels. Based at 5% level of significance, resources had a .000 level of significance; organization culture showed a .005 level of significance, motivational strategies show a .007 level of significance and communication channels show a .010 level of significance hence the most significant factor was resources.

Table 8: Regression Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	β		
(Constant)	10.008	.004		7.890	.000
Resources	.765	.075	.665	6.856	.000
Organization Culture	.662	.096	.654	6.009	.005
Motivational Strategies	.590	.103	.455	5.210	.007
Communication Channels	.710	.202	.332	4.7642	.010

CONCLUSIONS

Based on the study findings, the study concluded that effective internal communication in hotels Kenya was affected by resources, organization culture, motivational strategies and communication channels as the major factors that mostly influenced effective internal communication in hotels. The study concluded that resources were the first important factor that influenced effective internal communication in hotels. The study concluded that organization culture was the second important factor that influenced effective internal communication in hotels. Further, the study concluded that motivational strategies were important factor that influenced effective internal communication in hotels. Finally, the study concluded that communication channels were the fourth important factor that influenced effective internal communication in hotels.

RECOMMENDATIONS

Resource allocation is an important aspect in determining how effective internal communication in hotels will be. This calls for hotels to try and balance resource allocation and even allocate more funds to communication departments.

The print channels such as memos, notices, letters, brochures, newsletters, reports, policy manuals, annual reports and posters are the most used channels of communication. The electronic channels such as email and voice mail, Intranets, blogs, podcasts, chat rooms, business TV, video conferencing, instant messaging systems and wikis are used to a moderate while face-to-face channels such as speeches, meetings, focus groups, brown bag lunches, social events and gatherings for communication were pointed to be the most embraced channels of communication. The social media channels such as Facebook, WhatsApp are also important channels of communication though they need to be explored more to enhance effective internal communication in the hotels. The study therefore recommended embracing of technology in communication to enhance effective communication. The researcher therefore recommended that hotels should embrace modern channels of communication that is e-communication because they make communication fast, accessible, available and more efficient at all levels.

The study recommended for the enhancement of employee motivational strategies to influence effective internal communication. The researcher expressed the need for capacity building of employees on communication skills. The employees should adopt listening skills when communicating such as express courtesy when handling clients, feedback mechanisms to be instilled in the organization, extent training on effective communication should be done and sensitized on social media aspects. The organization communication structures enhanced internal communication**.** The organization can engage in asymmetrical (Top-down) communication, Symmetrical (Down-Top) communication and lateral (horizontal) communication and extent information flows between the top, middle and lower level management is satisfactory.

the important factors to effective internal communication to include; channels of communication, employee communication skills and organization communication structure. The current study should therefore be expanded further in future in order to determine the channels of communication, employee communication skills and organization communication structure in hotels. Existing literature indicated that as a future avenue of research, there is need to undertake similar research in other counties in Kenya and other countries in order to establish whether the explored factors can be generalized to effective internal communication. Future researchers should also base their study on effects of internal communication on service delivery to the customers to ascertain their level of satisfaction.

Areas for Further Research

The study was a milestone for further research in the field of communication in Africa and particularly in Kenya. The findings demonstrated

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