



EFFECT OF ESSENTIAL BUSINESS COMMUNICATION PRACTICES ON CONSUMER CHOICES IN THE OIL AND GAS INDUSTRY: A CASE STUDY OF NATIONAL OIL CORPORATION OF KENYA

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Maundu, J.

MBA, University of Cumbria, UK
DBA, Atlantic International University [AIU], USA

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ABSTRACT

The purpose of this paper was to examine the role of essential business communication practices on the consumer choices in the oil and gas industry. Business communication entails the sharing of information, both internally and externally in regard to the execution of company obligations towards the realization of mission and vision. Traditional mediums of business communication notably print media and visual audio communication have remained reliable and useful over many decades. However, with the advancement in technology in this information age, digital communication has really gained traction in business communication. Companies in the oil and gas industry have also embraced best practices in essential business communication in effort to appeal the ever growing consumer base in the oil and gas industry. This posits the importance of understanding the effect of essential business communication on consumer choices. This study adopted case study approach with National Oil Corporation being the organization of focus. Top managers from the company drawn from marketing, human resource and corporate communication department participated in the study. An interview schedule (Appendix 1), was used as the tool for data collection. The study established that essential business communication was a critical factor in selling reputation in the eyes of petroleum consumers. Digital communication was found out to be useful in regard to faster transmission of important information both internally and externally. The study concluded that most modern petroleum consumers were digital connected thus well confirmed on all trends within the oil and gas industry which informed their petroleum brand preferences. The study recommended for investment in digital communication, through modernization of communication systems and technologies into cutting edge high-tech systems. The study also recommended for capacity building in boosting digital communication and human resource pool for petroleum companies which is necessary for modernized communication with informed consumers.

Key Words: Business Communication, Consumer Choices

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INTRODUCTION

Business communication is a complex network providing smooth interaction between the company's internal and external environment. According to Rudko (2019), business communication is dynamic due to the ever-changing business environment hence the need for a company to align business communication practice with innovation. Ruben and Gigliotti (2017), noted that business communication is a key function of organizational leadership as they strive to guide the organization to achieve its business goals. Each enterprise has its way of carrying out business communication depending on its specific organizational culture. No definite definition exists for essential business communication practice, therefore the study adopts the definition by Rudko (2019), that essential business communication practice is a communication model by which a business entity strategically exchanges information with its internal and external stakeholders intending to improve business performance. Additionally, the channels of communication used by the organization to share information partly define its communication practice.

Business communication has generated a lot of interest from scholars across the world. Most studies designate communication as a central function of leadership in the organization. For instance, Ruben and Gigliotti (2017), explained that business communication is an indispensable function of company management, which they use to pass and receive information to and from their target audience. Additionally, Markovic and Salamzadeh (2018), noted that business communication is the practice of sharing information, facts, ideas, and opinions between the stakeholders within and outside the organization. Rudko (2019), argues that a business communication model exists based on a certain algorithm that a company relies upon to disseminate information to its stakeholders.

Essential business communication practice is a valuable tool in enhancing the performance of the

organization and influencing consumer choices. Scholars point out that business communication practices enable the organization to meet its goals. Rudko (2019), observed that business communication practice enables the company to convey its position clearly to the external and internal environment. In this respect, Yabarow and Muathe (2020), noted that business communication helps to bolster the image of the organization to its external environment as it promotes transparency.

Technological advancement has seen the world move from analog to digital communication systems. Dagumboy (2019), noted that digital communication entails the transmission of digitally encoded information through electronic means. The role of the internet in digital communication is significant. Most digital communication platforms are the internet-based form instance social media, digital ads, websites, and driven by internet-enabled electronic devices like smart phones and smart TVs.

Print communication occurs when a sender relays information to the target audience using printed articles or documents like the newspapers, flyers brochures, posters, as well as reports. Print communication is older than digital communication and it targets a certain customer demographic. According to Dagumboy (2019), print media communication has remained relevant across many decades due to its simplicity and effectiveness in passing important messages.

Audiovisual communication uses both sound and video components to relay a message to the targeted audience. In this communication approach, the target audiences can hear the sound and see still or moving pictures. The various forms of audiovisual communication platforms include television, teleconferencing, videos, films, and PowerPoint presentations.

The Kenyan petroleum industry has many players that provide a variety of products to meet the needs of the consumers. Most of the oil and gas products are similar and only differentiated by the

price and the assumed quality of the product associated with a certain company. A report by the Institute of Economic Affairs (2015), indicates that the petroleum industry satisfies 21% of the Kenyan energy needs way behind biomass which meets 68% of the domestic energy needs. Further data from IEA (2015), indicate that electricity meets 9% of the energy needs in Kenya while the remaining percentage rely on solar and other renewable energy sources. This information provides an outlook of the consumer choices in the oil and gas sectors as juxtaposed against other energy sources. Therefore, in the oil and gas sector, the consumers' choices come down to cooking gas, fuel; diesel, kerosene, and petrol, and various other products derived from oil. Fuel for commercial use takes up a larger percentage of consumer choices.

The National Oil Corporation of Kenya (NOCK) is a state-owned oil company that is engaged in the upstream, middle stream, and downstream activities of the petroleum industry. Data from NOCK (2020), indicate that the firm is involved in oil exploration, infrastructural development as well as oil marketing activities. Incorporated in 1981, NOCK is among the most visible oil companies in the Kenyan petroleum sector due to its extensive network of branded petrol stations located in most parts of the country. However, the firm holds less than 1% of the market share of the Kenyan petroleum industry (Institute of Economic Affairs, 2015).

National Oil Corporation of Kenya uses several channels to communicate with its stakeholders. According to NOCK (2020), the state-owned oil firm has a communication department that handles its information sharing with the company's stakeholders. Besides, the firm has put in place an internet-based communication platform consisting of the website and social media. Additionally, the firm uses audio and visual platforms, which include television and radio adverts, posters, and billboards. Regarding the print media, the oil corporation uses newspapers to communicate with its stakeholders.

Problem Statement

Essential business communication practices are communication models adopted by an organization to meet its goals. Business communication connects the organization with its internal and external stakeholders for information sharing purposes. According to Rudko (2019) and Ruben and Gigliotti (2017), business communication is the function of the organization that is meant to help a firm achieve its business goal. One of the business goals is to influence the consumers to buy the products offered by the company or to have a long term engagement with the firm

Players in the oil and gas industry sell similar products and services to the consumers. The consumer choices are therefore limited to the products commonly offered by all the oil and gas companies in the market. It is therefore important to understand how the essential business communication approach instituted by the National Oil Corporation of Kenya influences the decision that the customer regarding their buying behavior.

Several studies done about essential business communication practices did not specifically analyze how the communication model adopted by an organization influence the consumer choices in the market. For instance, the study by Setkute (2018), did not conclusively demonstrate how communication models affect consumer choices. Additionally, the studies by Kakate (2020), Lubis et al (2020), and Ireri et al. (2019), despite demonstrating the business communication strategies adopted by petroleum firms gives them a competitive edge in the market, the studies failed to exhibit how consumer choices are affected by the adopted communication model. Lastly, most of the research studies in other countries, and the few studies carried out in Kenya do not focus on consumer choices. This leaves a gap in the literature that fuels the need to establish how essential business communication practice affects consumer choices.

Objective of the Study

The objective of this study was to determine the effects that essential business communication practices have on consumer choices in the oil and gas industry.

LITERATURE REVIEW

The Attribution Theory of Communication

Several scholars have worked on the attribution theory since Heider introduced it in 1958. Notably, Weiner perfected the theory in 1985 and paved the way for its application in various studies. According to Lowery and Burrow (2019), Heider argued that people are more likely to create contributory explanations for observed behavior patterns. While introducing the attribution theory, Heider explained that there are internal attributions linked to an individual and external attributions connected to the individual's environment. Lowery and Burrow (2019), further noted that Weiner improved the attribution theory by adding two additional features of controllability and fluctuating nature of personal attributes.

The attribution theory seeks to explain how people regard their surroundings and the factors that contribute to a certain outcome (Tamborini et al., 2018). Scholars also argue that people have an inborn desire to understand why things happen in a certain manner particularly if it is something unpleasant. According to Pishghadam and Abbasnejad (2017), the works of Weiner on attribution theory opened doors to scholars to research the determinants of human behavior especially the emotional part of human behavior.

The attribution theory is relevant to the study in the sense that it explains how personal attributes and external attributes affect business communication practice and consumer choices. The internal attributes in this context are the characteristics of the business entity as well as the features displayed by individual target consumption, for instance, organizational culture. The external attributes relate to the environment of the organization and

how it affects the essential business communication practice and consumer choice.

The additional features of attribution theory added by Weiner in 1988 are of significant importance to the study. The theory highlights that personal attributes affect the behavior pattern displays by a certain individual and user information would be important to know how business communication practices affect consumer choices

Tools of Essential Communication

Digital Communication in the Oil and Gas Industry

Digital communication is widespread in the oil and gas industry. The global oil and gas sector relies on digital communication to share information with both internal and external environments. Several scholars have researched on how digital communication is used by the oil and gas sector to influence consumer choices. A study conducted by Setkute (2018), established that firms in the petroleum industry commonly use digital communication platforms to market their products and share important information with the stakeholders, most consumers. In this respect, Setkute (2018), noted that digital communication appears an effective method due to its ability to reach a larger audience in a short time and cost-effectively. The ability of digital communication to make the company more visible in the market is likely to affect consumer choices.

On the other hand, Lamba (2018), argued that digital communication platforms are vital in the oil and gas sector as they are flexible enough to allow the interlinking of various departments in the industry for example oil exploration and marketing activities. However, Lamba (2018), pointed out that for all the usefulness of digital communication, hackers to compromise communication in an oil and gas firm can breach digital communication platforms. Kumar (2019), noted that digital communication in the oil and gas sector revealed that the internal communication that links operation in the upstream, midstream, and downstream activities require a type of

communication that can handle, process, and transfer large amounts of data from various field locations to the target audience. Kumar (2019), further argued that digital communication is the most effective business communication approach that can transfer and store large amounts of data for strategic decision making by plant operators or managers. A white paper by Tait (2015), added more weight to the arguments fronted by Kumar (2019), that digitization of data in various oil-producing fields enabled easier communication between the oil fields and the corporate headquarters for strategic communication.

Digital leadership paves way for digital communication in the oil and gas sector. According to a study conducted in Indonesia oil sector by Lubis et al (2020), established that technologically savvy business leaders are more likely to institute digital communication in their organizations. Lubis et al. (2020), further argued that digital communication makes it easy for the organization to communicate internally and externally. A study by Thanabordeekij and Syers (2020), in Thailand established that digital communication platforms like websites enabled the customers to make informed choices when buying gas products from companies as the customers could easily see the prices, location, and quantity of the gas products before deciding to buy.

A study conducted in Nigeria by Kakate (2020), argued that digital communication gives an organization in the oil sector a competitive advantage in the market. The scholar noted that digital communication is cost-effective and enhances the company's responsiveness to issues in the market, as well as promoting communication with the company and its stakeholders.

A study by Ali et al. (2018), explored communication and the flow of information in the oil and gas companies and noted that the use of digital communication channels makes it relatively easy for the management to share knowledge with the rest of the staff in the organization. This indicates that digital communication can promote learning in the organization as the firm tries to

improve the capacity of its employees for better performance. The study however limited its data collection to the company employees and did not consider the views of other stakeholders on the issue. Consequently, the study failed to demonstrate how essential communication practices adopted by a firm affect consumer choice.

The Kenyan and oil and gas industries partly rely on digital communication to share information with the stakeholders. Ireri et al (2019), noted digital communication used in the Kenyan petroleum industry significantly contributes to the image perception held by the consumers. Nevertheless, the scholars noted that most media houses in Kenya are privately owned, thus the chances of distortion of the message are high.

The studies analyzed in the section provide important background information concerning digital communication in the oil and gas sector. The studies indicate that digital communication has diverse capabilities in data handling and processing leading to faster communication between departments and offices separate by large geographical distance. Additionally, the studies noted that digital communications can be beneficial to external stakeholders in the organization. But in the oil and gas industry, it appears that digital communication is used more in internal communication rather than for engaging the external stakeholders.

Print Media Communication in Oil the and Gas Industry

Print media still plays an integral role in business communication despite the competition brought by digital media. Academics and industry practitioners have carried out studies on the use of print media in the oil and gas sector and the role that the print media play in influencing consumer choices. This section reviews some of the studies relating to print media in the petroleum sector. A study by Ireri et al (2019), noted that print media are normally in-depth and carry a lot of information regarding the organization and its activities. The scholars also suggested that print media plays an important role

in shaping consumer preferences in the market as it shapes public opinion. Further to the findings of Ireri (2019), Khan (2016), in analyzing the communication strategy of the British Petroleum Company observed that the company used print media to issues important messages to the stakeholders. This reinforces the concept that print media has been reserved for in-depth analysis of issues affecting the oil and gas companies.

Additionally, scholars found print media to have challenges relating cost and reach and is therefore not widely used in the oil and gas corporation. A study by Penplusbytes (2013), on the use of print media by the Ghanaian petroleum industry players established that only paid for adverts by the oil industry were run by the newspapers. The study however did not mention how the advertisements impacted the consumer choices but go ahead to demonstrate that the popularity of print media in business communication is diminishing. However, the print media is used internally and externally to communicate important pieces of information to the stakeholders.

Additionally, print media communication in the oil and gas sector is useful when a language barrier prevents communication from taking place. A study by Ibatova et al. (2016), established that print communication is the alternative communication choice that is used to pass information to consumers. Despite this, the success of the print communication method is affected by several factors that may limit its application in the oil and gas industry. Therefore, according to Ibatova et al. (2016), print communication approaches may fail to influence consumer choices due to the difficulties occasioned by the language barrier.

Appealing to emotions in business communication is a matter that has attracted attention from various scholars. Zandvoort (2016), while analyzing the use of reports noted that most oil and gas companies tailor the CSR reports to appeal to the emotional part of the consumers and portray the organizations as sustainable. However, the purpose of the study was to analyze how firms use social

media to deploy reports to the audience. This means that the research did not demonstrate how print media influences consumer choices.

The use of print media, like newspapers, to collect information from various stakeholders in the oil and gas industry is common in various parts of the world. Gehman et al. (2016), noted that oil and gas companies in South America occasionally used newspapers to get feedback from the stakeholders and utilized the gleaned information to make policies and institute changes in their operations to boost the company performance. In this case, the company management was the consumers of print media rather than the originators of the messages. A similar study conducted in India by Olofsson et al (2018), established that print media like newspapers are popular channels of communication between the oil and gas companies and their stakeholders especially when long-term issues are at stake. This implies that print media provides for long-term engagement and are instrumental in shaping policy in the oil and gas industry. These findings are in line with the general claims made in the attribution theory. For instance, Lowery and Burrow (2019), noted that people are like to make explanations for the observed behavioral trends in an organization or an individual. This implies that oil and gas stakeholders are likely to raise concerns through newspapers to engage with the petroleum companies when they observe a certain behavior from the petroleum firms.

Besides, Amenaghawon (2018), analyzed the use of print media by oil and gas companies in the Niger Delta region to shape public opinion and customer perception of the organizations. The finding soft study established that the print media allow the organizations to structure messages in a certain manner to have a maximum effect on the target audience. Whereby the studies provided significant background information on the use of print media, they did not particularly explore how the communication model influences the consumer

choice in the oil and gas sector thus leaving a gap in the study.

Lastly, the use of newspapers by the public to voice their concerns with the oil and gas industry is apparent in oil-rich regions across the world. Owusu (2018), noted that print media accord the public an opportunity to directly address oil and gas companies whenever they have any issues with a certain petroleum company. Again, the mode of communication has the company and its management as the target audience leaving them to practice discretionary measures on how to treat the information. This model of communication explored by Owusu (2018), Amenaghawon (2018), Gehman et al. (2016), and others indicate reverse of the business communication practice as envisioned by the communication scholars that the company should be the source of the communication.

In summary, the studies analyzed in this section demonstrate a gap in the study as none of the researches explored how the communication model influences consumer behavior. Additionally, the studies contribute significantly to the knowledge base hence is important to the research. Also, the findings of some of the studies agree with the general premise of the attribution theory.

Visual and Audio Communication in the Oil and Gas Industry

Few studies exist that analyze visual and audio communication in the oil and gas sector as a whole. Some of the studies, however, analyses the use of either visual or audio communications separately. In that regard, some of the studies reviewed in this section will evaluate either visual or audio business communication.

A study conducted by Edewor (2019), noted that besides audio, visual communication was an instrumental tool in passing messages to stakeholders relating to oil issues to the oil and gas stakeholders in the Delta region, Niger. The visual communication achieved success in passing information and influencing the people of the Delta region to understand the work of the oil and gas

companies carrying out upstream oil activities in the region. This study however does not demonstrate how visual business communication influenced consumer choices. Additionally, a study by Alali (2019), observed that visual communication approaches are important tools of communication between expatriates working in the oil and gas sector and the locals to bridge the language barrier. The findings of this study demonstrate that overcoming the barriers of communication is relatively easy when stakeholders in the oil and gas industry adopt visual communication methods. However, the study fails to link the visual communication approach to consumer choices or demonstrate how the communication approach shapes perception.

Also, a study by Ibatova et al. (2016), explained that where language barriers are an issue, players in the oil and gas industry could use other forms of communication like visual to pass messages. The findings of the study add to the findings of other scholars like Edewor (2019), and Alali (2019). However, the study focuses more on teaching foreign students in oil-producing regions and does not attempt to link visual communication to consumer choices.

Visual communication is a powerful communication tool that business communicators use to influence perceptions in the target audience. Goransson and Fagerholm (2018), in their study of the use of visual communications in corporate circles noted that visual communication had a great impact on passing messages to the target audience. The scholars noted that it becomes relatively easy to influence the target audience using images as pictures had a lasting effect on the audience. The findings of the study indicate that by using visual communication an organization can appeal to the internal attributes of an individual. This is in tandem with the general claims of the attribution theory that holds the claim the people possess the ability to control what appeals to them as they regard their surroundings (Tamborini et al., 2018).

Audio and visual communication comes in many forms. For instance, Akpaka (2020), argued that corporate social responsibility (CSR) is a powerful audiovisual communication tool, which allows organizations in the oil sector to engage directly with the stakeholders. The importance of this argument is that the stakeholders can hear and see what good the company is doing to the community. This implies that the perception that a consumer has of a certain oil and gas company will be the result of an influence that CSR has on the individual. The findings of this study are also in line with the general premise of the attribution model that the environment can influence what the people perceive about a situation. Hence, by influencing the environment, the target audiences can develop a favorable perception of the product, company, or situation (Akpaka, 2020).

Additionally, Zandvoort (2016), gave more examples of audio and visual communication in use in the Nigerian oil and gas sector by pointing out the content posted in online sharing sites like YouTube and Flickr as well as podcasts qualify as audio and visual communication. Oil and gas companies have repeatedly used the mentioned channels to communicate their CSR activities to reach out to more stakeholders. The purpose of using the channels in business communication, according to Zandvoort (2016), is to shape perception in the target audience given the increasing awareness of sustainability issues associated with oil and gas companies across the world. Whereas the study provided important information regarding the use of audio and visual communication in the oil and gas industry, it does not demonstrate how the communication models influence consumer choices in the industry.

When the target of business communication is the internal staff in an oil and gas company, the choice of the communication channel may be limited by the circumstances of audio and visual communication. Trane et al (2020) and Li et al (2017), explored this matter and noted that the use of audio and visual communication in the oil and

gas sector is effective in promoting the exploration activists of most companies. Using sound signals with visual output, the operator can determine the presence of oil in the exploration area. Li et al (2017), further note that audio and visual communication methods in oil exploration activities help plant operators to make an accurate decision regarding the operation of the oil company in the oil fields. This study explores communication from different perspectives, but manages to explain how audio and visual communication is instrumental in furthering the performance of the organization. The study also remotely links the audio and visual communication to consumer choice.

In summary, most of the studies explored in the audio and visual section fail to explain how the choice of a communication model affects consumer choice. However, most of the studies provide important information regarding the use of audio and visual communication in the oil and gas sector thus their admissibility in this study. Additionally, the findings of some of the studies are in line with the general claims of the attribution theory.

METHODOLOGY

This study sought to evaluate the influence of essential business communication on consumer choices for oil and gas products. The study adopted case study research design. The National Oil Corporation was the case study. Senior managers across departments notably; corporate communications, business development, human resources and marketing formed the target population of the study. An interview schedule was used as the tool for gathering information needed for the study. The interview schedule was found relevant in this study as it offered unique platform for the participants to share valid information based on their first-hand experience and perceptions. The subject of essential business communication is extremely critical in organizational operational scope within the oil and gas industry. Therefore, a case study approach utilizing an interview schedule offered firsthand account from practitioners on the value of essential business communication.

Ultimately, business communication both internal and external plays a crucial role in rallying exchange and sharing of information relating to objectives of the company. Therefore, it's a critical factor that impacts directly in how consumers make decision regarding their choices for purchase of oil and gas products.

RESULTS AND FINDINGS

Essential business communication framework and consumer choices

This question inquired about the connection that exists between essential business communication framework and the choices consumers make in the oil and gas industry in Kenya. The respondents indicated that essential business communication is a vital component in organizational operations both internally and externally. They observed that business communication entailed sharing of information within an external to the organization detailing approach towards realization of the organizational objectives.

The respondents observed that internal business communication enables company staff access critical information that empowers them to execute their obligations effectively in line with business objectives. The results of such operational effectiveness are accrued from increased operational efficiency where customers enjoy incremental services. The respondents observed that while optimizing internal business communication framework the outcome is viewed in enhanced service delivery where customers are well served thus offering positive perception on company operations.

The respondents also identified essential business communication as valuable in facilitating external transmission of critical information to stakeholders including the core customers of the company. They observed that accurate and detailed business information, regarding products, company operations, upcoming activities should be remitted properly to its intended publics. Respondents observed that information communicated to

external publics impacts on overall perceptions of the company. Positive information communicated elicits positive feedback in aspects of perceptions by customers and all other external stakeholders, thus underscoring the importance of essential business communication.

Aligning business communication with modern communication frameworks

The purpose of this question was to seek an insight on strategies that can be adopted in aligning business communication frameworks with modern communication techniques in effort to have favored perception among oil and gas consumers. The respondents acknowledged the advancement in business communication technologies offered dynamic choices for aligning old business communication techniques with the modern platforms. On the aspect of digital advancement, the respondents submitted that digital communication channels are the most advanced methods for sharing information and communicating to customers. For internal essential business communication, integrated network channels such as intranets enable company staff have a common gateway of comprehensive communication. Such platform makes it easier for decisions to be shared across different levels of company departments. Faster and effective internal communication mean that delivery of services to customers is enhanced and information driven.

The respondents noted that investment in technology was the most important strategy that ensured communication channels are modernized. With modern technology in place, embracing communication strategies such as digital communication becomes possible. The respondents also argued that adoption of capacity development program was necessary in effort to build human capital on digital communication front. Boosting capacity prepares the company to create a dynamic communication team that is capable of guiding the company adjusts to rapid advances on information technologies and communication framework. This

was the company is able to develop numerous ways of communicating product and business information to customers who are also digitally connected.

Measuring the impact of essential business communication strategies

This question sought to examine the approach to which company measured the effect of essential business communication strategies on consumer choices for oil and gas products. The respondents indicated that the most basic measure of business communication was the cumulative volume of customer traffic at oil and gas refilling stations. Incremental changes in business communication such as enhanced intensity of information sharing with consumers can be primarily measure on the number of consumers frequenting the refilling stations.

The respondents also indicated that through digital communication channels, customer feedback can be measured through levels of interactivity. Digital platforms such as social media channels have mechanisms to estimate customer interactivity, from the number of likes and replies. The respondents indicated that modern customer is well informed and dynamic as they have digital presence. Thus evaluating their feedback over digital communication channels was effective in determining their actual preferences when it came to choices on oil and gas products. Finally, the respondents also explained that, periodic consumer surveys on different oil and gas brands offered a good way to measure the effect on business communication on product preferences.

CONCLUSION AND RECOMMENDATIONS

The study concluded that essential business communication was a critical component for the effective operation within the oil and gas sector. It offered an avenue through which both internal and

external stakeholders are involved in accessing important information relating to products and services offered by the company in the oil and gas industry. The study also concluded that transmission of accurate and updated information to all internal organizational stakeholders, made it possible to align critical organization operations towards the realization of organization goals. This was found useful as it enabled determination of necessary mode of communication that was effective in building positive brand equity amongst consumers. Brand equity is critical in determining consumer choices and preferences for oil and gas products. Therefore, the study concluded that, essential business communication is vital factor in building brand equity of oil and gas products, hence the need for it to be optimized for realization of increased customer traffic.

The study made the following recommendations;

- Investment in modern communication technologies across all levels of organizational operations to boost speed and efficiency of communication strategies.
- Expanding the existing structure of business communication to include digital communication department in effort to tap into the value of digital framework in the scope of business communication.
- Investment into the development of digital communication capacity to enable the company build a human resources pool of qualified digital communication officers capable of leveraging of modern digital communication for the benefit of the company.
- Carrying out of frequent consumer perception evaluation polling to gauge the company's performance in regard to customer feedback and preferences in regard to business communication and information petroleum products.

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APPENDIX 1: INTERVIEW SCHEDULE

- What is the connection between essential business communication framework and consumer choices in oil and gas industry?
- Which strategies are effective in aligning business communication with modern communication frameworks in effort to favorably influence consumers in gas and oil industry?
- What techniques are used in measuring the impact of essential business communication strategies employed by oil and gas companies towards influencing consumer choices in Kenya?