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## **Influence of Strategic Communication on Performance of State Corporations in Kenya**

**Jane W. M. Njenga, Paul M. Kariuki & Peter Wanjohi**

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<sup>1</sup>Jane W. M. Njenga, <sup>2</sup>Paul M. Kariuki & <sup>3</sup>Peter Wanjohi

<sup>1</sup>Postgraduate student, Jomo Kenyatta University of Agriculture and Technology

\*Email of the corresponding author: [Janenjenga2002@gmail.com](mailto:Janenjenga2002@gmail.com)

<sup>2</sup>Lecturer, Jomo Kenyatta University of Agriculture and Technology

Email: [paulmuturikariuki@gmail.com](mailto:paulmuturikariuki@gmail.com)

<sup>3</sup>Lecturer, Jomo Kenyatta University of Agriculture and Technology

Email: [peter.Wanjohi@jkuat.ac.ke](mailto:peter.Wanjohi@jkuat.ac.ke)

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## Abstract

State corporations are government-owned companies, boards, or organizations which help the government to deliver some essential functions of the government. Many government programs are delivered through them and a substantial budget is allocated to them. However, in recent times though, reports indicate massive losses and failure of some state corporations in Kenya. Hence, as a contribution to the better performance of state corporations, this study sought to establish the influence of strategic communication on performance of state corporations in Kenya. The specific objectives of the study were to examine the influence of open communication, clarity of ideas/communication and clear channels of communications on performance of State Corporations in Kenya. The descriptive research design was used. The target population was 187 State Corporations in Kenya. The study used a sample of 66 State Corporations with a total of 264 respondents (4 from each sampled state corporation). The data was collected using questionnaires. The data was analyzed using descriptive and inferential statistics. The study found that strategic communication (open communication, clarity of ideas/communication and clear channels of communication) are significant in explaining performance of state corporations in Kenya. It was found that open communication, clarity of ideas/communication and clear channels of communication can explain 52.9% of the variations in the performance of state corporations in Kenya. The study recommended that state corporations in Kenya should embrace strategic communication such as open communication, clarity of ideas/communication and clear communication channels since it influences performance significantly. The state corporations need to ensure equal information sharing, develop communication feedback mechanisms and encourage employees to express their feedback and thoughts. State corporations in Kenya need to embrace the clarity of ideas before communicating and ensure concise communication. The state corporations in Kenya should enhance the accessibility of communication channels, use top-down and bottom-up communication channels and use modern technologies for communication.

**Keywords:** *Strategic communication, performance, state corporations, Kenya*

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## **1.0 Background of the Study**

State corporations are important players in public service delivery. State Corporations are government owned companies, boards or organizations which help the government to run some essential functions of the government. According to GoK (2020), the performance of the Public Sector is paramount because it defines and indeed forms the glass ceiling for the performance of the private and other sectors of the economy. Many government programs are delivered through state corporations and a substantial budget is allocated to them. In Kenya, Section 2 of the State Corporations Act (2007) defines a state corporation as a body that is: defined that way by statute; a body corporate established by an Act of Parliament; a bank or other financial institution or other company whose shares or a majority of whose shares are owned by government or by another state corporation, and; a subsidiary of a state corporation. According to Atieno (2017), the Kenyan government forms these state corporations to meet both service and social goals.

However, performance of some of the state corporation has been on the decline as they are not able to meet their set objectives and goal. According to Richards, Yeoh, Chong & Popovič (2019), the decline in performance can be associated with inadequacies in their strategy implementation practices which are important for the realization of their goals. The Kenyan government acknowledges that over the years there has been poor performance in the public sector with almost 20% of the collapsing or closure, especially in the management of public resources which has hindered the realization of sustainable economic growth. This led to the development of Kenya Vision 2030 as the country's development blueprint covering the period 2008 to 2030. Whereas businesses sector must continuously grow organically to survive, state corporations must constantly adapt to the changes in the marketplace and diversify to meet the changing national demands.

State corporations in Kenya face a number of challenges in their ability to offer reliable services and therefore record poor organizational performance (Akaranga, 2018; Government of Kenya (GoK, 2012). According to the Kenya Institute for Public Policy Research & Analysis (KIPPRA, 2018) Review on State Corporations, most state corporations perform poorly due to poor or lack of strategy implementation practices. The manifestations of the foregoing challenges are reflected in some state corporations like Geothermal Development Company (GDC), where a 20% success rate is about the number of wells drilled over the 2013 – 2017 strategic plan implementation period (GDC, 2019). Over this period, only 83 wells were drilled against the 206 wells projected in the company's strategic plan. Similarly, the company managed to utilize only three drilling rigs against the twelve that had been planned to be used. Strategy implementation practices are also a challenge to the Higher Education Loans Board (HELB). HELB stated that out of the expected 50% strategy implementation of plans, only 24% of the loan's recovery plans had been achieved by the time of review, (HELB, 2021). Thus, based on the few sampled state corporations, losses have been reported and this could be due to a lack of strategic communication and this formed the rationale of the current study.

## **1.1 Statement of the Problem**

State corporations in Kenya play a critical role in the delivery of public services to the citizens. This is evident from the heavy budgetary allocation they get. In 2020/2021 for example, state corporations had a budget allocation of Ksh.1 trillion, well over 40% of the total budget. Despite huge allocations, the performance of some state corporations has been poor. For instance, Kenya Power and Lighting Company reported a net loss of Ksh. 1, 335, 042, 000 in 2020 (Auditor General, 2021). Further, South Nyanza Sugar Company (Sony) has been reporting losses, in 2018, the losses were Ksh. 2,109,764, 000 and Ksh. 135, 8342, 000 in 2019 (Auditor General, 2019). Moreover, the insolvency of Chemilil, Muhoroni, Nzoia and Sony Sugar has grown by 19.7 percent from Sh65.56 billion in 2019 to 78.45 in 2020 (Auditor General, 2021). Besides, by 2021, the University of Nairobi (UoN) and Kenyatta University have dipped into a combined Sh4.3 billion financial deficit, underlining the cash flow problems at the institutions (Auditor General, 2021). Also, Kenya National Shipping Line reported a net loss of 46, 987, 078 in 2019 and Ksh. 47, 873, 383 in 2020 (Auditor General, 2021).

Thus, based on the few sampled state corporations, losses have been reported and this could be due to a lack of strategy implementation practices and this formed the rationale of the current study. However, based on the previous studies review, the knowledge gap has been identified. For instance, Hickman and Silva (2018) indicated that most state corporations have failed to properly execute strategy implementation practices despite having a well-articulated strategy process. While the study explored the reasons for failed state corporations in the implementation of their articulated strategies, the current study concentrated on strategic communication and the performance of state corporations, thus a conceptual gap.

Mwaura (2013) established the effects of financial accountability on the performance of non-governmental organizations in Kenya. The study was focused on NGOs while the current study focused on state corporations, thus, a contextual gap. The contextual gap is revealed by Mafini (2016) who studied the constraints to strategy implementation and their influence on the business performance of logistic firms in South Africa. Thus, the preceding scholars have only illustrated the theoretical understanding of the strategy implementation practices on performance but not in the case of the state corporations in Kenya. The knowledge gap was determined by examining the influence of open communication, clarity of ideas/communication and clear channels of communications on performance of state corporations in Kenya

## **1.2 Research Objectives**

- i. To examine the influence of open communication on performance of state corporations in Kenya
- ii. To examine the influence of clarity of ideas/communication on performance of state corporations in Kenya
- iii. To examine the influence of clear channels of communications on performance of state corporations in Kenya

### 1.3 Research Hypotheses

The hypotheses tested included;

- i. **H<sub>01</sub>**: Open communication has no significant influence on performance of state corporations in Kenya
- ii. **H<sub>02</sub>**: Clarity of ideas/communication has no significant influence on performance of state corporations in Kenya
- iii. **H<sub>03</sub>**: Clear channels of communications has no significant influence on performance of state corporations in Kenya

## 2.0 Literature Review

### 2.1 Communication Diffusion Theory

This theory was posited by Everett M. Rogers in his 1962 published work in the first edition of his seminal volume *Diffusion of Innovations*. According to him, Diffusion is a social (communication) process through which new ideas, technologies, products, or processes spread among the members of a particular social system via specific communication channels over time. According to Scott and Davis (2015), diffusion is a specialized form of communication that focuses on disseminating information about new ideas, products, technologies, services, or regulations. It is an especially important form of communication because it promotes social progress in the evaluation and adoption of important new ideas to address social issues (Kreps, 2017). The diffusion of new ideas and strategies is an important process in modern organizations. The dynamic operating environment makes continuous strategy changes and alignment mandatory for the survival of the firms (Dabphet, Scott & Ruhanen, 2012).

A great deal of research from a variety of academic disciplines has been conducted on the diffusion of communication and innovations over the past five decades. This research has examined innovations in fields such as agriculture, engineering, sales, education, architecture, technology, public policy, and health care (Bayer & Melone, 1989). According to Dabphet, Scott and Ruhanen (2012) the diffusion of communication process describes both the planned and spontaneous spread of new ideas such as new strategies. He further argues that strategically planned diffusion activities can significantly speed the adoption of new strategy interventions in different fields including health, agriculture and manufacturing. Kerner, Rimer, and Emmons, (2015) outline the diffusion process as involving the active creation and sharing of relevant information about key strategies and innovations among staff to promote common understanding, demand for the innovations, and strategies for adopting and implementing the innovations. The theory identifies three steps in structured diffusion of strategies. To begin with, is the commencement stage. This describes initiating a new, desirable behavior within the target population (Morris, 2003). The staff are capacity build on the required behaviour to support the new strategy. In promoting commencement of new behaviors, it is important to educate staff about the nature of the new behaviors, why they are important, and how to integrate these new behaviors in everyday life.

The next stage is the Cessation stage. This refers to ending preexisting and undesirable or bad behavior that is not supportive of the new strategy direction. This is a very involving and delicate step (Dearing, 2008). Helping staff addicted bad behaviors to quit demands intensive

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communication interventions and reinforcement. The last step in diffusion of communication efforts involves promotion of sustained, long-term adoption of desired behaviors. This can include long-term prevention of an undesirable behavior as an important stage in facilitating behavior change, as well as the sustained adoption of new desired behaviors. Actions like reward systems and commendations to those excelling and punishing those lagging behind, come in handy (Lee, 2021). This theory formed the basis for the strategic communication variable in this study.

## 2.2 Conceptual Framework

A conceptual framework is a concise description of the phenomenon under study accompanied by a graphical visual depiction of the major variables of the study (Cooper & Schingler, 2006). Young (2009), indicated that a conceptual framework is a representation of response and predictor variables in a diagrammatic form. In this study the conceptual framework will diagrammatically represent the association between open communication, clarity of ideas/communication, clear channels of communications and performance of state corporations in Kenya.

### Independent Variables

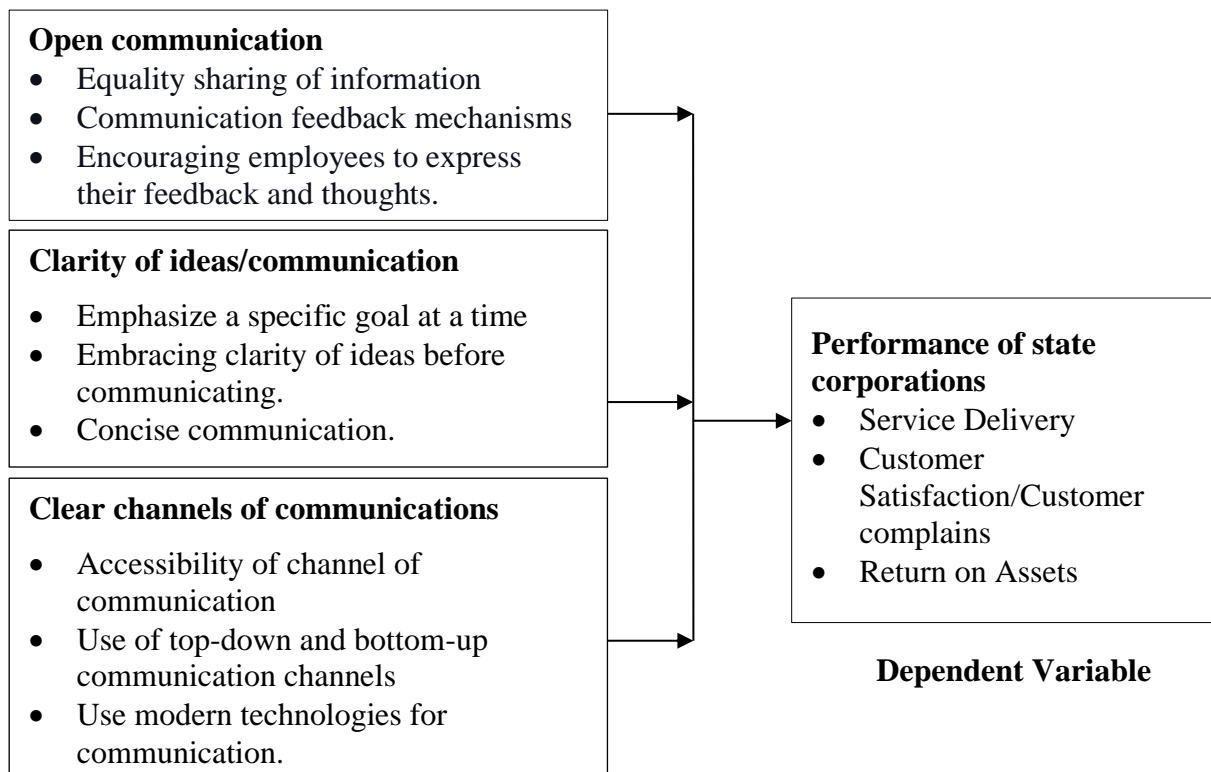


Figure 1: Conceptual Framework

### **2.3 Empirical Review**

A study was conducted by Stanikzai (2017) to examine the role of effective communication for enhancing organizational performance in an Afghan Non-Governmental Organization, the Afghan Relief Committee (ARC). The research used primary data and the survey research method was adopted. The focused population was the Afghan Relief Committee's active employees, which made 150 people in Kabul. The research targeted 30% of the total population (35 employees) through random sampling and they were approached through a questionnaire for data collection. The study found that there is a direct relationship between effective communication and organizational performance. The study recommended that organizations establish effective communication to enhance sufficient flow of information from one department to another. Otieno, Waijo and Njeru (2015) found that strategic communication affect the performance of Financial and Commercial State Corporations in Kenya

Bucața and Rizescu (2017) sought to examine the role of communication in enhancing the work effectiveness of an organization. The study indicated that communication is one of the most critical levers of management that a company can implement to form teams and achieve valuable performance. Communication and management are complementary disciplines and vital business elements for success. Management skills are essential in a business, but equally important are those relating to the rules for communication and how a manager knows how to interact with staff. Being a manager not only means to rein in business but also mostly means knowing how to coordinate a team, have leadership skills and most of all, communication skills. A study was conducted by Yao (2015) to examine the communication practices that affect team performance in the organization. The study was conducted at Xinhua Bookstore in Gansu, China. The study employed 175 respondents for the final analysis. The results reveal that team leader communication practices and members' communication practices significantly relate to team performance. The study indicated that the best communication skills that affect the team performance include listening, clarity and concision, friendliness, confidence, empathy, open-mindedness and respect. The study concluded that communication skills is one of the significant determinants of team performance.

Further, Nabukeera, Bwengye and Akankwasa (2018) revealed that effective communication that is determined by open communication, channels of communication, types of communication and communication process influences the employee performance positively. Akinlabi, Dogo and Asikhia (2021) sought to examine the effect of goal clarity on employees' performance of southwest universities' registry workers in Nigeria. Secondary source of data, which included textbooks written by different authors on the subject matter, journals, magazines, newspapers, information from the internet, and other published and unpublished materials relevant to work, was relied upon in the study. The data was analyzed using the content analysis approach. The study indicated that goal clarity improves performance of the employees. The study concluded that goal clarity has a positive effect on employees' performance and recommended that universities improve employee performance by setting clear, specific, measurable, attainable and time-bound goals.

Khan (2016) established that clarity of goals have a substantial effect on job performance. The study further reported that when employees view goals set as easily achievable requiring little hard

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work, then their performance increases compared to when goals are hard to achieve and require extra effort. The study concluded that employees need to be included in goal setting processes in organizations. Mukonambi (2016) revealed that team goals, joint goals and employee involvement in goal setting did improve performance. A study in USA by Medlin and Green (2017) investigated the relationships between goal clarity, employee engagement, workplace optimism and individual performance constructs in manufacturing firms in Texas. The study findings established that goal setting positively impacts employee engagement, which impacts optimism and optimism positively impacts individual performance. A study conducted by Hee, Qin, Kowang, Husin and Ping (2019) indicated that downward communication and horizontal communication have significant positive impacts on employee performance while upward communication has a negative effect on employee performance.

Byakutaga, Onen, Oonyu and Kasesene (2016) examined the effect of written and non-written communication methods on employee performance. The study was conducted among the academic staff of primary teachers' colleges (PTCs) in central Uganda. Study results revealed that non-written communication methods generally have a statistically weak correlation with the performance of the academic staff while written communication methods – whether personally or impersonally addressed – revealed a statistically significant correlation with the performance of the academic staff. A study by Musheke and Phiri (2021) showed that as verbal and written communication methods have a significant effect on performance. Furthermore, Chinthongprasert and Parisot (2020) affirmed that communication networks enhance humanitarian aid operations. The factors influencing the implementation of relief projects in humanitarian include stakeholder participation and effective communication. The importance of stakeholder involvement and effective communication is that it helps complex decision-making meet objectives by identifying quality solutions. Communication skills play a significant role in the workplace because employees perform their tasks better and enhance their performance.

### **3.0 Research Methodology**

This study adopted a descriptive research design guided by a cross sectional survey design to justify the relationship between the independent and dependent variables. This design was appropriate for this study since the study aimed at providing a snapshot of the current situation prevailing in the study population. The study adopted positivism research philosophy. The targeted population comprised of all the State Corporations in Kenya which are 187 (SCAC, 2017). Thus, the unit of analysis was 187 State Corporations in Kenya while the unit of observation were the middle and top-level managers because they are specialists in the area of strategic management. The sample of State Corporations was 66 while those of the respondents was 264 (66\*4) and the study used questionnaires to collect the data. Data collected was analysed using descriptive and inferential statistics.



## 4.0 Results and Discussion

### 4.1 Response Rate

The research sample was composed of 264 respondents, out of which 251 questionnaires were received back, with thirteen (13) being either not filled or not returned at all. This translated to a 95.1% response rate, which was acceptable for data analysis as summarized in Table 1

**Table 1: Response Rate**

| Item                      | Frequency  | Percent      |
|---------------------------|------------|--------------|
| Returned questionnaires   | 251        | 95.1         |
| Unreturned questionnaires | 13         | 4.9          |
| <b>Total</b>              | <b>264</b> | <b>100.0</b> |

### 4.2 Reliability of Research instrument

Cronbach Alpha was used to determine the reliability of the questionnaire. The Cronbach alpha coefficients of performance, open communication, clarity of ideas/communication and clear channels of communication was determined. Based on the results in Table 2 all the variables had Cronbach alpha coefficients above 0.7. Thus, the variables are considered reliable. Kothari (2012) suggests that Cronbach's alpha values of items included in the study should not be lower than 0.7. while Rahi (2017) recommends a Cronbach alpha should exceed 0.7. The closer Cronbach's alpha coefficient is to 1, the higher the internal consistency and reliability.

**Table 2: Reliability Results**

| Variable                         | Cronbach alpha | Comments |
|----------------------------------|----------------|----------|
| Performance                      | 0.901          | Reliable |
| Open Communication               | 0.819          | Reliable |
| Clarity of Ideas/Communication   | 0.964          | Reliable |
| Clear Channels of Communications | 0.832          | Reliable |

### 4.3 Descriptive Analysis

The researcher used descriptive statistics to explain the scores of data by use of statistics. Mean, standard deviation and percentages were used to present the study findings.

#### 4.3.1 Strategic Communication

To obtain information about strategic communication numerous statements were asked and the respondents required to provide feedback on a Likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “There is open communication, collaboration

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and trust among the, employees, management and other stakeholders” 15.1% strongly disagreed to the statement, 13.9% of the respondents disagreed to the statement, 35.5% of the respondents neither agreed nor disagreed to the statement, 24.7% of the respondents agreed to the statement whereas 10.8% of the respondents strongly agreed to the statement, with a mean of 3.02 and standard deviation 1.195. On the statement “The organization has vertical communication structures for employees input and feedback” 13.5% strongly disagreed to the statement, 8.8% of the respondents disagreed to the statement, 10.8% of the respondents neither agreed nor disagreed to the statement, 43.8% of the respondents agreed to the statement whereas 24.1% of the respondents strongly agreed to the statement, with a mean of 3.54 and standard deviation 1.306. On the statement “The management embraces clarity of ideas before communicating”, 5.2% strongly disagreed to the statement, 23.9% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 20.7% of the respondents agreed to the statement whereas 31.1% of the respondents strongly agreed to the statement, with a mean of 3.49 and standard deviation 1.291.

Regarding the statement “There is both top-down and bottom-up communication channels in our organization”, 4.8% strongly disagreed to the statement, 15.9% of the respondents disagreed to the statement, 7.6% of the respondents neither agreed nor disagreed to the statement, 47.0% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 3.71 and standard deviation 1.145. On the statement “Immediate actions are accompanied and accomplished with communication” 4.8% strongly disagreed to the statement, 29.9% disagreed to the statement, 5.2% of the respondents neither agreed nor disagreed to the statement, 41.8% of the respondents agreed to the statement whereas 18.3% of the respondents strongly agreed to the statement, with a mean of 3.39 and standard deviation 1.223. On the statement “The organization has clear channels of passing and receiving of information.” 8.4% strongly disagreed to the statement, 2.0% disagreed to the statement, 13.9% of the respondents neither agreed nor disagreed to the statement, 55.4% of the respondents agreed to the statement whereas 20.3% of the respondents strongly agreed to the statement, with a mean of 3.77 and standard deviation 1.062.

On the statement “The organization undertakes most of its communication on modern technologies” 2.8% strongly disagreed to the statement, 4.8% disagreed to the statement, 12.7% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 46.2% of the respondents strongly agreed to the statement, with a mean of 4.16 and standard deviation 1.006. Finally, on the statement “The organization has embraced communication feedback mechanisms which have in turn enhanced flow of information within the organization” 10.8% strongly disagreed to the statement, 10.4% disagreed to the statement, 21.9% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 21.5% of the respondents strongly agreed to the statement, with a mean of 3.47 and standard deviation 1.240. The average mean score was 3.57, with a standard deviation of 1.184. This implied that most respondents agreed with the survey questions under the variable strategic communication.

**Table 3: Strategic Communication frequencies**

| Strategic Communication   | Strongly Disagree | Disagree | Neither Agree | Agree | Strongly Agree | Mean        | Std. Dev.    |
|---|-------------------|----------|---------------|-------|----------------|-------------|--------------|
| There is open communication, collaboration and trust among the, employees, management and other stakeholders.                           | 15.1              | 13.9     | 35.5          | 24.7  | 10.8           | 3.02        | 1.195        |
| The organization has vertical communication structures for employees input and feedback.  | 13.5              | 8.8      | 10.8          | 43.8  | 24.1           | 3.54        | 1.306        |
| The management embraces clarity of ideas before communicating.  | 5.2               | 23.9     | 19.1          | 20.7  | 31.1           | 3.49        | 1.291        |
| There is both top-down and bottom-up communication channels in our organization   | 4.8               | 15.9     | 7.6           | 47.0  | 24.7           | 3.71        | 1.145        |
| Immediate actions are accompanied and accomplished with communication.  | 4.8               | 29.9     | 5.2           | 41.8  | 18.3           | 3.39        | 1.223        |
| The organization has clear channels of passing and receiving of information.  | 8.4               | 2.0      | 13.9          | 55.4  | 20.3           | 3.77        | 1.062        |
| The organization undertakes most of its communication on modern technologies  | 2.8               | 4.8      | 12.7          | 33.5  | 46.2           | 4.16        | 1.006        |
| The organization has embraced communication feedback mechanisms which have in turn enhanced flow of information within the organization | 10.8              | 10.4     | 21.9          | 35.5  | 21.5           | 3.47        | 1.240        |
| <b>Average</b>  |                   |          |               |       |                | <b>3.57</b> | <b>1.184</b> |

### 4.3.2 Performance of State Corporations

To obtain information about Performance of State Corporations, various statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “The service delivery in the organization has been very much effective over the years.” 10.4% of the respondents neither agreed nor disagreed to the statement, 64.9% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 4.14 and standard deviation 0.576. On the statement “Our organization has realized improved level of employees’ performance”, 5.6% strongly disagreed to the statement, 16.7% of the respondents neither agreed nor disagreed to the statement, 57.0% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.87 and standard deviation 0.929. Regarding the statement “Employees can easily identify with goals set by the organization”, 2.0% strongly disagreed to the statement, 13.1% disagreed to the statement 21.5% of the respondents neither agreed nor disagreed to the statement, 49.4% of the respondents agreed to the statement whereas 13.9% of the respondents strongly agreed to the statement, with a mean of 3.60 and standard deviation 0.951.

On the statement “There has been growth in total assets in our organization over the last five years”, 2.8% strongly disagreed to the statement, 12.4% of the respondents neither agreed nor disagreed to the statement, 40.6% of the respondents agreed to the statement whereas 44.2% of the respondents strongly agreed to the statement, with a mean of 4.24 and standard deviation 0.874.

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On the statement “Our organization has experienced increased Return on Assets over the last five years” 2.8% strongly disagreed to the statement, 22.7% of the respondents neither agreed nor disagreed to the statement, 47.0% of the respondents agreed to the statement whereas 27.5% of the respondents strongly agreed to the statement, with a mean of 3.96 and standard deviation 0.869. On the statement “Our organization has realized expansion to different locations within the country through adoption of information technology which has in turn enhanced performance.” 11.6% strongly disagreed to the statement, 13.5% strongly disagreed to the statement, 17.1% of the respondents neither agreed nor disagreed to the statement, 31.9% of the respondents agreed to the statement whereas 25.9% of the respondents strongly agreed to the statement, with a mean of 3.47 and standard deviation 1.318.

On the statement “Our organization’s efficiency level has improved over the years” 2.8% of the respondents neither agreed nor disagreed to the statement, 18.3% of the respondents agreed to the statement 48.6% of the respondents strongly agreed to the statement, whereas 30.3% of the respondents strongly agreed to the statement, with a mean of 4.04 and standard deviation 0.859. On the statement “The majority of the customers/clients have shown satisfactions in our delivery of services/goods” 5.6% of the respondents disagreed to the statement, 38.2% of the respondents neither agreed nor disagreed to the statement, 34.7% of the respondents agreed to the statement whereas 21.5% of the respondents strongly agreed to the statement, with a mean of 3.72 and standard deviation 0.864. Concerning the statement “The complaints from customers/clients have consistently decreased over the years” 29.5 % of the respondents disagreed to the statement, 21.5% of the respondents neither agreed nor disagreed to the statement, 25.5% of the respondents agreed to the statement whereas 23.5% of the respondents strongly agreed to the statement, with a mean of 3.43 and standard deviation 1.145. The study results showed the average mean score was found to be 3.83 with a standard deviation of 0.954. This implied that most of the respondents agreed with those questions about the performance of state corporations

**Table 4: Performance of State Corporations frequencies**

| Performance of State Corporations   | Strongly Disagree | Disagree | Neither Agree | Agree | Strongly Agree | Mean        | Std. Dev.    |
|---|-------------------|----------|---------------|-------|----------------|-------------|--------------|
| The service delivery in the organization has been very much effective over the years  | -                 | -        | 10.4          | 64.9  | 24.7           | 4.14        | 0.576        |
| Our organization has realized improved level of employee's performance  | 5.6               | -        | 16.7          | 57.0  | 20.7           | 3.87        | 0.929        |
| Employees can easily identify with goals set by the organization  | 2.0               | 13.1     | 21.5          | 49.4  | 13.9           | 3.60        | 0.951        |
| There has been growth in total assets in our organization over the last five years.   | 2.8               | -        | 12.4          | 40.6  | 44.2           | 4.24        | 0.874        |
| Our organization has experienced increased Return on Assets over the last five years.   | 2.8               | -        | 22.7          | 47.0  | 27.5           | 3.96        | 0.869        |
| Our organization has realized expansion to different locations within the country through adoption of information technology which has in turn enhanced performance | 11.6              | 13.5     | 17.1          | 31.9  | 25.9           | 3.47        | 1.318        |
| Our organization has realized improved service delivery to our customers.   | 7.6               | 2.8      | 19.9          | 34.3  | 35.5           | 3.87        | 1.156        |
| Our organization's efficiency level has improved over the years   | 2.8               | -        | 18.3          | 48.6  | 30.3           | 4.04        | 0.859        |
| The majority of the customers/clients have shown satisfactions in our delivery of services/goods to them  | 5.6               | -        | 38.2          | 34.7  | 21.5           | 3.72        | 0.864        |
| The complaints from customers/clients have consistently decreased over the years  | -                 | 29.5     | 21.5          | 25.5  | 23.5           | 3.43        | 1.145        |
| <b>Average</b>  |                   |          |               |       |                | <b>3.83</b> | <b>0.954</b> |

#### 4.4 Correlation Analysis

The correlation analysis examines the association between the variables. The study results of the correlation analysis in Table 5 indicate that a positive and significant association exists between open communication and performance of state corporations ( $r=.429$ ,  $p=.000$ ). Besides, a significant association exists between clarity of ideas/communication and performance of state corporations ( $r=.347$ ,  $p=.000$ ). Finally, it was found a significant association exists between clear channels of communications and performance of state corporations ( $r=.402$ ,  $p=.000$ ). Thus, open communication, clarity of ideas/communication, clear channels of communication and performance move in the same direction. An increase in open communication, clarity of ideas/communication, and clear channels of communication will increase performance and vice versa.



**Table 5: Correlation Matrix**

| Variables                        |                     | Performance | Open communication | Clarity of Ideas | Clear Channels of Communications |
|----------------------------------|---------------------|-------------|--------------------|------------------|----------------------------------|
| Performance                      | Pearson Correlation | 1.000       |                    |                  |                                  |
|                                  | Sig. (2-tailed)     |             |                    |                  |                                  |
| Open communication               | Pearson Correlation | .429**      | 1.000              |                  |                                  |
|                                  | Sig. (2-tailed)     | 0.000       |                    |                  |                                  |
| Clarity of Ideas/Communication   | Pearson Correlation | .347**      | .207               | 1.000            |                                  |
|                                  | Sig. (2-tailed)     | 0.000       | 0.006              |                  |                                  |
| Clear Channels of Communications | Pearson Correlation | .402**      | .181**             | .209**           | 1.000                            |
|                                  | Sig. (2-tailed)     | 0.000       | 0.004              | 0.000            |                                  |

#### 4.5 Hypotheses Testing

The first hypothesis tested was;

**H<sub>01</sub>:** Open communication has no significant influence on performance of state corporations in Kenya

The hypothesis testing was examined based on the regression results. The results presented in Table 6 indicate that open communication is satisfactory in determining the performance of state corporations in Kenya. This is supported by the R square of 19.4% and this noted that open communication can explain 19.4% of the variations in performance of state corporations in Kenya.

**Table 6: Model Fitness**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .429a | 0.194    | 0.1617            | 0.403                      |

The results in Table 7 indicate that the overall model is statistically significant. The results signify that open communication is a good predictor of performance of state corporations in Kenya. This is supported by an F statistic of 26.094 and the reported p-value (0.000), which is less than the conventional probability of 0.05 significance level.

**Table 7: ANOVA**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.  |
|-------|------------|----------------|-----|-------------|--------|-------|
| 1     | Regression | 4.178          | 1   | 4.178       | 26.094 | .000b |
|       | Residual   | 39.868         | 249 | 0.160       |        |       |
| Total |            | 44.046         | 250 |             |        |       |

The regression of coefficients results in table 8 shows that a positive and significant relationship exists between open communication and performance of state corporations in Kenya are ( $\beta=0.279$ ,  $p=0.004$ ). This signifies that an increase in open communication by one unit increases performance by 0.279 units, holding other factors constant. Thus, since the p value is less than 0.05, the null hypothesis is rejected.

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Hence, open communication has a significant influence on performance of state corporations in Kenya. The regression model specification is thus as shown below;

$$Y = 1.189 + 0.279X$$

Where:

Y = Performance of state corporations in Kenya

X = Open communication

**Table 8: Regression Coefficients**

|                    | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|--------------------|-----------------------------|------------|---------------------------|--------|-------|
|                    | B                           | Std. Error | Beta                      |        |       |
| (Constant)         | 1.189                       | 0.107      |                           | 11.112 | 0.018 |
| Open communication | 0.279                       | 0.078      | 0.206                     | 3.576  | 0.004 |

a Dependent Variable: Performance

**The second hypothesis tested was;**

**H<sub>02</sub>:** Clarity of ideas/communication has no significant influence on performance of state corporations in Kenya

The testing of the hypothesis was based on the regression results. Under the regression analysis, the model fitness, analysis of variance (ANOVA) and regression coefficient was examined. The results presented in Table 9 indicate that clarity of ideas/communication is significant in determining the performance of state corporations in Kenya as supported by the coefficient of determination (R squared) of 30.9%.

**Table 9: Model Fitness**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .347a | 0.309    | 0.293             | 0.245                      |

The results in Table 10 demonstrate that the overall model is statistically significant. The results indicate that clarity of ideas/communication is a good predictor in explaining the performance of state corporations in Kenya as supported by an F statistic of 41.649 and the reported p-value (0.000), which is less than the conventional probability of 0.05 significance level.

**Table 10: ANOVA**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.  |
|-------|------------|----------------|-----|-------------|--------|-------|
| 1     | Regression | 7.646          | 1   | 7.646       | 41.649 | .000b |
|       | Residual   | 45.712         | 249 | 0.184       |        |       |
|       | Total      | 53.358         | 250 |             |        |       |

The regression of coefficients results in Table 11 reports that clarity of ideas/communication has a positive and significant influence on performance of state corporations in Kenya ( $\beta=0.197$ ,

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p=0.000). This implies that an increase in clarity of ideas/communication by one unit increases performance by 0.197units, holding other factors constant. Hence, since the p-value is less than 0.05, the null hypothesis is rejected. Therefore, Clarity of ideas/communication has a significant influence on performance of state corporations in Kenya. Based on the study results, the regression model specification was;

$$Y = 3.096 + 0.197X$$

Where:

Y = Performance of state corporations in Kenya

X = Clarity of ideas/communication

**Table 11: Regression Coefficients**

|                                | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|--------------------------------|-----------------------------|------------|---------------------------|-------|-------|
|                                | B                           | Std. Error | Beta                      |       |       |
| (Constant)                     | 3.096                       | 0.738      |                           | 4.195 | 0.000 |
| Clarity of ideas/communication | 0.197                       | 0.069      | 0.178                     | 2.855 | 0.000 |

a Dependent Variable: Performance

**The third hypothesis tested was;**

**H<sub>03</sub>:** Clear channels of communications has no significant influence on performance of state corporations in Kenya

The regression results were used to test the hypothesis. The model fitness, analysis of variance (ANOVA) and regression coefficient was presented under the regression analysis. The results presented in Table 12 indicate that clear channels of communications are satisfactory in determining the performance of state corporations in Kenya as the R square was found to be 28.1%. Hence, 28.1% of variations in the performance of performance of state corporations in Kenya can be explained by clear channels of communications.

**Table 12: Model Fitness**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .402a | 0.281    | 0.274             | 0.356                      |

The results in Table 13 demonstrate that the overall model is statistically significant. The results indicate that clear channels of communications are significant in influencing the performance of state corporations in Kenya. This is supported by an F statistic of 33.474 and the reported p-value (0.000), which is less than the conventional probability of 0.05 significance level.

**Table 13: ANOVA**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.  |
|-------|------------|----------------|-----|-------------|--------|-------|
| 1     | Regression | 3.241          | 1   | 3.241       | 33.474 | .000b |
|       | Residual   | 24.108         | 249 | 0.096       |        |       |
|       | Total      | 27.349         | 250 |             |        |       |

Based on the results presented in Table 14, it is evident that clear channels of communications are positively and significantly related performance of state corporations in Kenya ( $\beta=0.408$ ,  $p=0.019$ ). This implies that an increase in clear channels of communications by one unit increases performance by 0.408 units, holding other factors constant. Therefore, since the p-value is less than 0.05, the null hypothesis is rejected. Hence, clear channels of communications has a significant influence on performance of state corporations in Kenya. The regression model specification was;

$$Y = 5.149 + 0.408X$$

Where:

Y = Performance of state corporations in Kenya

X = Clear channels of communications

**Table 14: Regression Coefficients**

|                                  | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|----------------------------------|-----------------------------|------------|---------------------------|-------|-------|
|                                  | B                           | Std. Error | Beta                      |       |       |
| (Constant)                       | 5.149                       | 0.809      |                           | 6.364 | 0.000 |
| Clear channels of communications | 0.408                       | 0.056      | 0.397                     | 7.286 | 0.019 |

a Dependent Variable: Performance

#### 4.6 Multiple Regression Analysis

The study did a multiple regression analysis to examine the relationship between the variables. Under the regression analysis, the model fitness, analysis of variance (ANOVA) and regression coefficients were presented. The results presented in Table 15 indicate that open communication, clarity of ideas/communication and clear channels of communications are adequate in explaining the performance of state corporations in Kenya. This is supported by the coefficient of determination also known as the R square of 52.9%. This means that open communication, clarity of ideas/communication and clear channels of communications can explain 52.9% of the variations in the performance of state corporations in Kenya.

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**Table 15: Model Fitness**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .601a | .529     | .507              | .463                       |

The results in Table 16 indicate that the overall model is statistically significant. The results signify that open communication, clarity of ideas/communication and clear channels of communications are good predictors influencing the performance of state corporations in Kenya. This is supported by an F statistic of 119.739 and the reported p-value (0.000), which is less than the conventional probability of 0.05 significance level.

**Table 16: ANOVA**

| Model |            | Sum of Squares | df  | Mean Square | F       | Sig.  |
|-------|------------|----------------|-----|-------------|---------|-------|
| 1     | Regression | 49.571         | 3   | 16.524      | 119.739 | .001b |
|       | Residual   | 34.178         | 247 | 0.138       |         |       |
|       | Total      | 83.749         | 250 |             |         |       |

The regression of coefficients results in Table 17 shows that open communication is positively and significantly related to performance of state corporations in Kenya ( $\beta=0.296$ ,  $p=0.012$ ). Besides, clarity of ideas/communication is positively and significantly related to performance of state corporations in Kenya ( $\beta=0.821$ ,  $p=0.000$ ). In addition, clear channels of communications are positively and significantly related to performance of state corporations in Kenya ( $\beta=0.291$ ,  $p=0.008$ ). Based on the study results, the regression model specification was;

$$Y = 0.567 + 0.296X_1 + 0.821X_2 + 0.291X_3$$

Where:

Y = Performance of state corporations in Kenya

X<sub>1</sub> = Open communication

X<sub>2</sub> = Clarity of ideas/communication

X<sub>3</sub> = Clear channels of communications

**Table 17: Regression Coefficients**

|                                  | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|----------------------------------|-----------------------------|------------|---------------------------|--------|-------|
|                                  | B                           | Std. Error |                           |        |       |
| (Constant)                       | 0.567                       | 0.275      |                           | 2.062  | 0.036 |
| Open communication               | 0.296                       | 0.034      | 0.253                     | 8.706  | 0.012 |
| Clarity of ideas/communication   | 0.821                       | 0.058      | 0.709                     | 14.155 | 0.000 |
| Clear channels of communications | 0.291                       | 0.043      | 0.268                     | 6.767  | 0.008 |

a Dependent Variable: Performance



## 5.0 Conclusion

It is concluded that open communication, clarity of ideas/communication and clear channels of communication are significant in explaining the performance of state corporations in Kenya. Open communication, clarity of ideas/communication and clear channels of communication can explain 52.9% of the variations in the performance of state corporations in Kenya. A clear communication strategy and channels for offering communication to all stakeholders are crucial for strategic communication. The open communication can be influenced by equality sharing of information, communication feedback mechanisms and encouraging employees to express their feedback and thoughts. Besides, the clarity of ideas/communication can be impacted by emphasizing a specific goal at a time, embracing clarity of ideas before communicating and spurring concise communication. Besides, clear channels of communication can incorporate accessibility of channel of communication, use of top-down and bottom-up communication channels and use of modern technologies for communication.

## 6.0 Recommendations

It is recommended that state corporations in Kenya embrace strategic communication such as open communication, clarity of ideas/communication and clear communication channels since it was found to influence performance significantly. The state corporations need to ensure equal information sharing, develop communication feedback mechanisms and encourage employees to express their feedback and thoughts. The corporations need to emphasize specific goals at a time, embrace the clarity of ideas before communicating and ensure concise communication. The corporations should enhance the accessibility of communication channels, use top-down and bottom-up communication channels and use modern technologies for communication. Since strategic communication (open communication, clarity of ideas/communication and clear channels of communication) was found to explain 52.9% of the variations in the performance of state corporations in Kenya, another study can be conducted to examine other factors that can influence the performance of state corporations in Kenya. In addition, this research was conducted only on state corporations; future research can be extended to organizations in other industries, particularly the private sector, to establish whether the findings in this research will be in concurrence.

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