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Effects of Communication Strategies on Performance of Telecommunication Firms in Kenya: Literature Based Review

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Abstract

The study sought to examine the effect of communication strategies on performance of telecommunication firms in Kenya. The specific objectives of the study were to examine the effect of communication styles and integrated communication on performance. The study was anchored on the communication theory. The study was a desktop type of research. The research relied upon past literature to make inferences. The study found that communication styles had a positive effect on performance. The core components of communication styles include passive communication, aggressive communication, submissive communication, manipulative communication and assertive communication. The assertive communication style was found to be the best communication style to be used in the organization. Assertive communication express positive and negative ideas and feelings in an open, honest and direct way. The study found that integrated communication had a positive effect on performance. The integrated communication strategy includes applying both the modern and traditional forms of communication. The communication integration strategy entail applying more than one communication channel or style in the passage of the information. The study concluded effective communication styles have a positive effect on organizational performance. Communication strategies ensures that everyone in the organization has adequate information to prevents any ambiguity. The study also concluded that poor communication skills lead to frequent misunderstandings and frustrations. The study recommended that integrated communication need to be adopted by the firms since it positively affects performance. The organization need to have more than one communication strategy to use. The managers and supervisors at the telecommunication firms in Kenya need to encourage vertical, horizontal and diagonal communication to improve task-related processes, periodic reports concerning departments and individual performance cutting across the organization. The study recommended that assertive communication is the best communication style to be used in the organization. The study suggested communication should flow in all directions in the organization, clarity of the language used should be concise and the person receiving the contents of the communication should pay attention. The organizations need to adopt the most effective communication style based on efficiencies and cost.

Keywords: *Communication, communication styles, performance, telecommunication firms, kenya*

1.0 INTRODUCTION

Performance is vital and integral to the purpose, vision and mission of any organization (Shonubi, & Akintaro, 2016). Every organization has its own way and methods to show its performance. The most performance indicators to any organization include financial and non-financial indicators (Arab & Muneeb, 2019; Muhanji & Ngari, 2015; Mutisya, 2016). The financial indicators of performance include profitability, return on assets, return on equity, sales revenue, among others. The non-financial indicators of the performance include customer satisfaction, customer retention, customer loyalty, growth (Kiilu, 2014; Kinanga, 2016; Ngamsutti, 2018). Return on assets allows users to assess how well firms' corporate governance mechanisms are assisting it in securing and monitoring the management's efficiency in utilizing assets to generate profits (Tangut, 2017). According to Cheruiyot (2014), return on equity is useful for comparing the profitability of a firms to others. It offers a valuable signal of the financial success of the companies since it indicate whether the firm is growing profits without necessarily pouring new equity capital into the business.

A steadily increasing return on equity hints that the management is giving shareholders more for their money, represented by shareholders' equity (Kibe, 2014). Communication strategies have been reported to be a factor that influences performance (Okuneye, Lasisi, Omoniyi & Shodiya, 2014; Markovic & Salamzadeh, 2018; Siam, 2017; Sikuku, Namusonge & Makokha, 2018). Communication is an integral component of any performance improvement approach. Communication strategies play a central role in influencing performance (Arab & Muneeb, 2019). A comprehensive communication strategy is a vital component to any successful change and improvement. The communication strategy sets the tone and direction of improvement efforts (Muhanji & Ngari, 2015). The communication strategies influence the energy levels for change and improvement. Strong communications keep everyone focused on goals and priorities while providing feedback on progress. Effective communication strategies, systems, and practices have a huge and direct effect on organization learning and innovation (Mutisya, 2016).

Communication is sending a message through different media, verbal or nonverbal, formal or non-formal. Communication consists of the process of transmitting, disseminating, or passing information from one person to the other or from one place to the other (Femi, 2014). Communication can also be defined as creating, transmitting and interpreting ideas, facts, opinions and feelings. It is a process that is essentially a sharing one, a mutual interchange between two or more persons. Communication refers to how information is transmitted and understood between two or more people (Markovic & Salamzadeh, 2018). Communication strategies are used as part of a business plan, detailing how to communicate with various groups of people. A single business may have multiple strategies for different categories of people, such as clients, investors, competitors or employees (Shonubi & Akintaro, 2016).

Strategic communication management consists of the systematic planning and realization of information flow, communication, media development and image care in a long-term horizon (Syaifuddin, 2020). Integrated marketing communications is defined as using both modern and traditional marketing strategies to optimize the communication of a consistent message conveying a company's brand to stakeholders (Sueldo, 2016). Organizations use a corporate communication strategy to communicate with employees, customers, suppliers, and investors. Organizational communication strategies need to be smoothly and strategically integrated into all the communicative processes and their constituents (Sikuku, Namusonge & Makokha, 2018). Each

communicative action should be inspired and based on a clearly defined philosophy and strategically planned and integrated communication policy that considers the needs, demands, interests and expectations of all stakeholders, public and society (Ejike, 2019). In workplaces, poor communication can be costly to an organization (Cheruiyot, 2014).

1.2 Statement of the Problem

The performance of some telecommunication companies in Kenya has been futile. For instance, Safaricom public limited company, the largest telecommunications provider in Kenya and one of the most profitable companies in the East and Central Africa region, reported a net profit decrease of 6.0 percent to Shs 33.07 billion the financial year ended 2020 (Safaricom, 2020). Furthermore, Airtel Kenya posted a Shs 2.89 billion loss in 2019, raising its cumulative losses to Sh68.09 billion (Airtel 2020). The poor performance of the telecommunication firms in Kenya shows a problem that needs to be addressed. This formed the rationale to examine the effect of the communication strategies on the telecommunication industry's performance in Kenya. In workplaces, poor communication is a serious problem and can be costly to an organization (Arab & Muneeb, 2019). The impact can be devastating to the parties involved. Some of the results include loss of business, customers, products, goods, services, employee turnover, loss of productivity, absenteeism, sabotage, injury and accidents, sick leave and so on (Markovic & Salamzadeh, 2018). Based on the literature reviewed, there is inadequate information concerning the effects of communication strategies on the performance of telecommunication firms in Kenya. There was a knowledge gap that needed further empirical investigation. The study noted that most studies were conducted outside Kenya. Nevertheless, in those conducted in Kenya, none of the studies was conducted in the telecommunication industry. Besides, none of the reviewed studies particularly examined the effect of communication styles or integrated communication on the performance of telecommunication firms in Kenya. Therefore, the study was worthy of being conducted to bridge the existing knowledge gap. The study examined the effect of communication strategies on the performance of telecommunication firms in Kenya.

1.3 Research objectives

- i. To examine the effect of communication styles on performance of telecommunication firms in Kenya
- ii. To examine the effect of integrated communication on performance of telecommunication firms in Kenya

2.0 LITERATURE REVIEW

2.1 Empirical Review

Kinanga (2016) sought to establish the relationship between customer information sharing and the performance of selected commercial banks in Kenya. The study was quantitative research that adopted a correlational research design. The population consisted of all the listed commercial banks in the country. The results of the study indicated that integrated communication that included the use of both modern and traditional marketing strategies to optimize the communication of a consistent message conveying a company's brand to stakeholders increase customer satisfaction. The study concluded that integrated communication is important and it facilitates the banks to have to determine the right channel of communication that will target the right audience with the right messaging. The study recommended integrated communication need to be adopted and this will increase the performance of the banks.

Shonubi and Akintaro (2016) sought to examine the impact of effective communication styles on organizational performance. The discussion was based on series of empirical studies of communication and organizational performance. The study results noted the main communication styles include passive communication, aggressive communication, submissive communication, manipulative communication and assertive communication. Assertive communication is the best communication styles to be used in the organization. Assertive communication can express positive and negative ideas and feelings in an open, honest and direct way. It recognizes our rights whilst still respecting the rights of others. The adoption of assertive communication strategy is that it allows individuals to take responsibility for themselves and their actions without judging or blaming other people. The study concluded effective communication styles has a positive and significant effect on organizational performance. The study recommended there should be more clarity of ideas before attempting to communicate of the information between departments. Better understanding of the physical and human environment when communicating is important. In planning communication, consultation should both be top down and bottom up, while all facts are rendered implicit and explicit. All stakeholders should be encouraged to be good listeners and immediate actions must be accompanied and accomplished with communication.

Sikuku, Namusonge and Makokha (2018) sought to examine the effect of information sharing on supplier performance in the Sugar processing Company limited. The descriptive research design was used in the research where both quantitative and qualitative data was collected using questionnaires. The random sampling technique was adopted to give an equal chance to the population under study of being picked. The key finding was that information sharing significantly affected supplier performance. The study recommended that a proper database should be established and centrally located so to enhance information sharing.

Siam (2017) conducted a study to examine the effect of communication strategy on organizational performance: a middle-level managers' perspective at higher education institutions. The study was developed based on general system theory and contingency theory. The total respondents were 236 and all of them are working with the higher education institutions in Palestine. The results of the study revealed that communication strategy is positively related to organizational performance. The study noted that putting a communication strategy into place allows employees to refer to a standardized plan to interact with managers, colleagues and clients. The study also revealed that a communication strategy ensures that everyone involved has adequate information to communicate about it, maintaining consistency in the workplace and preventing any ambiguity. The study recommended there should be a communication strategy to enhance performance.

Syallow (2019) sought to examine the role of organizational communication on employee job satisfaction in the telecommunication industry in Kenya. The research was informed by the enactment theory of organizational communication and the framing in organizations theory. The research used a descriptive research design. Purposive sampling was used to collect qualitative data from 18 top-level management employees. The study concluded employees in the telecommunication industry in Kenya are aware of what organizational communication entails. The study recommended that management should strive to ensure that the nature of the information they pass to employees produces a cohesive corporate identity by increasing employees' knowledge about the overall organization's philosophy and its strategies which brings job satisfaction and commitment. The study also recommended that managers and supervisors at the telecommunication industry in Kenya should encourage vertical, horizontal and diagonal communication to improve task-related processes, periodic reports concerning departments and

individual performance cutting across the organization. This will help in equipping them with the knowledge that will be used extensively.

Kihanya (2013) sought to assess the effect of integrated marketing communication tools on business performance in the insurance industry, using the case study of the Kenya Orient Insurance Limited. A descriptive research design was used in this study. The target population was 384 respondents comprising 82 staff in different managerial levels currently employed at Kenya Orient Insurance Limited and 302 agents. A stratified proportionate random sampling technique was used to select the sample. The study found that advertising of services through the key media channels-above the line-TV Radio newspapers and billboards), below the line (wall branding, newsletters, leaflets), Social media (Facebook, Youtube) and Billboards influenced the company performance to a great extent. The content of the advert and the messaging was essential.

Omondi, Onyango and Museve (2020) sought to examine the effect of communication mode for strategy implementation on water service provision in Kakamega County. The main objective of the study was to find out whether advertising, sales promotion personal selling, direct marketing and public relation is used to improve strategy implementation. Data was collected from 781 employees. The research design was descriptive in nature. A stratified proportionate random sampling technique was used to select the sample. From each stratum, the study used a simple random technique to select 328 respondents. The data collection instrument was using questionnaires with both closed and open-ended questions. Findings show that advertising, direct marketing, personal selling, sales promotion and public relations enhance its performance by enhancing customer attraction, customer loyalty, sales volumes, branch expansion and reminding customers of the bank's products. The study recommended that management take seriously strategies that can improve the execution of this integrated communication as it is crucial to the company's performance.

Murugi, Mbaka, and Mugambi (2016) sought to establish communication practices and how they affect strategy implementation among commercial banks in Nakuru county, Kenya. The study objective was to establish how communication in commercial banks affects strategy implementation in Nakuru County using descriptive research design. The target population was obtained from the 28 Commercial Banks in Nakuru County which has 200 staff members from Top Management staff, middle-level staff to low level staff. A stratified random sampling technique was used in sampling respondents. Both descriptive and inferential statistics was used to analyze the data. The study revealed there lacks effective communication among commercial banks in Nakuru County leading to failure in strategy implementation process.

A strategic communication establishes the direction of an organization (Magiri, Ngui & Mathenge 2018). Strategy is a pattern for organizations to achieve their objectives and goals (Ngile, 2015). Strategy implementation happens to be a more challenging and delicate task than that of strategy formulation (Magiri, Ngui and Mathenge, 2018). To be competitive, organizations must therefore develop good communication strategies and appropriately realign the organizational structure, systems, leadership behavior and human resource policies (Kamau, Kibune & Mugambi, 2018). Strategic management process is a continuous culture of appraisal that a business adopts to outdo the competitors (George, 2018). The process of strategic management includes goal setting, analysis, strategy formation, strategy implementation, and strategy monitoring (Bungay, 2019).

Ngamsutti (2018) conducted a study to examine the effect of communication strategies on the performance of the telecommunication firms in Thailand. The data were collected by using

questionnaires from 726 employees from DTAC. The hypothesized relationships among the variables were examined by using regression analysis. The results showed that integrated marketing communication strategy has a positive influence on performance. The study concluded that integrated marketing communication strategy include the application of both the modern and traditional forms of communication. The study recommended that telecommunication firms in Thailand need to use an integrated marketing communication strategy to enhance performance.

Arab and Muneeb (2019) sought to determine the effect of communication styles on performance. The study was conducted to Afghan Wireless Communication Company. The target population included employees from different departments. A sample of 371 employees were used. The results show that there is positive relationship between effective communication and organizational performance. In fact, the results show that flow of communication has positive relationship with organizational performance. The study showed that if the flow of communication is natural and smooth in an organization that causes good organizational performance and when the communication is effective then employees effectively do their tasks which causes organizational performance. The study noted that most communication styles that were used in the organization included written, electronic, verbal, nonverbal and visual. The study concluded that written communication and electronic as the most used communication styles within the companies.

Markovic and Salamzadeh (2018) sought to examine the importance of communication in business management. The study was conducted within Telekom Srbija in Serbia. The study revealed that effective communication in an organization is one of the factors that increase performance. Employees are key to the success of organization and effective communication enhances stability and togetherness. Communication as a management function is the process of creating, communicating and interpreting ideas, facts, opinions and feelings about work performance. organizational effectiveness and efficiency as well as goals attainment in organization is enhanced through communication. The study noted that poor communication system results in mismanagement and bad business results. The study concluded that a manager must be an effective communicator and no organization can succeed or progress, build up reputation without effective communication skills.

Mutisya (2016) sought to establish the effect of communication channels on performance of the pharmaceutical companies in Nairobi County. The study was focused on 64 pharmaceutical managers of different pharmaceutical companies. This study applied a descriptive survey research design. The target population comprised of all the pharmaceutical companies in Nairobi Kenya. This study used primary data collected using questionnaires. Data collected was analyzed using descriptive statistics. The study found that most of the communication channels used include short message service, internal memos, emails, stakeholder meeting, oral presentations and periodic reports in communicating strategy implementation within and outside their organization. The companies use horizontal communication structure, down-up communication structure and upward-down communication structure. The study concluded that communication media influences the strategy implementation greatly in that short message service, internal memos, emails, stakeholder meeting, oral presentations and periodic reports are used widely and good communication within an organization is a prerequisite to business growth and is pivotal to ensuring smooth and effective process flow leading to greater productivity and profitability. The study recommended that communication pharmaceutical companies could adopt communication media which plays an important role in training, knowledge dissemination and learning during the

process of strategy implementation and employee and employer relationships should be developed harmoniously in an effective operating organization and interpersonal relationships.

Kibe (2014) sought to examine the relationship between communication strategies and organizational performance at Kenya Ports Authority. The research concluded that for any organizational performance to be effective, the communication applied should be open, inclusive-two-way, result driven and multi-channeled. The study recommended that for effective communication to take place, the barriers to communication must be reduced since they cannot be completely removed. The communication should flow in all directions in the organization, the clarity of language used should be concise and the person receiving the contents of the communication should pay attention. The study further recommended feedback is an essential element in effective communication; hence a comprehensive feedback system of communication need to be adopted. The study also recommended that team building activities should be initiated to help build on employee trust, cohesion and friendship.

Cheruiyot (2014) sought to examine the relationship between integrated communication and the performance of Kenya Post and Savings Bank. The main objective of the study was to find out whether advertising, sales promotion, personal selling, direct marketing and public relations is used to improve performance in the bank. Data from 80 employees was analyzed to determine Integrated Marketing Communication and performance. The research design was descriptive in nature. A stratified proportionate random sampling technique was used to select the sample. From each stratum, the study used a simple random technique to select 80 respondents. The data collection instrument was using questionnaires with both closed and open-ended questions. Findings show that advertising, direct marketing, personal selling, sales promotion and public relations enhance its performance by enhancing customer attraction, customer loyalty, sales volumes, branch expansion and reminding customers of the bank's products. The study recommended that management take seriously strategies that can improve the execution of this integrated communication as it is crucial to the company's performance.

Ejike (2019) sought to determine the effect of communication strategies on performance. The study was conducted in Etisalat Nigeria. The research design employed for this study was descriptive survey design while questionnaire served as the instrument of data collection. The population of this study covered 135 staff. The research revealed that oral communication enhances performance positively. The study also noted that ICT communication and written communication enhances customer loyalty. The study therefore recommended that oral communication should be made very effective so as to enhance productivity. There should be retraining of the staff on the importance of using written communication as a form of communication. Okuneye, Lasisi, Omoniyi and Shodiya (2014) found effective communication is positively related to performance. Thus, the study concluded a strong positive relation between communication integration strategy and organizational performance using multivariate correlation analysis. The study noted that the communication integration strategy entailed applying more than one communication channel or style in the passage of the information.

Kiilu (2014) examined the effect of communication styles on organizational performance in beauty products companies. The target population comprised men and women customers from which the study used. The study found that digital is the most used communication style among the beauty products companies in Nairobi. The study revealed that the tendency to buy beauty products is affected by YouTube, Google's blogger Media-Sharing sites, Facebook, LinkedIn and Social news

sites. The study concluded that mobile advertising strategies affected the buying of beauty products to a great extent. The study recommended that companies should invest more in using social media strategies in advertising their products as a form of communication since using these strategies and tools, makes it easy for marketers to engage, collaborate, interact and harness intelligence crowdsourcing for marketing purposes. The study finally recommended that companies should adopt the mobile advertising strategies such as bulk SMS's which should be targeted to potential clients or customers as this enhances sales volume.

Baini and Mwasiagi (2018) sought to examine how the commitment of top-level management affects performance. The study adopted a descriptive research design as it allows a complete description of all the items under study. Both primary and secondary data was used in the study. Primary data was collected using questionnaires while secondary data was collected from the recovery reports, published journal and financial statements. The collected primary data was coded and analyzed with the Statistical Package for Social Sciences (SPSS) computer software. The study results indicated that the commitment of top-level management through reliable and effective communication affects performance positively. The study concluded that effective communication from the top management level is significant in influencing performance.

2.2 Theoretical Review

The study was anchored on the communication theory. The communication theory outlines how communication processes would engage others in dialogue. West, Turner and Zhao (2010) posited that the presence of a common language between sender and receiver enhances communication. According to Shannon and Weaver (1949), the communication process consists of seven steps: message, encoding, transmitting, receiving, decoding, understanding and feedback. Thus, according to Shannon, the first source, the information source, produces messages to be communicated to the receiving terminal. There is a need to inform staff of new policies and innovations to enable staff members to be aware and participate effectively in issues that concern them. The source of any information should be clear. Secondly which is encoding is where the sender operates on the message to produce a signal suitable for transmission over the channel. The third is the medium used to transmit the signal from transmitter to receiver. The channel used should be adequate and free from barriers.

The message can be transmitted by memo, phone call, face-to-face, etc. Fourth is the receiver which performs the inverse operation of that done by the transmitter, reconstructing the signal's message. The fifth is the destination that is the person (or thing) for whom the message is intended. Sixth is the message from the receiver that confirms receipt that implies information or communication and the seventh item for effective communication is feedback which in strategic terms is the actualization of what has been communicated. It is through feedback that information achieves its desired results. According to Stacks and Salwen (2014), effective communication occurs when the receiver understands the meaning intended and reacts accordingly. Thus, managers need to communicate and interact effectively to implement telecommunication industries' strategies.

The idea of communication theory lies at the heart of any scholarly process, and while those in the social sciences tend to adopt the tests of a good theory from the natural sciences, many who study communication adhere to an idea of communication theory that is akin to that found in other academic fields. The theory notes that good communication skills are essential to allow others and yourself to understand information more accurately and quickly. Poor communication skills lead

to frequent misunderstanding and frustration (McQuail, 1987). The theory notes that communication has crucial impacts among workgroups in that organizational communication is a channel to flow information, resources, and even policies. Organizational communication can be broadly defined as communication with one another in the context of an organization (Salwen, 2014). Communication is the act of sending a message through different media; it can be verbal or nonverbal, formal or non-formal, so long as it transmits a thought-provoking idea, gesture, action, etc. Good communication is considered a learned skill. Most people are born with the physical ability to talk, but we must learn to communicate effectively. Speaking, listening and our ability to understand verbal and nonverbal meanings are skills we develop in various ways. The theory notes that communication is an integral component of any performance improvement approach (Windahl, Signitzer & Olson, 2008). Therefore, the study considered the theory ideal in anchoring the study. The study mainly looked at the effect of communication strategies on performance.

2.3 Research Gaps

Based on the literature reviewed, there is scanty information concerning the effects of communication strategies on the performance of telecommunication firms in Kenya. The knowledge gap is presented in terms of the conceptual, contextual and methodological gap. The contextual gap from the reviewed literature results from some of the studies conducted outside telecommunication firms. Moreover, the contextual gap also emerges from the fact that some of the studies were conducted outside Kenya. To those conducted in Kenya, none of them was conducted to telecommunication firms in Kenya. On the other hand, the reviewed studies' conceptual gap is that none of those studies particularly examined the effect of communication styles or integrated communication on the performance of telecommunication firms in Kenya. Furthermore, from the reviewed literature, a methodological gap exists. The methodological gap exists in the form of data, research design and sampling techniques, among others. The current study used secondary data. This data was obtained from previous studies. Therefore, the knowledge gap was ascertained by conducting this literature-based study.

3.0 RESEARCH METHODOLOGY

The study was a desktop type of research. The study was carried out purely by examining the previous studies rather than physical investigations. The research relied upon past literature to make inferences. This type of study's importance is that secondary data is easily accessible and saves time and cost. The desktop research helped the researcher understand the research problem and conclusions were based on the prior researchers' opinions.

4.0 RESEARCH FINDINGS AND DISCUSSION

The study found a communication strategy entails the framework used by organizations to plan out communication with employees, customers, suppliers and investors. The communication strategy can be the key to a better understanding of the company and enhancing its reputation with the people whose attitudes and actions influence your success the most. communication styles had a positive effect on the performance. The core components of communication styles include passive communication, aggressive communication, submissive communication, manipulative communication and assertive communication. The study found that awareness of communication style when relating to others help build strong relationships and also help get what you want without causing unnecessary conflict with others. A communication style is how we share information with others through conversation. Assertive communication is the best

communication styles to be used in the organization. Assertive communication can express positive and negative ideas and feelings in an open, honest and direct way. It recognizes our rights whilst still respecting the rights of others. The adoption of an assertive communication strategy is that it allows individuals to take responsibility for themselves and their actions without judging or blaming other people.

The integrated communication had a positive effect on performance. The study's findings showed that advertising, direct marketing, personal selling, sales promotion and public relations enhance its performance by enhancing customer attraction, customer loyalty, sales volumes, branch expansion and reminding customers of the bank's products. The integrated communication strategy includes applying both the modern and traditional forms of communication. The communication integration strategy entails applying more than one communication channel or style in the information passage. Effective communication from the top management level is significant in influencing performance. The effective communication strategy helps the organization adjust to its environment and improve its performance.

5. 0 CONCLUSIONS

The study concluded the communication strategies are key components that influence performance. The integrated communication includes applying more than one communicating strategy to pass the information from one point or group to another. The integrated communication promotes institutions to determine the right communication channel that targets the right audience with the right information. The main communication styles include passive communication, aggressive communication, submissive communication, manipulative communication and assertive communication. Assertive communication is the best communication styles to be used in the organization. Assertive communication expresses positive and negative ideas and feelings in an open, honest and direct way. The adoption of an assertive communication strategy is that it allows individuals to take responsibility for themselves and their actions without judging or blaming other people. Effective communication styles have a positive and significant effect on organizational performance.

The study concluded that communication strategy ensures that everyone in the organization has adequate information and prevents any ambiguity. The main communication channels used in the organization include verbal, nonverbal, written and electronic means. Nonverbal communication strategies consist of visual cues, such as body language, facial expressions, the physical distance between communicators, or the tone of your voice. Poor communication skills lead to frequent misunderstanding and frustrations of the employees. Communication has crucial impacts among workgroups in that organizational communication is a channel to flow information, resources, and even policies. The integrated communication had enhanced the performance positively.

6.0 RECOMMENDATIONS

The study recommended that telecommunication firms in Kenya should rely much on the usage of the various communication styles such as verbal, nonverbal, written and electronic. The integrated communication needs to be adopted by the firms since it positively affects performance. The organization to have more than one communication strategy to use when other communication strategies become inefficient. Managers and supervisors at the telecommunication firms in Kenya to encourage vertical, horizontal and diagonal communication to improve task-related processes, periodic reports concerning departments and individual performance cutting across the

organization. There should be more clarity of ideas before attempting to communicate. Any communication sent out should consistently reflect the narrative that a company wants to tell, be it the purpose behind what they do or the kind of work culture they promote.

The study recommended that assertive communication is the best communication styles to be used in the organization. Assertive communication expresses positive and negative ideas and feelings in an open, honest and direct way. The communication should flow in all directions in the organization, the clarity of the language used should be concise and the person receiving the contents of the communication should pay attention. Feedback is an essential element in effective communication; hence a comprehensive feedback system should be adopted. The communication companies need to adopt a communication style that plays an important role in training, knowledge dissemination, and learning during strategy implementation. It is recommended that employees and employer relationships be developed harmoniously to enhance interpersonal relationships.

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