EFFECTS OF EMPLOYEE COMMUNICATION DIMENSIONS ON ORGANIZATIONAL COMMITMENT AT KENYA NATIONAL LIBRARY SERVICE

Anne Lydiah Miheso[1]*, Dr. Clive Mukanzi[2]

The Corresponding Author is a Master of Science in Master of Science in Human Resource Management Student at the Jomo Kenyatta University of Agriculture and Technology

miheso.anne@gmail.com

Dr. Clive Mukanzi is a Lecturer at Jomo Kenyatta University of Agriculture and Technology

Abstract: **Employee commitment within organizations is increasingly becoming important. In the world arena, the workplace continues to feel falling communication costs, the growing expertise of knowledge-based work, globalization, and commitment in intra and inter companies. Employee communication is a vital means of accomplishing throughput and maintaining robust working associations in the different hierarchies of an organization. Very few public service organizations comprehend or have adequate knowledge on the management of communication networks that are a backbone of organizational commitment. The primary objective of the study was to investigate the effect of employee communication dimensions on commitment at Kenya National Library Service. The specific objectives involve examining the effect of employee communication mode, communication frequency, communication content and flow of information on organizational commitment at KNLS Kenya. Using Taro Yamane's formula, the sample size was obtained and inferences deduced from the calculated sampled employees' size that included senior managers, middle-level managers, and support staff. Data was collected using a self-administered questionnaire. The analysis of data was done through descriptive statistical analysis by using the Statistical Package for Social Sciences (SPSS). Demographic data were analyzed by using frequency distributions and Percentages with the results presented in charts and tables. Inferential statistics were obtained by carrying out correlation and regressions analyses, to test for the degree of association (correlations) between the variable pairs and their influence on employee commitment. The findings indicated that employee communication content dimension had a significant positive correlation with employee commitment, employee communication flow was positively correlated to commitment, communication mode was highly and positively correlated to employee commitment and communication frequency was minimally positively related to employee commitment. Further, revelations from the regression analysis revealed that only communication mode dimension is a significant predictor of employee commitment when the four predictor variables were measured jointly. From these findings, a conclusion was drawn that employee communication dimensions are closely associated with employee commitment. Therefore, the study recommended that the management of KNLS could use the findings of this study to develop communication practices that encourage commitment within the organization. This might translate to increased innovation, productivity, opportunity, collaboration, and commitment.**

Keywords: **Employee Communication Dimensions, Communication Content, Organizational Commitment at Kenya National Library Service.**

1. INTRODUCTION

Background of the Study

Moving environmental variables, dynamic technological changes and globalization require employees to be proactive, dedicated, innovative, creative, efficient in task performance and committed to the organization for sustainable competitive advantage in the industry (Ibiyeomie & David-Alonge, 2019). Employee commitment, which can be viewed as a mindset, a motivating force, a set of behavioural purposes, impacts several behavioural outcomes (Gould-Williams, 2007). Committed employees are considered as those who share the mutual values and beliefs accepted by the organization, and who trust that their establishments would continually give them opportunities to grow in their career paths. By accepting this tenet, employees remain within the organization and are more inclined to solidify their commitment to the establishment, particularly if they are following a promotion. On many occasions, library employees shift from public to private sector, one job to another and vice versa. This is all in their quest for improvement in their working environment. To prevail upon the uncertainty in the labour market caused by higher rates of employee absenteeism and turnover, organizations are creating plans to keep their valued employees by igniting commitment to their work and the organization (Udofia & Ibegwam, 2019). Carriere & Bourque, (2009) emphasized that workers' satisfaction with organizational communication is a variable influencing commitment. Commitment to work has been established to be greater in establishments having open and constant (Chen, Silverthorne, & Hung, 2006).

Communication is key in the functioning of an establishment and it has been proven that employees dedicate a significant part of their daily chores to gather and distribute information concerning vital issues that include task instruction, role expectation, performance feedback and policy (Akpinar, Torum, Okur, & Akpinar, 2013). Essentially, communication involves an asynchronous exchange of information and hence internal communication is that which occurs among employees and managers (Mishra, Boynton, & Mishra, 2014). Communication is primal in any association. Whether that association is with a child, peer spouse or an employee, it always comes back to the transmission of information, respect, and honesty. Employee/Internal communication is an integral element of advancing transparency in organizations, particularly in the situation of broken trust in business and in the wider world of work which is evidenced by numerous corporate scandals (CIPD, 2017). Employee communication needs to be consistent and clear because the character of organizations and their workforce is ever-evolving, directed by elements that include technology and a range of employment contracts. Organizations can express their support to their employees by considering their perspectives. This will help present prospects for employees to exhibit their abilities and effective communication (SHRM, 2016).

Communication is a crucial component for quality generation in an organization and this quality infuses commitment among organizational members. Organizational commitment leads to efficiency in people management and full acknowledgment of organizational values and objectives. Commitment may be established according to the following aspects: persons or groups; similarity with the individual value system; rewards and the requirement to be away from specific punishments (Da Silva, Veloso, Trevisan, & Dutra, 2016). According to Lubas and Sever (2016), establishing formal and informal communication methods tries to mitigate the challenges faced by library institutions. Accordingly, for commitment to be affirmed, employees should be able to converse with others, should be cognizant of the articles used and the reactions obtained, be aware of substances under examination and adjustments made.

Human resource plays a pivotal part in advancing commitment in organizations, in the face of the main demographic, technological, workforce, and other changes. Bratton (2002) emphasized that companies of the current era should be made up of speedy, flexible and active groups of motivated, passionate, creative and fully self-expressed employees and HRM will have to play a major duty in the organization for the performance of these roles human resource professionals should have: Exhaustive knowledge of business together with HRM functions, the capacity to handle change processes, innovation, problem-solving, the leadership skill to impact the organization, since there are different prospects from various people, there have to be newer roles and newer skills of human resources. Nurturing an atmosphere where employees or stakeholders of an establishment are enabled to express their ideas and understand that their ideas will be considered, will create a stronger, more enabling work atmosphere. This means that organizations should greatly stress on creating more communication satisfaction by the various human resource methods, both at the micro and macro levels in the organization. Therefore, the researchers studied the internal communication determinants of employee commitment at Kenya National Library Service from a Human Resource Management point of view.

The Global Perspective of Employee Communication and Organizational Commitment

Communication is a formidable reagent for creating and supporting trust, the emotional state that is communal among highly committed employees and superiors. Supervisor communication is the link that channels behavioral intent to employees, thereby creating the basis for trust. Organizations with high trust cultures have varied managerial communication practices that bring out encouragement to organizational commitment (Mayfield & Mayfield, 2002). In today's highly connected world, institutions are learning that workers can achieve much more when they are together than they can individually. Traditional ways of developing and implementing the strategy will not work in the future and Communication models are rapidly relocating from a top-down style to a fluctuating top-to-bottom, bottom-to-top orientation (Newman, 2016)

In their research on organizational commitment and communication satisfaction of professional staff of an institution in the US, Bray & Williams, (2017) had three overarching conclusions. Foremost, they concluded that an association existed between organizational commitment and communication satisfaction in an American higher education context. Second, communication environment can forecast normative organizational commitment. Third, affective commitment was high in participants in this study. Technology is playing a large role in enabling employees to communicate. A large number of mobile and digital tools have emerged to assist HR strategize and deliver a diverse employee experience (Shay, 2017). The tools also provide platforms that are used for performance management, goal alignment, learning and further HR process that have been traditionally used.

Staff turnover heightened rates has been a major issue in the management of Chinese employees in joint-ventures in the People's Republic of China. Establishments in China are faced with the predicament of whether it is beneficial to capitalize on their employees in terms of development and training programs and better compensation packages even if their employees will depart from the organizations anyway (Wong, Wong, Hui, & Law, 2001). Wang, (2011) studied the Role of Communication in Enhancing Employees' Organizational Commitment and specifically explored the correlation among social-emotional-oriented communication, work-oriented communication and organizational commitment. The statistics revealed that work-oriented communication is a statistically substantial positive predictor of affective commitment and normative commitment. Additionally, vertical social-emotional-inclined communication significantly predicts affective commitment and work oreinted communication.

In Australia, the significance of improving employee organizational commitment (EOC) is portrayed by the wide-ranging literature that divulges its positive impact on employees' job performance, that reduces turnover and absenteeism rates and enabling employees' adaptability to organizational change (Baird & Blair, 2013). Their study also established that the elevations of employee organizational commitment is varies across management levels, while varied organizational factors, including culture, were associated with the employee organizational commitment of superiors at different levels in the organizational hierarchy. Although there were no variances reported in the level of employee organizational commitment to those observed in the private sector, specific aspects were discovered to be related to employee organizational commitment that were exceptional to the public sector in Australia.

The Regional Perspective of Employee Communication and Organizational Commitment

In Africa, organizations face the same intricacies just like that of the world over. Technology advancement, globalization and the quick pace of transformation are all reagents for amplified intricacy in the business world (Barber & Goold, 2014). Newly established organisations can function at ultimate levels only if employees are committed to the organisation's objectives and all workers accomplish as valuable team members. Similarly, South African organizations face the same difficulties that are prevalent in other worlds and also face exceptional challenges, that include labour unrests, electricity outages, low standards of education and arising debt. Organisations require workers who enthusiastically work even over and above the call of duty and take part in extra-role behaviours (Coetzee & Botha, 2012). Coetzee and Botha, (2012) additionally recognized four categories of behaviour exhibited by committed employees which include loyalty, respect, participation and satisfaction. Accordingly, workers who do not portray these kinds of behaviours, their superiors should be prompted to investigate the lack of commitment.

Additional researches in Nigeria have revealed that failure or victory of any establishemnt relies on the proper performance of its employees. There are also a number of confirmations to support the claim that implies that employees in Nigeria resist recognition with and emotional attachment to and including the involvement in a certain organisation

(Oyelere, Opute, & Akinsowon, 2015). This assertion can be drawn from within the Economic & Financial Crimes Commission (EFCC) report in which it emphasized in its December, 2014 report sheet that downwad economic development trends in the country are as a result of lack of organisational commitment among the civil servants (Oyelere, Opute, & Akinsowon, 2015).

Metwally, (2016) found out that job satisfaction arbitrates connections between Human Resource practices and organizational commitment. In her study of discovering the association between HR Practices and Organizational Commitment in Egypt, it was also found out that HR practices and organizational commitment were positively influencing the three types of commitment (affective, continuance, and commitment). The research also provided indication that demographic aspects cause diversities in workers' observations of HR practices, job satisfaction, and organizational commitment.

The Local Perspective of Employee Communication and Organizational Commitment.

Syallow, Mberia, and Bosire, (2017) studied employee job satisfaction and how it was influenced by organizational communication in the telecommunication industry in Kenya and found out that in Kenya Organizational communication is an important tool that can be applied in the enhancement of job satisfaction in organizations. They further put out that Communication flow inspires employees to participate in developing guidelines to be applied in the establishment and ultimately enables the acceptance of the same. An open-door policy where workers have freedom in communicating honest feedback to their colleagues and management should be highly encouraged. This will not only bring job satisfaction, but also encourage innovation. In addition, workers may be obliged to an establishment and indicate loyalty when their view is that the management cares about their welfare (Mukanzi et. al, 2014).

Maina, (2016) studied the effect of employee structural empowerment on commitment in the organization in the Kenya Civil Service. The study postulated that organizational commitment is a substantial component of staff retention and is vastly linked to actual staff turnover and intent to leave. As a result of an absence of commitment in the public service employees, the sector has been distinguished by a migration of workers into the private sector and other employment opportunities. The study further concluded that correlation amongst the variables was positive; access to information and organizational commitment where employees are afforded expertise and methodical skills to complete their tasks, comprehension of organization policies, take part in decision making process and having access to adequate and relevant information that is core to the objectives and organizational goals.

Employee Communication and Organizational Commitment at Kenya National Library Services.

Service delivery organizations are under tremendous pressure to work in a dynamically changing environment, with continually changing events that have a wide-ranging impact on the organization. Latest researches that involve communication reveal that it correlates positively along other organizational outputs that include organizational citizenship behaviours, performance, organizational commitment and job satisfaction (Husain, 2013). To build a strong bonding with members of the organization, organizations need to hear them and communicate effectively hence a two-way communication (Sadia et. al., 2016).

Kenya National Library Service (KNLS) Board is a constitutional organization founded by an act of parliament of the Government of Kenya. The Organization's purpose is to create, allocate resources, grow and support libraries in Kenya. The institution's operations are regulated by the The State Corporations Act Cap 446 of the laws of Kenya. KNLS recognizes that knowledge is a basic commodity in everyone's life, as it directly responds to their needs, through individual and community empowerment. The organization has the appropriate capacity and structure for effective information service delivery. It has a network of 58 branch libraries across the country. The Board of Directors of KNLS supervises the operations and management of the libraries and ensure that the interests of the organization and all its stakeholders are promoted and protected. In discharging this duty, the Board delegates the daily running of the organization to the Chief Executive Officer. The Board is guided by the KNLS Board Charter in all its undertakings (KNLSBoard, 2012-2017).

It is a must for organizations to communicate clearly and company goals and strategies regularly so that they may be competitive. Companies must not depend solely on traditional models, instead, they must resonate in real-time (Newman, 2016). The conventional ways for communication and approach (the top-down approach) will no longer apply in today's world and businesses of this era are increasingly globalized and engage change through multiple platforms.

Udofia and Ibegwam, (2019) researched on the stages of organizational commitment among librarians in University libraries and through visits to some university libraries, their study found out that organisational commitment is correlated to whether and for what motives workers stay with their organisation, it is of vital importance that more devotion be made to both human and organisational factors in the university library sorrounding that could possibly affect the commitment of librarians. Accordingly, since the increases rates of transfers, turnover and job mobility are related to low commitment, increased attempts should be made to advance higher heights of commitment amongst library workers in order to improve retention, staff loyalty and utilisation. The KNLS SWOT analysis reveals that librarians undergo minimal levels of commitment as revealed by the high rates of absenteeism and turnover.

Internal Communication is a basic pillar for KNLS to accomplish its set goals and objectives and there must be a flow of information and knowledge from one library/ department to the other or between individuals and also to the customer. SWOT analysis on KNLS identified the following threats; obsolescence of equipment and assets due to change in technologies, poor reading culture and environment, brain drain and high staff turnover among others (KNLSBoard, 2017). These threats are as a result of lack of commitment and are likely to affect communication, creativity, innovation, service delivery and eventually the performance of the overall organization. KNLS's mission of "To enable access to information for knowledge and transformation of livelihoods" will be jeopardized with the threats observed in the SWOT analysis.

The keen interest in employee commitment is largely due to the strategic and competitive importance of human resources. Consequently, for organizations to prosper, they should rely more and more on motivated and efficient employees, who stay with the company in all the good and bad times, those who appear at work and put in all their time, effort and energy, and those who protect organizational assets and influence the achievement of organizational goals (Coetzee & Botha, 2012). When workers are of the opinion that communication is carried out inappropriately, the process of communication could advertently damage and distract internal relationships. Additional advantages of internal communication depend on applicable messages getting to the employees in constructs beneficial and acceptable to them (Welch, 2012). Haddud, Dugger, and Gill, (2016) confirm that Internal communication provides prospects for organizations to foster collaboration and coordination among employees, to encourage employee commitment and finally contribute to organizational development and achievement of goals.

Statement of the Problem

Revelations of the SWOT analysis on the KNLS Strategic Plan (2016/2017) identified the following weaknesses and threats; passive organizational culture, employee apathy, inadequate creativity and innovation, resistance to change, brain drain and high staff turnover among others. According to Bhatti, et. al, (2016) where workers derive satisfaction from their jobs and are committed to the organization then their intention of leaving the organization will be lessened. Further studies also give evidence of the presence of a strong relationship between organizational commitment, job satisfaction and turnover intention. Throughout the world, we do acknowledge that change is inevitable and is a constant factor that affects all organizations, whereas, employee communication is the foundation for the individual worker and groups to comprehend their organization, to know what it is and what it means. Communication is essential to deliver relevant information and to require that the workers do something better. Communication will similarly encourage a sense of belonging among workers which is critical in fostering cohesiveness and commitment between workers (Raineri, 2011). Basing on the data above, these threats and weaknesses raise a signal and concern that subsequently contribute to a weak link involving communication and employee commitment in the organization. Information has a crucial element in any communication system hence the need for KNLS management to initiate practices that will ensure that communication enhances employee commitment. The quality of service afforded to clients is partly as a result of the commitment employees have that is reflected towards their employer (Welch, 2012). Communication is a noteworthy element of employee commitment to an establishment. Organizational communication occurs in various ways and includes both external and internal audiences. This research therefore emphases on internal communications from the viewpoint of Human Resource and internal marketing and their relationship to an employee's views of the organization they are employed in. This study investigated and examined the contribution of employee communication dimensions on commitment at Kenya National Library Service. Re-orienting an organization's internal communication framework to a dialogue based and employee-centric approach can deliver transparency, collaboration, knowledge sharing and employee commitment (Carnegie, 2013).

Research Objectives

i) To ascertain the effects of communication content on organizational commitment at Kenya National Library Service.

Research Hypothesis

.H_{O1}: There is no significant relationship between communication content and organizational Commitment at Kenya National Library Service.

Significance of the Study

Employee communication and organizational commitment has been part and parcel of research for a long time. The essence of organizational commitment study looks like it is graduating from one of conducting research within disciplines, departments and institutions to more fertile areas requiring affiliations across disciplines, departments and institutional context especially government institutions like KNLS. It is important to view that regardless of the growing appreciation of the practice of communication in the various organizations, currently resources assigned to internal communication are considerably lower than other areas of the organization. This study is therefore necessary and beneficial to and for the following purposes

KNLS Management.

This study is necessary to aid KNLS management in evaluating the importance of employee communication on organizational commitment and in line with their accomplishments with regard to productivity, competitiveness, teamwork and return on investment. Communication stresses the need to view communication as a management instrument by ways of which strategic goals are disclosed and attained. Furthermore, by providing this strategic information, it heightens the line of sight, meaning that workers comprehend how their activities are related to and contribute to achieving business results. KNLS leaders should come clear on the administration of communication. This comprises of a process that is continuously aimed at developing commitment towards business strategies and ensuring that employees visibly appreciate how they can assist in achieving these strategies from their own work. KNLS shall also be in a position to understand the various communication dimensions that include communication mode, frequency, content, and flow which will help in improving organizational commitment. However, on a more specific basis, this study is anticipated to provide practical and theoretical remedies to the management of Kenya National Library service as an institution and the entirety of its staff; this does not limit its use since it will also contribute to the general academic bank that already exists.

It is with an open understanding that libraries are operating in the era of limited resources, where competition is the order of the day, people are experiencing different challenges which eventually culminates into complex issues that require better understanding relationships and commitment. This, therefore, makes it difficult for the library leadership to demonstrate library value to the public, financial insecurity and employee professional development. It is for this reason that this study identified the current organizational framework in libraries and the challenges they come across to enhance collaboration in relationships, leadership, advocacy, services, planning and organizational commitment.

Policy Makers

The study also provides policymakers at the executive level with sustainable options to revise policies related to HRM practices for employees' communication such as policies on employee communication content, flow, mode and frequency for effective organizational commitment. This enables organizations to employ strategies to follow if need be to attain supportable competitive advantage through employee commitment instead of focusing on the mere competitive advantage which all organizations in the same industry are capable of. Policymaking at the executive level trickles down to the operational level which implements the policies by ensuring that they identify the communication needs of employees and ensuring adequate feedback to the employees. The findings of this research also help organizations develop policies that focus on the creation of good commitment enablers and the environment for the employees.

Human Resource Professionals.

Specialists in the Human resource field will have adequate information while guiding different managers on the practices to put in place so as to gain a positive effect on employee's communication which in the long-run will help them realize improved commitment. Every organization has a set of practices they follow when determining the greater effectiveness

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of organizational commitment. Through this study, the HR professional are in a position to give proper guidance to the organizational managers as they carry out their duties.

Researchers and Academicians

Conclusively, this research is of immense advantage to researchers and academicians who would like to pursue employee communication and organizational commitment study in that there is exceptional low local data in this particular field. The study is also of immense significance to these academicians and researchers as it provides some research gaps that give room to other researchers in the same field. The study is expected to generate new knowledge and new models.

Scope of the Study

This paper focused on the effects of employee communication dimensions on organizational commitment at Kenya National Library Services. Employee communication dimensions of content, flow, mode and frequency are the independent variables and organizational commitment the dependent variable. The study aims to survey the Kenya National Library Services employees. KNLS has a setup of 58 branches and 675 employees spread countrywide (KNLSBoard, 2017). The sample of employees obtained from the population was a representative of the employees targeting all the library branches in Kenya. The research was done in Western Kenya Region and the Headquarters in Nairobi due to convenience, accessibility to the respondents, time and resource availability. This is of the essence because the Headquarters is the center of all management communication flowing Top-Down.

Limitation of the Study

A number of limitations were observed in the research. For instance, the study in itself was limited on the reference materials especially in the local scenario. The researcher used literature from developed and other developing countries like Nigeria aand South Africa in order to obtain more insight to the study.

Some respondents were not cooperative in the sense that they were reserved and therefore chose to complete some questions in the questionnaires though the number was very minimal to affect the entire response rate. However the assurance on confidentiality had been stated on the questionnaire. The study used the Likert scale to measure the responses and this created a mono bias challenge which is a threat to validity, moreover, the possibility of getting same response is high.

2.   LITERATURE REVIEW

Theoretical Review

The study considers theories related to employee communication which involves information dissemination and relationships at the organizational level. The theories used are Social Identity Theory (SIT), Systems theories of communication and Commitment Theory.

2.1. Social Identity Theory (SIT)

Initiated and advanced by Tajfel (1978) and Tajfel and Turner (1979), the Social Identity Theory (SIT) tried to explain intergroup discrimination psychologically. In furtherance to that, Tajfel explained that people apportion emotional ideals amongst themselves according to knowledge of themselves inside the groups they are in and they compare other groups with the group they are in. This led to Tajfel and Turner proposing that the concerned people in these groups describe themselves and are described by others as members of that particular group. In view of this, a collection of people who distinguish themselves to be part of the same social class, have in them some similar emotional traits that describes themselves and arrive at some level of agreement of the assessment of their group and of the inherent membership of it. Haslam et. al, (2009), propounded on the Social Identity Theory by explaining that our sense of who we are is heightened by the knowledge that we fit into certain groups and additionally that we are distinct from members of other groups. The Social Identity Theory was also explained by Boros (2008) as being that portion of a person's self-concept that emanates from the awareness of his/her association to a social group together with the emotional status and values devoted to that membership. Accordingly, Jones and Volpe (2010) propose that Social Identity Theory people categorize each other and others into several social classes such as, gender, age groups, race, organizational membership or spiritual association and assess their involvement in those specific groups according to social roles and role relationships. Other studies such as

that of Todd and Kent (2009) assessed elements of employee behaviour according to Social Identity Theory. Largely, the concept hypothesizes that in organizations, individuals categorize themselves into social groupings such as individual traits and thus giving them uniqueness that results into positive implications that include commitment. In this study, the social identity theory is the basis for relating employee communication to organizational commitment.

Empirical Review

This section reviewed the study variables as outlined in the conceptual frame work in this proposal. These variables are communication content, flow of information, communication mode and communication frequency

Communication Content and Organizational Commitment

Superiors in organizations must be cognizant of the particulars of the communication process and assert themselves on effective communication (Nazari & Nurbakhshian, 2016). The subject matter of communication and orientation communication has two sides, each of which covers a strategic nature utilized by the originator to control the approach of the receiver as well as the flow of information (Davardoost & Javadi, 2018). According to Farace, Monge and Russel (1977), the three main facets of communication content are innovation-related, task related and maintenance-related (social issues maintaining human relations). Various organizations have an internal communication strategy to keep communication within the business itself. Such strategies are applied in the determination of what informatioin is to be shared as well as how that information should be presented (Kibe, 2014).

Organizations are trying to institute relations with the environment and adjust to ever changing, uncertain and competitive conditions by strategizing the information they gain from their environment and transfer to information processing centers of their organization (Ince & Gul, 2011). Information is the most powerful tool and a requirement for success in management and for the competent and successful running of an organization (Dzamtoska, Mattievska, & Denkova, 2013) a directive consists of provision of procedures and direct supervision of imposed procedures while indirect is practiced in cases of expedite changes in the organization to mobilize the organization and use of canals of communication. Extremely large amounts of information shared often creates problems for employees. Employees want to get enough information that will minimize uncertainty however the type of information and the way of transmission is a key determinant (Chimielecki, 2015).

Information overload, many at times, hinders pertinent information which will secure and obtain the most productivity from getting to employees (Chitrao, 2014). According to Hao and Yazdanifard, (2015) superiors always have a clear visualization for the organization and can thus easily pinpoint issues and obstacles that are in their way and the objectives of the organization. Instituting employees as associates of an organization embraces the readiness of the managers to hear controversial issues of the organisation. Organizational workers ought to be afforded chances to talk about their issues, concerns and to make suggestions (Constantin & Baias, 2015). "Sensemaking" therefore becomes a vital issue for management to accomplish so that they may manage change successfully, consequently making staff engagement in the change effort necessary as it can point in the direction of the necessary sense-making (Georgiades, 2015). More often employees decide how, if and when to show their opposition by relying on filtration of information that takes into account personal, relational and organizational factors (Kassing, Piemonte, Goman, & Mitchell, 2012). For this view, information ranges from large data shared by many users to a sentence exchanged between two team members. If information is not shared, its meaning and importance will not be known (Mallard, Otley, & Seaman, 2014). Echaaobari, Victor, and Inunda, (2018) assert that collaboration requires great courage and much consideration because it contains the ability to utilize effective or active listening, challenge situations in a non-confrontational way, study input and identify the underlying concern hence stimulating commitment.

Regular updates and two-way exchanges are necessary via multiple channels and this cannot go without mentioning the 7Cs of communication. As reviewed by (Temitayo, Adedayo, & Okafor, 2018) the 7Cs include Completeness; where all facts are conveyed to the audience, this aids in the making of decisions by the reciepient of the message as they obtain the required and important informaton. Conciseness; helps to highlight the main message as it avoids the use of extreme and unnecessary words; Consideration, the message is modified to adapt to the audiences' needs while making the message complete. The communication strategy should be originated and sanctioned by upper management with the contemplation of employees' opinion, Clarity; includes the application of appropriate, exact and concrete words. Courtesy; the message ought to be sincere, enthusiastic, polite, reflective, judicious, and reflective, Correctness; this looks for the accurateness

and precision of facts and figures as used in a message, Concreteness; infers clarity rather than being fuzzy and general to avoid misinterpretation.Equally, just as it has been highlighted by (Chege & Ombui, 2014), information should be made clear and effectively abriged; make clear reponsibilities and expectations by noting down messages to obtain specific response from specific audiences; give out convincing, influential opinions and recommendations by portraying to the readers and listeners how they are going to gain from feedback of the messages sent to them.

Conceptual Framework

A conceptual framework is a methodical instrument with various distinctions and contexts that helps to organize ideas and deduce conceptual distinctions (Foreword, 2013). The dependent variables try to stipulate the effect that is brought about by the effect of the independent variable (Sheilds & Rangarjan, 2013). Independent variables are those that a researcher uses for the purpose of establishing their effects on the dependent variable. This illustration is presented in Figure 2 showing the two types of variables.
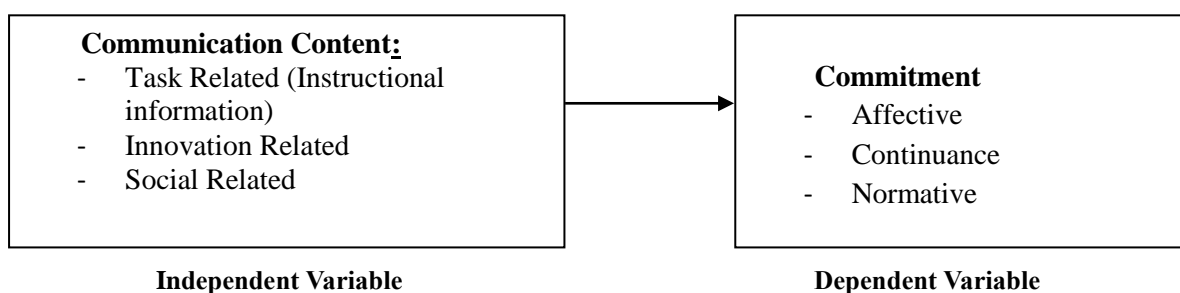

Communication Content:	**Commitment**
- Task Related (Instructional information)	- Affective
- Innovation Related	- Continuance
- Social Related	- Normative
Independent Variable	**Dependent Variable**

Figure 2.1: Conceptual Framework.

Critique of the Existing Literature relevant to the Study

Kyriazis and Massey (2008) focused on the Effects of Formal and Informal Communication between Marketing and Research & Development Managers during New Product Development Projects. Their findings were that firms wishing to improve their new product development results should not only concentrate on growing formal communications amongst departmental managers involved in the product development process but also, an increase in informal communication is of vital importance. Both instances of communication achieved an improvement in new product development outcomes. Interestingly, the informal communication had a much greater effect on commitment and collaboration during new product development than formal communication. Hence whereas new product development systems may enhance outcomes through increased formal communication flows, collaboration during new product development is best achieved via informal contact. In the study, the hypothesized model of Marketing/R&D, CFRs were tested using a sample of projects conducted in Australia. They used Research and development Managers as key respondents looking at their relationships with the relevant Marketing Manager. They conducted a Partial Least Squares (PLS) method to estimate the structural model. The constancy and implication of the parameter estimates were established by calculating t-values using 500 bootstrap samples. All 6 hypotheses as constructed were supported indicating that both forms of communication play important roles in the New product development process. Informal and formal communication on collaboration had a positive hypothesis with Betas 0.228 and 0.302 respectively.

Massey and Kyriazis (2007) dedicated their study research to investigating the Interpersonal Trust Between Marketing Managers and R&D Managers during new product development projects. Interpersonal trust was conceptualized with affective and cognitive components and applied Weber's bureaucratic dimensions of formalization and centralization to analyze the three communication dimensions of communication quality, frequency, and bi-directionality. These dimensions were applied in the prediction of effect and cognitive-based trust and the result on supposed relationship effectiveness.

Their hypothesized measures and model were researched with the application of partial least squares. Data was provided by Research and Development executives in Australia who were giving feedback on their functional association with other line managers in the course of a product development project. The results revealed the forms of communication that aided in the building of interpersonal trust. The effect that was most evident was obtained from communication quality to cognition-based trust. The second-most strong influences were resultant from bi-directional communication, recognized as a firm predictor of affect-based trust, and a lesser forecaster of cognition-based trust.

Brosig, Ockenfels, and Weimann (2003) focused on How Communication influences cooperation in a Social Dilemma. The researchers looked at whether unidirectional communication supports cooperative outcomes and if bidirectional communication is essential. The study found out that Unidirectional communication technology means are ineffective on their own for the enhancement of cooperation in even small groups that had been experimented on. They concluded that the accomplishment of coordination efforts depended on the precise communication medium and the inclusion of bidirectional means. Bidirectional means of communication are useful in bringing people closer just like in a physical sense. The most important item was medium that provides bidirectional communication which was face to face communication particularly audio and identification combined.

Brosig, Ockenfels, and Weimann (2003) conducted research sessions consisting of three stages; communication, game phase and training. In the communication phase, seven treatments were run which only varied according to the communication opportunities. The experiments were performed in sound proof compartments that were installed with audio and video-conferencing systems. These were linked by separable video and audio network. The goal was to decompose the cooperation enhancing the effect of communication.

Johlke and Duhan (2000) conducted a study on finding the relationship that existed among four supervisor communication practices and service employee job performance, job satisfaction and facets of ambiguity. With regard to communication content, the supervisor's application of indirect communication content was issued a negative hypothesis to relate it to service employee ambiguity that concerned customers and the supervisor. The outcome of the investigation was that supervisor use of nonforceful influence strategies, which is basically founded on information sharing and influence, is concerned with decreased service employee ambiguity as regards the manager's expectations. However, the use of indirect content has no association with a reduction in service employee ambiguity regarding customers. Accordingly, managers may highlight the use of indirect communication to acquaint service employees with issues concerning the manager.

The gathering of data was carried out by means of questionnaires. Data were collected from service employees of a firm located in the United States to examine the hypothesized relations. The uni-dimensionality of each variable was instituted through a confirmatory factor analysis by the use of LISREL 8.10. The whole batch of items substantially packed on their assigned concept (standardized path estimate > 0.40 and t-value > 2.0) and this indicated convergent validity. By way of an iterative process, items with a convergent validity were separated and omitted, and the resultant measurement model adequately fit the data (Comparative Fit Index [CFI] = .92, root mean square error of approximation [RMSEA] = .08).

Limitation of Various Studies

Internal communication is perceived more as being a management term yet indeed communication has a personal oriented approach that is critical for the purpose of managing communication between people. Communication is not only about information exchange and flow, but about the collaboration amongst personalities (Sergeeva, 2018) and stimulation of commitment efforts. Brandes and Darai, (2014) cite that, a key implication of the top-down communication is that any other kind of information communication e.g. adjustments in an organization's goals or vision is not relevant for employee performance. This is a selective perception that contradicts (Siburian, 2013) where communication is seen as an element very crucial in the organization that it constructs relationships between its member and other groups that enable it achieve the necessary cooperation in order for it to achieve its objectives.

Continuous delay by staff in obtaining information may result in improper administration in coordinating organizational activities (Nebo, Nwankwo, & Okonkwo, 2015). This is quite true but as advised by (Demaria, 2016), most companies that are focused on internal communication only disseminate information on an as-required basis. The frequency of information dissemination depends on the corporation's activity in the news and the community hence the more frequent information one gets, the more inspired and committed he/she is likely to be.

Most research adduce that formal communication depicts a one-way system of communication which actually paints a picture of selective communication which does not influence the free flow of information. Systematically, the structure of the organization causes the management and flexibility for the purpose of collaboration very challenging (Perini, 2015). On the other hand, many researchers encourage open communication with low or no control to enhance participation from individual employees. Arrowsmith and Parker, (2013) argue that Human Resource is not blindly ensuing a 'unitarist' agenda in quest of management goals around performance, rather it involves a certain degree of support for workers who

can challenge norms and habits around work organization and management agency. Internal communication is a chief catalyst of employee engagement and commitment (Iyer & Israel, 2012).

Most of the available literature does not include explanation of how employee communication elements can affect Commitment in public organizations especially Library services. This poses challenges in the comparison of Employee Communication and its effects on commitment in Kenya and those performed all over the world. Although communication and its importance have been emphasized, many studies just explain on the communication process and focus on the various forms of communication that are applied in organizations. Owoeye and Dahunsi, (2014) performed a case research on the function of communication in effective service delivery in libraries and information centers in Ekiti State University Library, Nigeria. The research aimed at finding out the flow of organizational communication, method, impact, and barriers to communication and staff perceptions about communication at the library. The research applied a descriptive survey research design to analyze the role of communication in effective service delivery in libraries and information centers. The study established that effectual communication enables subordinates to participate in work, reduce conflict and frustration and encourages the spirit of cooperation that enables a better understanding of the task to be accomplished. The study further pointed out barriers to communication as being poor educational background, poor expression, inferiority complex and faulty translation of messages. The study concentrates on general organizational communication and it still does not explain how employee communication affects employee commitment at the library.

In other Employee/Internal communication studies, many researchers have emphasized the importance of this tenet relative to employee motivation, employee job satisfaction, employee engagement, commitment and organizational performance. Extensive support of the significance of internal communication is brought out by Louhiala-Salminen and Kankaanranta (2012). The researchers referred to employee/Internal Communication as being significant for the betterment of workers and subsequently, for the performance of the organizations with which they work. They also brought out that Employee/internal communication is a substantial driver in the effectiveness of an organization through knowledge sharing that enables employee throughput, satisfaction, including the progressive contributions conversant staff can contribute to an organization's external public relations efforts. The studies do not portray clarification of how communication as a process can contribute to employee commitment in public organizations.

Research Gaps

Johlke and Duhan, (2000) researched on an Integrated Model of Sales Managers'Communication Practices. Existing research clearly points out that human communication is multidimensional and cannot be comprehended by looking only at one concept. Therefore, their understanding of the effect of supervisory communication practices is limited to the fact that it utilizes only two dimensions of communication. This research attempts to cover a multidimensional approach analyzing communication into four dimensions of communication frequency, communication mode, communication direction/flow and communication content. These characteristics have not been previously examined under communication practices and commitment. Technical and methodological proficiencies are represented properly and minimal attention emphasized on the development of social competences and communication practices (Brocke, 2011). There is a great need for additional evidence to support employee communication dimensions and their influence on organizational commitment.

In his study Communication: The Key to Collaboration between Special and General Education Teachers, Slatoff, (2014) discovered that there are disparities in the literature on the type of communication that must be undertaken between teachers for them to collaborate. Most studies emphasize the need for communication; however, no specific practices are provided beside the normal communication. His study has implications for additional research on issues such as the use of technology and other communication tools to allow instant communication between teachers on issues of immediate feedback.

In their study Valuing internal communication; management and employee perspective, (Ruck & Welch, 2012), indicate that there is a gap between theories and practice in that the reviewed assessment does not specify change issues, there is a lot of use of newsletters over practice and feedback is not assessed. Further, they state that the themes specified do not form a complete theory of internal communication and so the gaps are evident between theory and practice. This study therefore tries to seal the spaces between the theories and actual practice of internal communication between employees and management.

3. RESEARCH METHODOLOGY

Research design

A research design is a plan that consists of approaches and procedures that guide the collection and analysis of data for the purpose of examining the research questions in a cost efficient way (Mugenda & Mugenda, 2003). The research assumed a descriptive survey research methodology using quantitative approaches to establish the effect of employee communication on organizational commitment at the Kenya National Library Services. The design is fitting for this particular research because it permits the gathering of evidence for dependent and independent variables by means of structured questionnaires (Zikmund et al., 2010). This research design enabled the researcher to collect information, summarize, interpret and present it to be used in explanations.The quantitative research design approach highlights measurement and data examination in numerical form and thereafter obtains descriptions, and thus emphasizes on the procedure, methodology and statistical measures to test hypotheses and make predictions (Waiganjo, Mukulu, & Kahiri , 2013). Additionally, the quantitative approach endeavors to create accuracy by concentrating on data that can be calculated into pre-arranged classes and exposed to statistical analysis (Simiyu, 2012).

Target Population

The target population is the bigger population that the researcher would like to ultimately take a broad view of the outcome of the study (Crowther and Lancaster, 2012). The target population is the whole group of persons, objects or events that are similar in one aspect or have a common observable characteristic. There are 13 departments at KNLS which consist of 675 employees (KNLSBoard, 2017). The target population consisted of the entire staff of the libraries in Western Kenya and Nairobi. The libraries in Western Kenya include Kimilili, Lusumu, Kakamega, Kisumu and Eldoret, while Nairobi has all the administrative departments that include ICT, HRM, Planning, Research and Development, CD & BD department, Marketing and Corporate communication. This totaled to 156 employees (KNLSBoard, 2017).

Sampling Frame

A sampling frame is a record of all items that an illustrative portion is obtained for the reason of obtaining a representation of the whole for research purposes (Waiganjo, 2013). This sample frame allowed the researcher to draw an equitable sample where all participants of the population get an equal chance of being nominated from the sample. The sampling frame for this research is a record summing up the employees in the 13 branches of the Kenya National Library Services who work in Nairobi Headquarters and Western Kenya branches.

Table 3.1: Sample Frame

Department	Staff
Finance	10
HR	12
Supply Chain	7
Research & Consultancy	3
Public Relations	4
Marketing	10
Resource Mobilization	9
Projects	3
Planning	5
Administration	20
Internal Audit	2
ICT	3
Library	68
Grand-Total	156

Source: KNLS Strategic Plan (KNLSBoard, 2017)

Sample Size and Sampling technique

A sample is a section, part or portion of the whole population of relevance. Sampling is used to increase knowledge of some attributes or traits of the larger population founded on the attributes of the sample (Zikmund et al, 2010). A stratified random sampling methodology was applied for the purpose of ensuring the depiction of the numerous subdivisions in the population sample. With stratified sampling, the population is apportioned into sub-populations that are independently more similar to the whole population. These sub-populations are called 'strata' and a selection from these strata constitute the sample. In stratified random sampling, items are chosen so that the subgroups are reproduced in the sample (Tracy, 2012). The study divided the population into 13 departmental strata.

Sample Size

According to Collins and Hussey (2014), a sample size represents the quantity of subjects in the respondent group defined by the range of the study and established on accuracy rate and confidence level. The researcher obtained a sample size of 112 from a targeted population of 156 employees to represent the whole population. From the target population of 156 Taro Yamane (1967), sample size formula modified by Kent and Myers (2008) as cited in Etuk and Akpabio (2014) was used to select a sample size of 112 employees as shown below:

$$n= \frac{N}{(1+Ne^2)}$$

Where

n = sample size,

N = population size, and

e = Margin of error (MoE), e = 0.05 founded on the research condition.

n = 156/1+0.03875

n=156/1.6875 =111.7

n=112

However, since the sampling frame targets a stratified sample of thirteen strata, it is vital to choose the sample by proportional allocation whereby, the sizes of the samples from the numerous strata are kept relative to the sizes of the strata (Kothari 2013). This means that if P represents the proportion of population contained in the first stratum 1, and n signifies the total sample size, the number of participants chosen from stratum 1 is n. P1. Therefore, since our sample size n=112 with a target population size of N=156 divided into 13 strata, the sample size for different strata will be as follows:

Table 3.2: Sample Size for Different Strata

Department (Stratum)	Stratum Population (I)	The proportion of total Population (P) in %age	Participants in Stratum (Pn)
Finance	10	6%	7
HR	12	8%	9
Supply Chain	7	4%	5
Research & Consultancy	3	2%	2
Public Relations	4	3%	3
Marketing	10	6%	7
Resource Mobilization	9	6%	6
Projects	3	2%	2
Planning	5	3%	4
Administration	20	13%	14
Internal Audit	2	1%	1
ICT	3	2%	2
Library	68	44%	49
Grand-Total	**156**	**100%**	**112**

Source: KNLS Strategic Plan (KNLSBoard, 2017)

Proportional allocation is the most effectual and best model when the charge of choosing an item is equivalent for each stratum, there is no dissimilarity in within-stratum variances and this is to approximate the population worth of some characteristic (Kothari 2013).

Sampling Technique

Stratified random sampling was applied in the initial sampling stage since the population of each stratum consists of 13 departments. According to Kothari (2004), if the population where a sample that is to be obtained does not consist of a consistent, similar group, a stratified sampling procedure is administered to come to a representative sample. In this procedure, the population is divided into subpopulations whereby sample items are selected from each stratum.

Research Instruments

Data collection instruments are the tools used to get data in a study or the techniques employed to collect research data (Kumar, 2011). Data was gathered through structured questionnaires.

The study relied on primary data that was obtained by application of questionnaires to the respondents. One questionnaire was issued to all of the target individuals in the sampled departments to generate quantitative data. The questionnaire was in the form of structured statements, Matrix questions and contingency questions (Likert scale-like). Respondents were presented with a descriptive statement on a 5-point Likert rating scale to value the many indicators of variables by scoring. The lowest value of 1 is to -Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly agree with each of the statements about Kenya National Library. Questionnaires were suitable for this research because administering of the questionnaires to individual's aids in establishing rapport with the respondents while presenting the survey (Satirenjit, Alistair & Martin, 2012). Questionnaires deliver the explanations needed by the researcher and they can even be collected immediately they are completed. The collection of data involved the issuance of the research questionnaires to all selected 13 departments of KNLS. Secondary data was obtained through the review of KNLS manuals and reports. It was also obtained through the KNLS website and additional types of documents whose origin can be verified.

Data Collection Procedure

The Data Collection Procedure portrays the trail to be tracked when administering the research instrument, the questionnaire. Before administering the questionnaire, the researcher acquired consent from the university in form of an introductory letter which was submitted to the heads of departments for the aim of collection of the required data from the respondents. The questionnaires were distributed through self-administered questions and couriered back to the researcher which helped to ensure reliability, clarification, accuracy, and efficiency. Follow-ups and reminders were done through telephone calls and personal visits by the researcher. The questionnaires were spread out to the chosen employees who completed and returned the same to the researcher for analysis and tabulation of the findings. The questionnaire included guidelines on the best responses to the questions. The instructions also entailed the specification of the degree to which the respondents agreed, disagreed, or were neutral about the statements of constructs that was used to describe research variables. The questionnaires were used because of the ease of administration

Pilot Test

This is a strategy that is implemented in the testing of questionnaires using a reduced sample as linked to the planned sample size (Sincero, 2012). It was considered wise to carry out a preliminary or feasibility study before the main study. The questionnaire was pretested to assess understanding, time taken, reliability and validity of the instrument. This was done to ensure the goodness of the study design. The questionnaires were piloted at KNLS Kakamega Branch. The pilot study involved 10% of the size of the sample population (Kothari, 2004). This meant that 11 respondents participated in the piloting of the data instrument.

Reliability

According to Crowther and Lancaster (2012), reliability quantifies the extent that reveals a research instrument generates steady outcomes after frequent trials. The pilot test results were subjected to a reliability test to measure the internal uniformity of the study elements in the survey questionnaire. The reliability coefficient of the study questionnaire was measured using Cronbach's alpha (α). The study used SPSS. The Cronbach's alpha coefficient has a scope of between 0 and 1 with higher alpha coefficient values being more reliable. As a general rule, an acceptable alpha ought to be at least 0.70 or above. A questionnaire that has a good internal consistency needs to have a high alpha coefficient.

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Cronbach alpha is the most normally applied coefficient of internal consistency and its computation is as follows;

$A = k/k-1 \times [1 - \sum (S^2)/\sum S^2 sum]$

Where:

α= Cronbach's alpha

k = Number of responses

$\sum (S^2)$ = Variance of individual items summed up

$\sum S^2$ sum = Variance of summed up score

Table 3.3: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.944	.944	46

Validity

The validity of a test is the precision and importance of inferences that are founded on research results. It is the extent that portrays how results from a study actually represent a phenomenon from the study (Picardi & Masick, 2013). A valid instrument is one that quantifies what it is planned to measure and correctly attains the purpose that it was designed for (Patten, 2004). In order to give the survey instrument additional content validity, a pre-test was done by issuing the instrument to four HRM experts to give input and suggestive feedback on survey items. These experts were senior staff that had worked in the HRM sector exceeding five years. They were requested to evaluate the items for meaning, relevance, and clarity. Once their responses had been obtained the data collection instrument was adjusted appropriately before beginning data collection. Validity of the content of the instrument is founded on the degree to which a measurement indicates the specific intended domain of content. In this study, this was confirmed by devising the instrument in line with the research variables and their respective indicators of measurement (Patten, 2004). In order to give the survey instrument additional content validity, a pre-test was done by issuing the instrument to HRM experts to give input and suggestive feedback on survey items. These experts were senior staff that had and experience exceeding five years in the HRM sector. The study also relied on a wide choice of suitable literature, opinion of experts and instruments that have been developed in other related studies.

Data processing and analysis

Processing and examination of data permits the researcher to consolidate data collected during the research for the purpose of evaluation and assessment of the findings to come to some sensible, valid and significant conclusion (Kothari, 2004). It also allows a researcher to understand and digest a huge quantity of data and communicate their characteristics in a research study. Data processing involves collecting, converting and modeling data so as to discover the required information. Data processing involved five steps. The initial step was to assign a number to each questionnaire and check on completeness of the data that had been input while checking on errors and rectifying as appropriate. Thereafter, numerical values were assigned to each response. The third step was to enter data into the Statistical Package for Social Science (SPSS) in readiness for analysis. After entering data into the SPSS, data cleaning was performed to eliminate irrelevant responses. The final step was done using descriptive statistics and multiple regression analysis.

Data Analysis.

Data analysis is the method of using statistical and logical techniques to designate, illustrate and evaluate data. Statistical computer software (Statistical Package for Social Sciences) was used in data analysis; that is in the tabulation of data and performing several statistical computations.

Quantitative Data Analysis

Quantitative analysis involves numerical analysis that concerns data collection, classification and then calculation with the application of statistical methods. It pursues the knowledge of the existence of events and then defines them using

statistical methods. It is also concerned with quantities that can be measured such as length, temperature, speed, weight, length, width, and other (Madisha, 2018). Quantitative data is normally expressed in diagrammatic or tabular form using graphs or charts and is often obtained using observations, interviews, surveys or experiments.

Correlation Analysis

Correlation technique is applied in the analysis of the degree of relationship between two variables. The calculation of a correlation coefficient results in a figure that ranges from -1 to +1. The statistic is called a correlation coefficient (r) which shows the relationship between the two variables being compared (Cooper & Schindler, 2013). There is importance in analyzing the direction of the relationship. If the direction of the relationship is positive (+) the researcher should infer that there is a positive relationship amongst the two variables and this implies that communication content, flow, mode and frequency increases, organizational commitment when increases or when communication content, flow, mode and frequency decreases, organizational commitment also decreases. There is no relationship when the coefficient is equal to zero.Pearson correlation coefficient was applied to find the direction and strength of the relationship between the dependent variable and the independent variable. The analysis using the Pearson correlation coefficient was founded on the assumption that the data is normally distributed and that the variables are continuous.

Regression Analysis

Multiple linear regression is applied in circumstances where the number of independent variables is more than one (Crowther & Lancaster, 2012). Multiple regression analysis is again useful in calculating the effect of numerous simultaneous influences that affect a solitary dependent variable. Multiple regression was used to find out whether a collection of variables together envisaged a dependent variable (Tracy, 2012). This analysis was applied in the extraction of an equation that defined the dependent variable in relation to the independent variable as per the regression model. Multiple regression analysis involves combining several predictor variables. The four independent variables in this research assumed the following multiple regression model.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ where: -

Y = represents the dependent variable, Employee's Commitment

β_0 = constant

X_1 = Communication Content

X_2 = Communication Flow

X_3 = Communication Mode

X_4 = Communication Frequency

ε = Error Term

The results were presented by use of charts and tables. Tables offer the most straightforward way of summarizing data for individual variables so that precise values can be read (Eriksson & Kovalainen, 2008).

4. RESEARCH FINDINGS AND DISCUSSIONS

Response Rate

The research targeted a sample size of 112 respondents. 93 questionnaires were filled and returned, and of the 19 non-responses, 5 came in blank and 14 were not returned at all. This made the response rate to stand at 83% as depicted by the frequency distribution table 4.1 below. The response rate was suitable to make interpretations and inferences for the research. According to Mugenda and Mugenda (2003), a response rate of 50% is considered adequate for analysis and reporting, 60% is rated good while any response rate over 70% is considered to be an excellent response rate. The researcher personally administered and collected the questionnaires for the purpose of attaining the high rate.

Table 4.1: Response Rate

	Frequency	Percent
Successful	93	83.0
Unsuccessful	19	17.0
Total	112	100.0

Demographic Information

The demographic information describes the population characteristics that relate to the gathered and analyzed data of the study. Every target population has got its characteristics (Mukanzi et. al. 2014). Therefore, respondents were mandated to state their gender, age, education level, job position and work experience at the Kenya National Library Service. The results were summarized as follows:

Table 4.2: Gender Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	43	46.2	46.2	46.2
	Female	50	53.8	53.8	100.0
	Total	93	100.0	100.0	

As shown by the above table 4.2, the distribution of the respondents as established by the study was 53.8% that constituted the female gender while 46.2% were male. The gender parity is reasonable enough to allow the researcher to deduce inferences that allow equal representation of views.

Age Distribution

Table 4.3: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	14	15.1	15.1	15.1
	31-40	24	25.8	25.8	40.9
	41-50	39	41.9	41.9	82.8
	51 and above	16	17.2	17.2	100.0
	Total	93	100.0	100.0	

The study also investigated the distribution of employees in terms of their age. The results obtained in table 4.3 indicated that the greater part of the employees fell in the age bracket of 41 to 50 at 41.9%. Those between 31 to 40 years were the second majority at 25.8%. Respondents within the age bracket of 18-30years old were also substantially represented at the

rate of 15.1% while those at 51years and above were 17.2%.

Education Level

Respondents were required to select their level of education from the choices provided. The results are as portrayed below.

Table 4.4: Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	1	1.1	1.1	1.1
	Secondary	9	9.7	9.7	10.8
	College	43	46.2	46.2	57.0
	University	39	41.9	41.9	98.9
	Other	1	1.1	1.1	100.0
	Total	93	100.0	100.0	

The research results reveal that a majority of respondents had attained higher level of education with 46% having reached College level, 41.9% at University level, 9.7% at secondary level and 1% for both Primary and Other forms of education.

Job Category

The respondents were required to indicate the position they held in the organization in terms of seniority. The results are as shown in 4.5 below.

Table 4.5: Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Staff	40	43.0	45.5	45.5
	Lower Management	30	32.3	34.1	79.5
	Senior Management	17	18.3	19.3	98.9
	Directorship	1	1.1	1.1	100.0
	Total	88	94.6	100.0	
Missing	99	5	5.4		
Total		93	100.0		

The results show that those in the lower cadre are the majority with at 43%, followed by those at the lower management at 32.3%. The Senior Management stood at 18.3% while the directorship was lowest at 1.1%. The results give a pyramid-like structure of organizations with management being the least followed by the middle level management then the majority fall at the staff level.

Work Experience

The research also summarized the employees' tenure in the organization. The results are depicted below in table 4.6.

Table 4.6: Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 yrs.	19	20.4	20.7	20.7
	6-10 yrs.	9	9.7	9.8	30.4
	11-15 yrs.	5	5.4	5.4	35.9
	16-20 yrs.	22	23.7	23.9	59.8
	21-25 yrs.	18	19.4	19.6	79.3
	26 and above yrs.	19	20.4	20.7	100.0
	Total	92	98.9	100.0	
Missing	99	1	1.1		
Total		93	100.0		

The greater part of the members had work experience of 16–20 years at a 23.7%, followed by those with a tenure of 0–5 years who tied with those at 26 and above years standing at 20.4%. similarly, those that had worked for 21–25 years fell at 19.4%, then 6–10 years at 9.7% and lastly 11–15 years at 5.4 %. This indicates that the organization has quite a number of experience personnel who have work for over 20 years indicating that the information given is tangible enough to reveal issues that the study is investigating (Maina, 2016).

Descriptive Statistics of the Variables

Descriptive analysis section provides an overview of the predictor variables as they influence the independent variable. The results were described using tables and they included the use of percentages, standard deviations and averages.

Communication Content

The study assessed whether communication content affects commitment in the organization. The factor of employee communication content was measured on nine variables placed as inquiry statements on a five-point Likert scale varying from strongly agree to strongly disagree and the mean and standard deviation of the findings are tabulated below:

Table 4.3: Communication Content

Statement	N	Mean	Std. Deviation
I get information about progress of my job	91	3.26	1.153
I get guidance of job-related problems from my supervisor	92	3.68	1.058
I get feedback about my achievement and/or failures of my work	89	3.34	1.243
I get recognized for the new ideas I bring at work	91	2.96	1.219

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I receive information about changes in the organization	92	3.54	1.094
I frequently share new ideas with my colleagues at work	90	3.89	.841
My organization encourages and provides me an environment for networking with other people at work	89	3.66	1.011
My organization encourages sharing with others	91	3.63	1.050
I get to understand my colleagues more deeply	91	3.54	1.078
Valid N (listwise)	82		

The analysis above indicates that the nine items that were measured gave a positive correlation whereby the interviewees were in agreement with most of the statements. The majority agreed that they frequently shared new ideas with their colleagues with a mean of 3.89. Those that received information about changes in the organization recorded a mean of 3.54. Other respondents with a mean of 3.68 indicated that they were in agreement with the statement that said, "I get guidance of job-related problems from my supervisor", those that got information of the progress of their job had a mean of 3.26. A mean of 3.66 were also in cognizant with the statement that, "My organization encourages and provides me an environment for networking with other people at work" which was also in conformance with a study by (Mukanzi & Senaji, 2017) where stressed the importance of managers to institute and cultivate cultures that permitted workers to bargain their tasks with other members of the establishment. A response mean of 3.63 of the interviewees revealed that the organization encouraged sharing with others. 3.54 got to understand their colleagues more deeply and 3.34 got feedback about their achievement and/or failures of their work. The least mean recorded was in the statement, "I get recognized for the new ideas I bring at work" which had a mean of 2.96. This concludes that internal communication enables relationships between employees, supervisors and an organization that enables workplace relationships based on meaning and worth (Karanges, et. al. 2015)

Organizational Commitment

Job Commitment was measured using 10 items that were to indicate the commitment level of employees at Kenya National Library Service. The findings are as depicted in the 4.8:

Table 4.8: Organizational Commitment

Statements	N	Mean	Std. Deviation
I would be happy to spend the rest of my career in this organization	90	3.08	1.183
I really feel as if this organization's problems are my own	91	3.10	1.184
This organization has a great deal pf personal meaning for me	90	3.46	1.051
It would be very hard for me to leave my organization right now even if I wanted to	91	2.96	1.282
Right now, staying with my organization is a matter of necessity as much as I desire	91	3.34	1.118
I feel that I have very few options to consider leaving this organization	91	3.00	1.274
I believe that a person must always be loyal to his or her organization	91	4.13	.921
Jumping from organization to organization does not seem at all unethical to me	91	3.33	1.239
I continue to work in this organization and that I believe loyalty is important	91	3.96	.953
I feel a sense of moral obligation to remain in this organization	90	3.53	1.062
Valid N (listwise)	88		

The above results represent the three components of commitment, that is, affective, continuance and normative. The affective part had three statements which included; " I would be happy to spend the rest of my career in this organization", "I really feel as if this organization's problems are my own" and "This organization has a great deal of personal meaning for me" that gave a mean score of 3.08, 3.10 and 3.46 respectively. These results show that the respondents had an affective commitment to the organization hence the feeling that they want to be in the organization (Meyer & Allen, 1991).

When measuring continuance commitment, it was established that a good number of workers disagreed with the statement that said, "It would be very hard for me to leave my organization right now even if I wanted to," this particular phrase got a mean of 2.96. At the same time, those who thought that staying with the organization was a matter of necessity as much as they desired had a mean of 3.34 and respondents were neutral to the fact that they had very few options to consider if they were to leave the organization reporting a mean of 3.00. Continuance commitment is associated with the costs of leaving an organization (Andrew, 2017) and hence the reactions above that the employees do not think it's hard for them to leave the organization.In the normative commitment, the results revealed that a large number of the respondents strongly agreed that employees must always be loyal to their organization (4.13 mean), a mean of 3.33 believed that moving from organization to another organization didn't seem at all unethical to them while others (3.96 mean) still held it that, they continued to work in the organization and that they believed that loyalty was important. Finally, a mean score of 3.53 felt a sense of moral obligation to remain in the organization. In this dimension, employees remain in the organization because they ought to or it is the proper thing to do (Meyer & Allen, 1997).

Inferential Statistics Analysis

Inferential data analysis was performed using regression analysis (multiple regression analysis) and Pearson Correlation coefficients.   In a majority of statistical methods and in particular parametric measures, one will presume normal distribution of the variables in question (Tracy, 2012). In this regard, inferential statistics for instance regression analysis and Pearson correlation, normal distribution of variables is required thus variables were internally standardized.

Correlation Analysis

The calculation of a correlation coefficient results in a figure that ranges from -1 to +1 which shows the relationship between the two variables being compared (Cooper & Schindler, 2013). This statistic is the correlation coefficient (r) and where negative (-1) will show a strong inverse relation while a positive (+1) shows a strong positive linear relation. The study sought to investigate the effect of employee communication dimensions on employee commitment in Kenya National Library Services. The results are presented in table 4.9 and followed by the discussion.

Table 4.4: Pearson Correlations Matrix

			1	2	3	4	5
1.	Commitment	Pearson Correlation	1				
2.	Communication Flow	Pearson Correlation	.600	1			
3.	Communication Frequency	Pearson Correlation	.566	.670	1		
4.	Communication Mode	Pearson Correlation	.696	.636	.721	1	
5.	Communication Content	Pearson Correlation	.543	.831	.610	.571	1

The table on findings on the correlation analysis between employee commitment and various dimensions of employee communication, the study found a positive significant correlation between communication flow and organizational commitment as shown by correlation coefficient of 0.600. The study found out that there was positive significant correlation coefficient between communication frequency and organizational commitment as shown by correlation factor of 0.566, association between organizational commitment and communication mode was found to have positive relationship as shown by correlation coefficient of 0.696. The study also revealed a positive correlation between organizational commitment and communication content displayed by correlation coefficient of 0.543. The results presented in table 4.9 above ,Results from the Pearson Correlation matrix in table 4.9 above reveal that communication content is positively and highly correlated to organizational commitment with an r of 0.543 at $p < 0.01$. The results

obtained in the table suggested that an increase in communication content will lead to the automatic increase in the various types of employee commitment. These results corroborate earlier findings of Wang, (2011) who noted that both Work and Social oriented communication had positive correlations with organizational commitment. Work oriented communication had stronger positive correlation than Social-emotional-oriented communication and Wang, (2011) recommended an increase of work oriented communication to boost organizational communication among employees

Regression Analysis

Multiple regression analysis is beneficial in the calculation of the effect of various concurrent effects that affect a solitary dependent variable. It is applied in circumstances where the number of independent variables is more than one (Crowther & Lancaster, 2012). Multiple regression was used to find out whether a collection of variables was together envisaging a dependent variable (Tracy, 2012). This analysis was used to generate as formula that defined the dependent variable according to the independent variable as per the regression model. This involves merging several predictor variables. The results of multiple regression for organizational commitment were as per below table:

Table 4.10: Model Summary for multivariate regression:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743[a]	.552	.524	.46115

According to the results above (Table 4.10), statistics show that goodness-of-fit for the regression of independent variables and employee commitment is acceptable. An R squared of (0.552) indicated that (74.3 %) of the changes in the components of dimensions of employee communications including; communication frequency, communication flow, communication mode and communication content at KNLS are explained by the variance in the employee commitment.

Table 4.5: Multivariate regression ANOVA:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.762	4	4.191	19.705	.000[b]
	Residual	13.610	64	.213		
	Total	30.372	68			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Communication Frequency, Communication Content, Communication Mode, Communication Flow

The results of ANOVA were as per Table 4.11 above. These outcomes indicated that the overall model was significant, meaning that the independent variables were significantly joint. The explanatory determinants for employee commitment are (F=19.705, P value =0.000).

Table 4.12: Regression Coefficients for Multivariate Regression:

Variables		Beta	Std. Error	t	sig
1	(Constant)	-.150	.421	-.357	.723
	Communication Content	.111	.140	.791	.432
	Communication Flow	.108	.144	.748	.457
	Communication Mode	.835	.182	4.600	.000
	Communication Frequency	-.079	.155	-.509	.612

The results shown in the Table 4.12 show that communication content has a positive but small significant influence on employee commitment. This is shown by the regression analysis value of t-calculated which is less than 2 (0.791). The β1 (communication content) value of 0.111 meant that an increase in communication content dimension by 1 unit leads to

an increase in employee commitment by 0.111 units and p value of 0.432 at 95% level of confidence that is not less than 0.05, therefore communication content dimension had small influence or is not a significant predictor of employee commitment as revealed by the study.

The results further indicate that communication flow had a positive and small significant influence on employee commitment. Communication flow dimension had an influence on employee commitment with a regression t-value of 0.791. P- Value of 0.457 which implies that Communication flow has a small influence or is an insignificant predictor of employee commitment at KNLS. The beta value ($\beta1=0.108$) implied that an increase in communication flow dimension 1 unit leads to an increase in employee commitment by 0.108 units.

The study results also reveal that Communication mode dimension had a positive and significant influence on employee commitment. Results indicate that this dimension had the highest influence on employee commitment. This is evident by the regression analysis results of t-value 4.600 which is greater than 2 and p-value of 0.000 which is less than 0.05 at 95% level of confidence. ($\beta1=0.835$) implied that an increase in the communication mode dimension by 1 unit leads to an increase in employee commitment by 0.206 units. Communication mode is found to be a significant predictor of employee commitment.

The results also indicated that communication frequency dimension had a negative influence on employee commitment. Communication frequency dimension is also an insignificant predictor of employee commitment. This is shown by the regression analysis value of -0.509 and 0.612 which is more than 0.05 at 95% level of confidence. ($\beta1=-0.079$) implied that an increase in communication frequency dimension by 1 unit leads to a decrease in employee commitment by -0.079 units.

From the findings, it is established that the estimated regression model is as follows;

$Y = -0.150 + 0.111 X_1 + 0.108 X_2 + 0.835 X_3 - 0.079 X_4$ or

Employee Commitment (Predicted) = -0.150 + 0.111Communication Content + 0.108Communication Flow + 0,835Communication Mode – 0.079Communication Frequency

From the above regression equation, it was revealed that holding Communication content dimension, Communication flow dimension, Communication mode dimension and Communication frequency dimension to a constant zero, employee commitment would be at -0.150. A unit increase in Communication content dimension while holding all other factors constant would result to an increase in employee commitment by a factors of 0.111, a unit increase in Communication flow dimension while holding all other factors constant would lead to an increase in employee commitment by factors of 0.108, a unit increase in Communication mode dimension while holding all other factors constant would result to an increase in employee commitment by a factor of 0.835 and a unit in Communication frequency dimension while holding all other factors constant would lead to a decrease in employee commitment by a factor of -0.079.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The main objective of the research was to find out the effects of employee communication dimensions on organizational commitment at kenya national library service

Summary of the Findings

This section presents a summary of both descriptive and inferential statistical findings. The summary captures the key results and interpretations on effects of employee communication dimensions on organizational commitment at kenya national library service

Effect of Communication content on Employee Commitment

The essence of this variable was to measure whether the communication was innovation-related, task-related and maintenance-related (social issues maintain human relations). The findings of the study revealed that there was a positive and significant relationship between communication content (correlation coefficient 0.543) and employee commitment in that employees interacted frequently and shared new ideas with each other, they got guidance and feedback of job-related issues, and the organization encouraged and provided an environment for networking with others at work. This encouraged sharing of information amongst employees and they got to understand one another which in turn made the

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employees to be committed to the organization. Therefore, with the establishment of above information the null hypothesis was rejected.

Conclusions of the study

On the basis of the summary from the study findings, the following conclusions were made on the effect of employee communication dimensions on commitment.

Effect of Communication content on Employee Commitment

The findings led to the conclusion that interactions amongst employees had been enhanced through various ways like allowing employees to share new ideas with each other, giving employees feedback of job-related issues and guidance from the supervisors. This meant that the employees got all the job-related information which enabled them to work effectively. This also created a positive relationship between supervisors and employees. By the organization providing an environment for networking, this encouraged employees to make contacts within and without the organization's work stations and this just got the employees to share more and understand one another well and in return, the degree of commitment to the organization continued to grow.

Recommendations

Based on the findings of the study, the following were recommended

Effect of Communication content on Employee Commitment

To improve harmony on the organization. It is recommended that frequent interactions and sharing of ideas should be encouraged. This helps in creativity and innovation which is rewarding not only to individual employees but to the organization as well.Effective feedback should be enhanced not only job-related issues but behavioural as well because this helps to highlight employee problems that would rather be corrected or prevented since this affects the level of employee commitment. It brings about a sense of belonging which makes employees feel valued and recognized.

Suggestion for Further Research

This study only focused on the four dimensions of employee communication that is; communication content, the flow of information, communication mode, and communication frequency which were exhaustively done in the context of Kenya National Library Service whereby the results showed a strong relationship with organizational commitment. Its conclusion however, may not therefore be generalized to other organizations since each organization is individually composed of different combination of missions and values and therefore, organizational commitment scales may cause different results. This however may not limit other researchers from reviewing the variables that are constructs of employee communication dimensions and could possibly relate to commitment.Studies on employee communication dimensions may attract many scholars especially Academicians who may initiate academic activities towards improving a better understanding of its relationship with employee commitment. Future studies may also use additional components of employee communication dimensions to find out their effect on commitment.

Future investigations may consider multiple methods of data collection in order to avoid the common-method bias.

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