EFFECT OF EMERGING CHANNELS OF COMMUNICATION ON EMPLOYEE PERFORMANCE IN COUNTY GOVERNMENT OF KERICHO, KENYA

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DECLARATION AND APPROVAL

Declaration

ThiS thesis is my original work and has not been presented for the conferment of a degree or for the award of a diploma in this or any other University:

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DEDICATION

This thesis is dedicated to my family, friends and colleagues for their support throughout the process May God bless you.

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I owe an immense gratitude to my supervisors, Dr Hellen W. Sang and Dr. Patricia Chepwony and for their invaluable support towards this thesis from inception. Their careful guidance constructive criticism and patience enabled me complete this thesis on time.

I thank the employees of County Government of Kericho Kenya for their cooperation during data collection. Finally, I sincerely thank the Almighty God for his guidance and strength. To each of the above, I extend my deepest appreciation.

ABSTRACT

Channels of communication is of great importance when passing information from the sender to the receiver and it also affects the performance of employees as they act based on how they have received the information and how they have understood it. Due to the rapid emergence of the channels of communication and its' increased level of usage in workplace, policymakers and organizations are still not sure whether to incorporate it entirely in their operations even though the evidence points out that use of emerging channels of communication has led to increased productivity. Therefore, the main purpose of this study was to examine the effect of emerging channels of communication on employee performance. Objectives of the study were: to establish the effect of the use of short message service on employee performance: to determine the effect of the use of electronic mail on employee performance and to examine the influence of social networking site on employee performance in County Government of Kericho. The study is informed by Uses and Gratification Theory, Social Exchange Theory and Social Network Theory. The study adopted both the descriptive and correlation survey design. The total population for the study was 3108 being both managers and non-managers and out of this, a sample size of 354 was obtained. Data was collected using a well structured questionnaire and analyzed using inferential and descriptive statistics. A response rate of 81% was obtained from the 288 questionnaires that were filled. The study findings indicated that the coefficient of determination (R^2 = 0.972) accounted for 97.2% of the total variability change of emerging channels of communication on employee performance. The findings further showed that SMS (β = 0.019, p = 0.034), electronic mail (β = 0.979, p = 0.000) and social networking sites (β = -0.032, p = 0.048) had a statistically significant effect on employee performance. Therefore, SMS, electronic mail and SNS showed that they have a significant relationship with employee performance in County Government of Kericho. The study recommends that county government should embrace the use of short message services, provision of computers in all the county offices and all computers to be networked for easy access to emails and that social network platform to be monitored all the time for control purposes. The study further suggests that there is need for a similar study to be carried out in all other County Governments in Kenya.

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LIST OF ABBREVIATIONS AND ACCRONYMS

HR Human Resources

ICT Information Communication Technology

SNS Social Networking Sites

SMS Short Message Service

SPSS Statistical Package for Social Sciences

NACOSTI National Commission for Science, Technology and Innovation

GoK Government of Kenya

DEFINITION OF TERMS

Channels of Communication This refers to the medium through which information flows within the organization. Blundel, (2004) defined channels of communication as applications used by humans in their daily collaboration and communication which involves exchange of information between receiver and sender. A good communication channels should enable perfect and clear message exchange between managers and employees.

Communication is the process of reaching an understanding, in which participants not only exchange (encode-decode) information, news, ideas and feelings but also create and share meaning. Taylor, (1999) defined communication as receiving or exchanging information, giving opinions or ideas by speech, writing or visual means so that information passed is understood completely by the parties concerned.

Electronic Mail is the method of exchanging messages between people using electronic devices. It mainly operates across computer networks, primarily the internet. Dowall and Salkin, (1986) indicated that electronic mail refers to the use of computers or communicating text-editing machines with the right software to receive and send written messages.

Emerging Channels of communication are the new media channels that include texts, email, tweets, blogs and websites such as (Facebook, Whatsapp, YouTube, linkedIn) through which information flows within an organization. They are found to be effective and efficient compared to the traditional channels.

Employee performance is the ability of an employee to accomplish mission based on the expectations of an organization, how to execute activities based on time of completion, quality of work and the productivity. According to the Business Dictionary, "employee performance comprises of activities that are work related and are expected from an employee with the degree to how well those activities are executed."

Short Message Service also referred to as text messaging is known as one of the modern and contemporary means of electronic communication which is cheaper, faster and a convenient way of transferring information from one mobile device to another than launching a portable device web browser (Briggs, 2006).

Social Networking Sites is abbreviated as SNS and (Haythomthwaite and Wellman, 2002) defined it as any Web site that enables the employees to develop public profiles and form relationships with other employees of the same site who are only able to access it.

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter reviewed the background of the study, statement of the problem, objectives, research questions, significance, limitations and the scope of the study.

1.2 Background of the Study

Communication within organizations is a phenomenon that researchers have tried to comprehend on especially due to the fact that information does not flow in space. The senders and recipients are based in a social context which regulates and controls how information is sent and exchanged (Kossinets, 2008; Ruesche, 2017). This in itself becomes complex in the communication process. Organizations find themselves in this complexity since they operate within a social context and regardless of the communication systems that they put across, they are still faced with the challenge of getting to know the best way to communicate with their stakeholders (Allen, 2016; Aula, 2016). Munene and Nyaribo (2013) examined the extent of social media participation by employees and its effect on their productivity. The study focused on a population that has internet connectivity and how it impacts the productivity of employees. Organizations are in continuous change where the reliance on manual workers is shifting to productivity and performance of knowledge workers.

Internet has brought about total transformation on how people interact on daily basis. Initially the internet connection communication was difficult and costly but in today's world, people need to stay connected because of accessibility (O'Dell, 2011). Bulletin board system (BBS) was invented in 1978 to allow users to exchange messages, software and data thus the beginning of the internet (Crowly and Heyer, 2015; Khanna and Kaur, 2019).

According to (Gonzales, 2014), 85% of world's population owns a mobile devices thus organizations have easy access to communication with different stakeholders including employees. SMS is medium of electronic communication which is cheaper, faster and a convenient way of sending information from one mobile device to another in the range of 160 characteristics (Bertel, 2012; Kaya, 2016). Franco- German GSM cooperation introduced SMS far back in 1984 and the aim was to use SMS on mobile devices as a way of signaling communication (Cole, 2010). Acker (2014) stated that SMS was mainly used because of its affordability as compared to making telephone calls which was costly.

In today's connected workplace and emerging channels of communication, virtually everyone is drowning in email. Since the late 90s, email has become the most heavily used form of business communication, and nothing is about to change that – not even the advent of other social media sites (Chua, 2017). "Do me an email" has become a salutary way of getting someone to commit thoughts into writing and unload them onto the corporate network. In a country as ethnically-polarized as Kenya, language takes on extra meaning when dealing with customers (Snider, 2017).

Emails should be kept short and precise and it should be noted that email is not a conversation; it doesn't have real-time feedback in the manner that ordinary conversation does (Gloor, 2016). Checking email should not get in the way of normal work but it should run concurrently because if it's paused it will reduce productivity. Ideally, the average employee should check their email at most once every two hours or so, allowing time to focus on work and not mailbox.

There has been an increased level of electronic interaction due to the need for efficient and less costly modes of communication, of which e-mail has been considered as the most satisfactory technique since it is created easily, edited, stored, organized, appended and forwarded to recipients (Ducheneaut & Watts, 2005). Use of e-mail has reduced communication distortion which results from occupational or ethnic or gender differences. It has also led to improved management within various departments by boosting inter-departmental communication which significantly affects their relation (Lucas, 1998). Despite the email's inherent features and technical neutrality, its appropriateness and effectiveness is not clear in regard to the management of information on the wellbeing of the staff such as job dissatisfaction. This means that the use of e-mail can result to lower productivity due to uncontrollable flow which in turn leads to information overload (Gupta, 2000). Callahan and Shapiro (2001) in their study on e-mail overload in US and Uk, revealed that e-mail has negative effects on the wellbeing of employees. According to the recent publications, 100% reported satisfaction with e-mail although 70% reported that e-mail gets out of hand and difficult to control (Ingham, 2003). The individuals tend to accumulate e-mail in the inbox and as the volume increases then the time taken to retrieve the messages increases, which in turn leads to the user overload (Mahony & Barley, 1999).

Although email has been found to be the most efficient channel to be used in information exchange, most of employees still prefer face-to-face interaction, (Drago, 2015; White, 2010). The employees in the organizations still prefer interpersonal, dialogic communication. Meetings were found to be a more valued channel for feedback compared to other channels as it provides face time with top managers, despite being time consuming. Electronic channels can replace traditional structures of communication and give employees at all cadre the sense of getting first-hand information from organizational structure (Karjaluoto, 2015).

A social networking site is an upcoming channel of communication which is gaining momentum day by day and is defined by (Kaplan and Haenlein, 2010), "as applications that allows users to connect with each other by creating personal profiles, inviting friends and colleagues to access those profiles, sending emails and instant messages amongst each other". Users of SNS can create a webpage with personal information where they interact with other people both physically and virtually (Kuss and Griffiths, 2011). The communication approach has therefore shifted from traditional communication to computer or smart phone communication as a result of emerging use of SNS.

Social networking allows formation of many sized groups (Herring, 2015). These groups are organized methods through which groups are formed, and vary from big, small, formal, informal, intentional or unintentional (Ifinedo, 2016). These websites are known as social networking sites (SNS) which include sites such as Facebook, Twitter, YouTube, Instagram, LinkedIn and Skype to name a few and have led to foundational changes in the ways people interact and relate with employees and also organizations

(Martensen *et al.,* 2011). Employees at workplace have been seen spending more time on SNS while engaging in activities such as creating personal networks, checking on family and friends, streaming and downloading music and videos which are not work related (Richard, 2012).

According to the research that was conducted by (Stokes & Senkbeil, 2017), an estimate of 700 billion minutes is spent each month on the site and at least one person out of nine people uses facebook. Additionally, over 2.5 million organizations have a facebook accounts apart from having corporate websites. People access social media platforms using their smart phones because it is available and accessible. The social network platforms have transformed people's lives beyond the "tweets" on twitter and the "likes" on facebook. Consequently, organizations are feeling the need to be present on a number of social media sites to be relevant in the ever changing world and to be part of the current trends be it in marketing of products, participating in trainings via skype and many more. The usage of technology, the charisma of social media networks cannot be disregarded whether employers want to accept this or not, people sign in on facebook and other social media and spend an average of 20 minutes a day also social networking sites have played a very important role in marketing products and engaging clients (Su & Chan, 2017). Therefore, this indicates that employees have an insatiable need to link up with their colleagues and this impact on quality of life. The use of SNS has enhanced the levels of anxiety among employees such that they end up being apprehensive without their devices for some hours.

From the study that was published by American Psychologist *(*Kraut, 1998), researchers examined "the relationship between internet use and social involvement and

psychological well-being", 93 families which consisted of 256 people, in their first 12-18 months of being online they found out that with the increased internet use, there was a reduction in participation, people feeling lonely, and in desperate state. The increased use of internet has resulted in the reduction of proper communication among family members because everybody is digital and visiting different sites. In Nigeria, SNS have been used in offering proper information, communication, dissemination, discussion and mobilization of vast information (Bartlett, 2015).

In Kenya, businesses communicate with clients on social media as essential part of marketing, customer service, public relation, branding and recruitment.SNS plays a vital role according to (Nyaribo & Munene, 2018). This has led to increased productivity and workflow due to the internet possibilities such as informal learning, creation and sharing of knowledge, retention of organization knowledge in formats that are easily searchable and effective communication using computer and technology.

Business processes have become complex such that they must be automated since employees cannot perform all the tasks required with the time limit (Hutley, 2009). This shows that companies today are experiencing the challenge of contextualizing the situation and its impact on the employee's capability to perform duties assigned and draw boundaries between personal and professional use of resources on organizational information technology. Further, utilization of social media has enhanced distribution of significant content and effective communication processes. A higher level of socialization leads to increased organizational performance and teamwork across departments (Novak & Hoffinan, 2011). Organizations and businesses that use social network sites spend less time as compared to ones that are not using (Nyambu, 2013).

Vision 2030 outlines the development of blue print in Kenya which has advanced in ICT through well established industries that form the basis of society for economic growth and socio-political in terms of infrastructure, science and technology and innovation (GoK, 2007). SNS is gaining popularity has not been fully embraced in Kenya. However, interactions and marketing are undergoing changes owing to the internet. Gone are the days clients used to search for products and services in the yellow pages of postal directory but rather search for them online (Kiveu, 2008). This is because most organizations have adopted social media platforms that are used to discuss their products and services. Therefore, it is very clear that SNS has become vital for every human activity. Shirky (2008) indicated that innovative SNS websites are dominating the employees' personal space and workplace, making it part of their daily routine hence there is need to strike a balance between the use of SNS and its effect on employee performance. This study aims at finding out the effect of emerging channels of communication which in this study are Emails, SMS and Social Networking sites on employee performance in County Government of Kericho.

1.3 Statement of the Problem

Employee performance is a major factor in the organization and channels of communication are one of the biggest factors that influence employee performance (Thao & Hwangi, 2015). This implies that organizations are required to address challenges associated with communications so that they can enhance effective teamwork and cordial relationship. Neves and Eisenberger (2012) showed that effective internal communication in an organization positively impacted on employee performance.

It was found by (Haas, 2007) that even with the increase in the amount of internal communication in organizations, employees still yearn for more.

Several theoretical studies have shown that the popularity of emerging channels of communication and how it is increasing at workplace and this affects employee's productivity, performance, outcomes and motivation level. A study by (Zhang and Venkatesh, 2013) revealed that effective channels of communication ensured employees receive, respond, adjust and improve flow of communication. The organizations that use channels of communication recorded a high employee satisfaction which in turn led to high levels of performance as argued by (Watson, 2004). The study further revealed that organizations experienced higher shareholder return if they had effective communication. This points out that having strong channels of communication ensures communication structure, employee feedback, adjustment to change and openness which enhances employee performance positively. Therefore, this indicates that various studies that have been done deal with the effect of traditional channels of communication on employee performance. However, there is no study that has been done specifically on the effect of emerging channels of communication such as SMS, e-mails and SNS on employee performance. This comes at a time when organizations globally have been faced with challenges and policies guiding the use of social media sites and are on the lookout for different avenues to remain relevant. Therefore, this study sought to examine the effect of emerging Channels of Communication and on employees' performance in County Government of Kericho. Furthermore, the study aims to establish if employee performance is affected by use of emerging channels of communication during working hours.

1.4 General Objective

This study seeks to examine the effect of emerging channels of communication on employee performance in County Government of Kericho.

1.5 Specific Objectives

The specific objectives of the study were:

i. To determine the effect of short message service on performance of employees in County Government of Kericho.
ii. To establish the effect of the use of electronic mail on performance of employees in County Government of Kericho.
iii. Examine the influence of social networking sites as a channel of communication on employee performance in County Government of Kericho.

1.6 Research Hypotheses

The study sought to answer three specific research hypotheses:

H_{01}: Use of Short Message Service does not have a significant effect on employee performance in County Government of Kericho.

H_{02}: Use of Electronic mail does not have a significant effect on employee performance in County Government of Kericho.

H_{03}: Use of Social networking does not have a significant effect on employee performance in County Government of Kericho.

1.7 Justification of the Study

The emerging channels of communication have gained popularity and importance in organizations as employees have realized the positive impacts and its influence on the productivity of the employees. The emerging channels are being incorporated in the organizations and replacing the traditional channels due to its easy access and convenience. This has enhanced effective communication among the employees which in turn boosts their performance. The purpose of this study was informed by the need to establish the effect of emerging channels of communication on employee performance in County Government of Kericho since organizations that have effective channels of communication among their employees have conducive workplace which enhances employees productivity. The rationale behind this study was to point out the significance of emerging channels of communication that include SMS, e-mail and SNS that are being used by organizations and understand how they collectively impact on employee performance. This study follows quantitative technique and carried out on primary research using a well structured questionnaire to obtain raw data with a set of close-ended questions. The findings of the study would prove the existence of relationship between emerging channels of communication and employee performance in various counties.

1.8 Significance of the Study

The study on the effect of emerging channels of communication on the performance of employees would benefit the management of organizations such the human resource which is a significant aspect. The findings would be important to County Government of Kericho as it would give an in-depth insight on the influence of emerging channels of

communication on employee performance by informing them on how they can impact on internal communication to positively influence performance of employees. The study findings would be valuable to the public and private organizations as it would enable them learn how to enhance performance by improving the channels of communication.

Earlier studies have provided information on channels of communication and its association with employee performance. However, there is limited empirical review that supports the association hence the study would provide more empirical data on how the emerging channels of communication affects the levels of employee performance. The study findings would contribute significantly for reference and future studies as it would be used in teaching and learning by scholars and students. It would also benefit future researchers in establishing scholarly resources while conducting similar studies for academic purpose.

1.9 Scope of the study

The study focused on emerging channels of communication on employee performance. The managers and employees were the respondents in this study. The study variables were SMS, e-mails, SNS and employee performance. This study was guided by Uses and Gratification, Social exchange and social network theories. The study was carried out between a period of September 2018 to November 2019 and the case study being County Government of Kericho.

1.10 Limitation of the study

The study encountered a number of limitations that include; difficulty in accessing majority of the employees and the reluctance of some of the employees. This was handled by hiring a research assistant who was well versed with the study area and the assistant was able to administer questionnaires and collect them. Additionally, reluctance of the employees was dealt with by assuring them of confidentiality and that the information given would be used for academic purpose only. The study relied on quantitative methodology of data collection which limits the open views and suggestions on topic of study. This was handled by making sure the questionnaire was comprehensive enough and well structured. Finally, the study was limited to the County Government of Kericho which may not be a true representative of all other counties in Kenya.

1.11 Assumptions of the Study

The study assumed that it was only the emerging channels of communication that affected employee performance while all other factors are held constant.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains theoretical framework, empirical study, concept of communication, concept of employee performance, conceptual framework and it also looks at similar studies carried out that provide a good grounding of this study.

2.2 Theoretical Review

The theoretical foundation in this study was informed by the Uses and Gratification theory, Social Exchange theory and Social Network theory. Particular mechanisms in the theoretical framework were guided by the research topic.

2.2.1 Uses and gratification theory

This study is founded on by (Katz, 1974) which stipulates that the audience will turn to the media with needs that they can gratify. A significant number of studies (by (Choi, 2016) have embraced the uses and gratification theory to explain why people consume information in the media and the motivation behind their media consumption. There is growth in the use of the theory to explain the motives of users in social media such as social networking service, Twitter, instant messaging and Facebook (Lit, 2018).

Scholars over time have pursued to understand how the audiences use the media to satisfy their social and psychological needs. In this pursuit, the use of gratification

theory tries to expound the motive behind the use of media to gratify the needs that are within the society was formulated by (Katz, 1974).

Before an individual chooses one medium over the other, several considerations are made based on how that medium will assist the individual to gain understanding of his or her social and psychological needs. Gao and Feng (2016) explains the relationship between gratification sought and gratification obtained. They define gratification sought as the expectations that individuals have before they use a medium, while gratification obtained is the gratification an individual attains out of the use of a medium. The gratification sought mostly explains the motive behind a person's use of the medium since the more a person perceives a medium capable of satisfying his or her need, the more the person will use that medium.

Social needs entail the need to socialize with friends and family. Unlike in past decades where people would meet face-to-face, modern day socialization is done online and individuals can chat and deliberate on many social issues through the online platforms such as WhatsApp. A study conducted by (Chen, 2011) on how Twitter gratifies the users' needs found a correlation between user engagement and the success of the platform in gratifying users' needs.

As a way of gratifying tension-free needs, people tend to turn to the media as a way of escapism and in order to relieve tension. How people use the media to gratify this need tends to be individualistic. For instance, in a study conducted by (Katz, 1974), it was found out that watching movies serves the need of releasing tension amongst the audience. The media, more so social media, have a way of creating that diversion that people seek from an otherwise tension-filled world.

Afful and Akrong (2019) found out that their respondents considered WhatsApp usage as a means of relaxation and stress relief. Over the years, people in the world have come to appreciate technology in satisfying their various needs. In the same vein, users of digital communication and more so social media, seek to satisfy such needs as information and knowledge addition, friendship, reassurance, enjoyment, personal identity amongst others. In a study conducted by (Whiting & Williams, 2015), identified ten uses and gratifications of social media namely "social interaction (88%), information seeking (80%), pass time (76%), entertainment (64%), relaxation (60%), communicatory utility (56%), expression of opinions (56%), convenience utility (52%), information sharing (40%), and surveillance and watching of others (20%)". This theory has got its limitation because individuals expects the media to work for them notwithstanding the consequences the motive behind a person's use of the medium is not known since the more a person perceives a medium capable of satisfying his or her need, the more the person will use that medium therefore, it does not limit a user on the amount to be consumed.

2.2.2 Social exchange theory

This theory traverses the exchange between individuals or social groups (Emerson, 1976). This theory explains how individuals correspond with each other, through cost-benefit framework and assessments (Cropanzano, 2017). Individuals communicate with each other subject to give-and-take actions from the other communicating parties (Emerson, 1976). This theory relates to this study in that employees get to see the benefits of social media in communication. However, in an article published in 2015 by (Miller, 2015). She posed many objections on Social Exchange Theory and assumed that

the theory relies on total openness in all interactions, even though some exchanges may not require openness. Lastly, Miller argued that this theory's focus on individual outcomes and does not consider cultures with group-oriented interactions. Social Exchange Theory remains relevant and continues to establish the influence of some channels of communication such as electronic mail despite the criticism and this theory is likely to remain an area of interest in many fields for years to come.

2.2.3 Social network theory

This theory describes characteristics of interactions among people as they connect (Valente & Piss, 2017). The persons within local network coverage are called nodes and the relationships between actors are called ties. Ties and nodes account for the structure of a social network for social action (Horak, 2019).

This theory seeks to understand the nature of a network and the antecedents and consequences of the network at different levels that is interpersonal, inter-unit or inter-organizational level. Past studies states that fast receipt of resources affects knowledge transfer and performance. Therefore, if people use the networks and or connections to access information faster, it will contribute to their performance. This theory is relevant to this study because social media being an integral part of communication affects knowledge sharing. Employees' performance will improve if social media sites are used to enhance communication in organizations and knowledge sharing.

Owing to the complex nature of any social network, utilizing the theory to comprehend actors and the connections between them is important to works of scientists, politicians, theorists and marketers as well. Such researchers in most cases attempt to provide a

clear depiction of the innate operations of a network to advance their agenda or just sell a commodity. This theory has a few advantages and disadvantages.

The advantages include: it provides a description of the manner in which people are tied, it's essential in the investigation of big groups and comprehending the nature of the relationship between the members of a group and it gives an in- depth understanding into the viral issue like viral content, diseases spread such as Ebola. Disadvantage of social networking theory is that it is complex to empirically replicate and interpretation of the connections may at times be subjective.

2.2.4 Conclusion to the theories

The above theories will contribute to the study because it will assist employees in accessing networks or connections to access information faster and will contribute to employee performance. These theories are relevant to this study because emerging channels of communication; SNS, Emails and SMS affects communication, performance and knowledge sharing.

2.2.5 Organizational communication and employee performance

Communication assists the employees make goals and co-ordinates on the internal activities of the organization. When induction programs is present in any organization, new employees feel a sense of belonging which in turn brings in a positive impact on their performance. Manager should be good communicators because they are the ones who communicate directly to individuals or a group (Mone & London, 2018). Today, employees want to be informed on the emerging trends in their workplace, what other workers are doing and their participation. Today, managers are required to be more effective and logical in communication in all directions i.e. upward, downward, lateral

etc. when communication is effective in the organization employees tend to understand each other well. According to (Stanko & Sena, 2019) organizations that have embraced good communication are said to be effective listeners and have a good work plan.

Most organizations adapt to formal communication, which is seen as communication that entails flow of information through the official prescribed organization's chain of command. In formal communication, messages flow downward, upward or horizontally. Downward communication includes such information as job instructions, job rationale, employee performance, policy and procedures and motivational appeals (Lewis, 2019).

Upward communication is vital for an organization's survival as through it, top management get to have information that is used for strategic decisions such as reports, suggestions, work problems employees' attitudes towards their work and team achievements. Upward communication channels carry valuable information to superiors which subordinates are aware of and the top levels of the organization could not be privy. Additionally, it allows employees to feel like they are a valuable resource which in turn improves their morale. Upward communication needs not only to be accurate but fast as well in high-tech environments. This therefore calls for communication technology that facilitates fast delivery of information.

2.2.6 Concept of employee performance

Employee performance in this study is a dependent variable and the study looks at employee productivity, achievement of targets, meeting deadlines, and efficiency rate and job performance. The study shows that communication is a good approach to understanding the attitudes of employees and how it affects performance.

Job performance refers to the quality of work of an employee. Job performance is associated with the ability of the employees being aware of assigned targets, fulfilling expectations and achieving targets or accomplishing a standard set of tasks for the organization (Sethela & Mahmood, 2011). Performance is directly related to the efficiency of the employee because employees' performance tends to increase due to a system of stress reduction in the workplace. The organizations which are well aware of this fact have fully concentrated on the factors that affect the employees' job performance (Dinc, 2017). There are number of factors (internal and external) that affect employee performance or the success of an employee in an organization. Individual ability, knowledge and skill can be examples of internal factors while the working environment, characteristics of assigned tasks, incentive, organizational structure and Human Resource Management practices are examples of external factors.

Several studies have examined the dimensions of employees' job performance as task performance, contextual performance, adaptive performance, creative performance, agility performance and effectiveness (Centikaya & Rashid, 2018). Use of social media at workplace may negatively affect the employee performance (Parveen, 2015; Wang, 2016). For example, social media usage at workplace leads the employee to misuse of organizational resources, official time, and has often been perceived as an employee deviate from the workplace, violating the standard operation procedures of the organization. Consequently, social media weakens the employee performance.

2.3 Empirical Literature

The following literatures were reviewed based on the research objectives;

2.3.1 Short message service and employee performance

The short message service 'SMS' is medium of transmitting written information (Njemanze, 2012). SMS became famous in Kenya during the introduction of mobile phones and more popularly known as text messaging. In Kenya, SMS is the most used mode of communication because some networks provides free SMS whereby a sender can send to another requesting the receiver to call popularly known as "please call me " and it is widely and effectively used in Kenya today.

According to (Faulkner & Culwin, 2004), SMS is considered more economical and cheaper as compared to making a call to another mobile phone. Its use around the globe can simply be described as pervasive. The benefit of using SMS is that it's quick, affordable and convenient. It also allows one to receive text message at any time and silently.

Text messages are ideal when one cannot talk in public surrounding, in meetings, when sending a quick note or when targeting masses. Furthermore, even the physically challenged for instance the deaf can easily communicate through SMS. SMS is used globally and it's deemed as effective channel of communication. Notifications and reminders are usually sent by text are it is a great way to reduce missed appointments. Subscribers receive a reminder a few hours before the scheduled event and can reply to confirm, reschedule or cancel the appointment. Businesses across the globe are actively pursuing text messaging to enhance engagement and loyalty. With a properly executed SMS programs, organizations can engage their audiences in a non-intrusive way. Organizations can use SMS to build brand awareness, promote timely offers, build customer loyalty improve customer service and employees performance.

2.3.2 Electronic mails and employee performance

In today's workplaces employees have access to correspond easily with colleagues and clients; emerging means of communication have brought about benefits but have also generated new problems for employees and employers. Jackson, (2003) observed that electronic mail (e-mail) has become an integral part of the communication in every kind of organization with employees having the ability to access their e-mail through their advancement. The digital landscape has changed, nowadays; there is a wide range of digital social media available to individuals for communication either personally or professionally. Although e-mail may be perceived to have been overtaken by other channels such as Facebook, Twitter and blogs, it is still important in the communication network of a large number of workplaces (Kushlev & Dunn, 2015).

E-mail has emerged to be widely used and it has become the 'computer user's multitasking environment' (Mark, 2016) 98% of employed Americans are reported to largely access e-mail work, whilst business users devote to managing e-mail averaging to an hour a day (Jhingan, 2016). As the scope of email widens, issues are now emerging concerning the effect on the increased use of email on performance. One of the emerging issues is that the number of emails employees receives its urgency and the time required to handle the emails. Clearly individuals spend a good amount of time dealing with email, up to 25% of the working day (Cook, 2015; Sampson, 2016). e-mail for communication is said to be having some interruption effect to the employees at any given time therefore, email needs to be managed at all time.

Nowadays, people in different professions in organizations work in different geographic locations therefore, the use of emails have played an important in communication and

performance since employee is able to deliver his or her work at any given timelines or deadlines. The electronic communication contributes to the increase of communication within the organization as it allows sharing great volumes of information very quickly this can be either upward or downward communication. He also states that many of those communications would never exist if it were not for the development of electronic media. Emails are very frequently used to ask questions, send memos, letters both internal and external, send correspondence to coworkers without having to disturb them with making phone calls.

2.3.3 Social networking sites and employee performance

Ali-Hassan, (2015) found out in his study that employees who interact with social media sites are 9% more productive than those who don't this is an indication that those who interact with social media have good problem solving abilities and good concentration at work. It is assumed that by taking breathers, the brain gets refreshed.

Currently, the most popular social media site is Facebook. It was invented by Mark Zuckerberg in 2004 while still a Harvard University student. It was initially meant for the university students as a way of interacting with one another. On average, upon its invention, users spent around 20 minutes per day on the site and two-thirds logged in more than once every day. By 2010, the number of active Facebook users was past 500 million and had 22,000 photos viewed during its first 4 hours online (Debbagh & Jones, 2017) When considering a social network for an organization, the strategies should include assessing the needs of the organization, the goals and the target group.

According to (Ainin, 2015) social network delivers business value for validity of any organization. It must also protect human resource and company privacy (Tajuden, 2018). Like other media before it, the rise of social media to popularity has encountered different challenges. Enterprises such as Facebook, MySpace and Twitter have had a difficult time balancing an interactive environment with the entire search for profits. However, their increased popularity has seen them become the main points or platforms for companies and businesses to advertise their products and interact with their customers. In addition, they provide businesses with the chance to carry out surveys on their products and also in the recruitment and selections process. The social media sites have transformed our web expectations and society at large. The social networking sites like Twitter, WhatsApp and Facebook have grown to become popular for people (Salehan, 2017). In business, the social media is a means of communication for many business experts as enterprises are utilizing it to link and interact with others within their companies.

Gibbs (2015) explains that a social network site is very key in recruitment of employees. Employers pegged on advertisements of vacancies through other medium like dailies to recruit but recently a shift has been embraced where employers are using social networking sites to place vacancies. The recruiters act as a link between the job seekers and employers within an established network. In this recruitment process, recruiters use LinkedIn, Twitter and other relevant sites to find suitable candidates. Companies have also argued that networking sites is cost effective. Social networking is now one of the main important business advancements in the 21st century and has increased or added a facet to the manner in which people exchange information globally. In Kenya, there have been immense changes in as far as the application of the social media is concerned,

with substantial effect for both the employees and employers. As a result, Kenyans are ranked highly with other prolific social media users in the world (Tully & Tuwei, 2013). Utilized by a large number of people globally, the social media sites have changed the behavior of people while online, leading to the reduction of private inhibitions of exchanging information online (Tankard & Paluk, 2016). According to Boyd and Ellison, SNSs are internet-based services which allow people to create profiles in a closed system and come up with users list with which connections can be made and information shared. It is also described as a virtual community of internet users with a desire to interact with others about a particular field of interest (Wong, 2011). The term "social network site" is normally employed to explain this issue and in most cases "social networking sites" can be heard during public discussions and the two is utilized interchangeably. Using properly the potential benefits of the network can aid learners positively and be directed to assisting others. Some examples of social networks are; Twitter, MySpace, Facebook, and many others. Twitter started as a test back in 2006 with quite a simple service and grew to become one of the most used social networking sites. It is real-time platform of communication. It enables the users to come up with accounts and relay messages to connections compared to the sending of bulk email messages.

It is also easier for the users to come up with the contacts networks and send out invitations to others to get tweets and at the same time follow others' posts. Furthermore, with Twitter, people can select or opt not to follow particular individuals for personal reasons (William, 2019)

2.4 Conceptual Framework

This study examined the effect of emerging channels of communication on employee performance in County Government of Kericho. The dependent variable is this study was employee performance while the independent variable were the emerging channels of communication which included short message service, the use of email and social networking sites respectively. These variables have an influence on organizational policies, organizational structure and personal media choices.

Independent Variables **Dependent Variable**

Emerging Channels of Communication

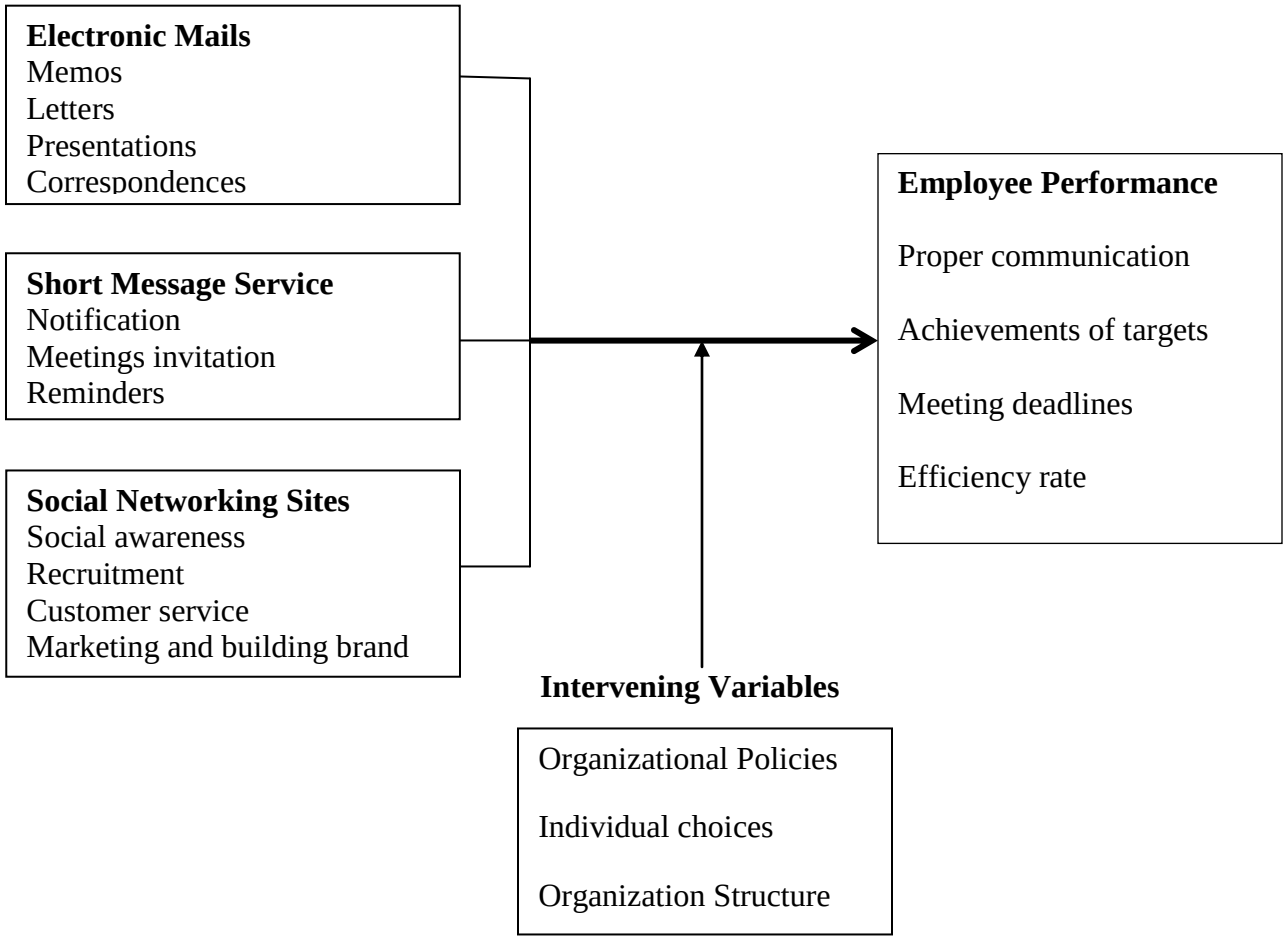

Figure 2.1: Conceptual Framework of the effect of emerging channels of communication on employee performance in county government of Kericho.

Source: Research Data (2019)

Different studies have pointed out the perceived gains of the emerging channels of communication in the work place like enhanced communication networks, exchange of skills and knowledge, networks for informal learning and improved performance.

2.5 Identification of Knowledge Gap

This chapter has brought about various views of scholars in relation to the effect the emerging communication channels have on employee performance. Theories have also been brought about that give an insight towards the relationship between the channels of communication used by organizations and their effect on employee performance. Past studies have been done on emerging channels of communication on employee performance but focused on private sectors and not on county governments, others studies have focused on other emerging channels. According to (Njuguna, 2012) he did a survey on the effects of social media on performance of Kenya Power and Lighting Company and found that it increased customer base, return on investments and improved customer service which was significant effect social media toward investing on social media. Lack of literature in the area of study exists, particularly in the developing countries like Kenya. The few countries that have conducted in the third world countries have pointed out areas in the criteria, scope, title, research tool and methodology used hence the research gaps in terms of literature.

CHAPTER THREE

RESEARCH METHODLOGY

3.1 Introduction

This chapter presents an overall methodology that was used in carrying out this research study. It embodied research design, study area, target population, sample size and sampling technique, data collection instruments, methods of data analysis and ethical consideration.

3.2 Research Design

This study used both descriptive and correlation research design to examine the relationship between emerging channels of communication and employee performance. The descriptive research design was important for this study because it shows the variables by answering who, what and how questions. According to (Cooper & Schindler, 2004) descriptive statistics discover and measure cause and effect relationships among variables. The correlation research design was utilized to establish the relationship between the variables (Arikunto, 2004). If the relationship exists then it was used to fit in the regression model that was used to make predictions. The relationship gave a measure of degree of association or the strength of the variables relationship (Creswell, 2012).

3.3 Location of the Study

County Government of Kericho is where the study was conducted and it is located along Nakuru-Kisumu highway approximately 107 km from Nakuru County. The County's

main economic activities are agriculture, practicing mainly tea farming and livestock rearing, and trading.The County sits in a total area of 2,479 sq. Km and is divided into 6 sub-counties, 30 wards, 85 locations and 209 sub locations.

3.4 Target Population

The study targeted employees of Kericho County Government both in the management and non-management positions and this was because all of them at one point or the other communicated to their bosses and their subordinates. The target population was estimated at 3,108 as presented in Table 3.1

Table 3.1

Population distribution of employees

Departments	Population	Percentage (%)
Office of the Governor	37	1.2
Department of Finance & Economic Planning	117	4
Department of Agriculture, Livestock Development and Fisheries	193	6.2
Department of Water, Energy, Energy, Forestry, Natural Resources and Environment	169	5.4
Department Of Health Services	1017	32.7
Department of Education, Culture & Social Services	1199	38.6
Department of Lands, Housing and Physical Planning	32	1
Department of Public Works, Roads and Transport	36	1
Department of Public Service Management	264	8.5
Department of Trade, Industrialization, Cooperative Management, Tourism & Wildlife	16	0.5
Department of Information, Communication, E- Government, Sports and Youth Affairs	9	0.3
Office of the County Secretary	4	0.1
County Public Service Board	15	0.5
TOTAL	**3108**	**100**

Source: Human Resource department, County Government of Kericho, (2019)

3.5 Sample Size and Sampling Procedures

The target population was categorized by the departments in the County Government of Kericho. The multi-stage approach was used to determine sampling using two techniques that include purposive and stratified sampling. The departments were identified and the sample obtained using purposive sampling then the employees were selected using stratified random sampling. The sample size was determined using (Yamane, 1967) formula.

The Yamane formula is as shown below:

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

$$n = \frac{3108}{1 + 3108 (0.05)^2}$$

$$n = \frac{3108}{8.77}$$

$$= 354.3$$

Where, n = is the sample size,

N = Population Size (3108),

e = Acceptable sampling error (e = 0.05), when confidence level is 95%).

The sample size was distributed as shown in Table 3.2.

Table 3.2

Sample size distribution table

Departments	Sample size	Percentage (%)
Office of the Governor	4	1.2
Department of Finance & Economic Planning	14	4
Department of Agriculture, Livestock Development and Fisheries	22	6.2
Department of Water, Energy, Energy, Forestry, Natural Resources and Environment	19	5.4
Department Of Health Services	115	32.7
Department of Education, Culture & Social Services	136	38.6
Department of Lands, Housing and Physical Planning	4	1
Department of Public Works, Roads and Transport	4	1
Department of Public Service Management	30	8.5
Department of Trade, Industrialization, Cooperative Management, Tourism & Wildlife	2	0.5
Department of Information, Communication, E-Government, Sports and Youth Affairs	1	0.3
Office of the County Secretary	1	0.1
County Public Service Board	2	0.5
TOTAL	**354**	**100**

Source: **Research Data (2019)**

3.6 Data Collection Instruments

A structured questionnaire was used to collect data for this study. The questions contained both closed and open ended question and was standardized to ensure validity and reliability.

The questionnaires were divided into two parts, one giving personal information and that which provided information on the objectives' thematic areas. 5 -point Likert-type scales technique was employed in this study. In a Likert scale, the respondent were asked to respond to each of the statements in terms of several degrees of agreement or disagreement (Kothari, 2004) from 1 (strongly disagree) to 5 (strongly agree). This technique was chosen because of its simplicity and relatively easy to construct. Additionally, it was considered to be more reliable because respondents answered each statement included in the instrument, therefore generating more data.

3.6.1 Validity

Validity shows whether the instruments measures what they are designed to measure (Borg & Gall, 1989). Validity refers to the extent to which the data collection instrument measures what is supposed to measure (Naibei, 2015). The researcher discussed the contents of questionnaire with the supervisor and subject matter experts before conclusions and generalizations were made in order to uphold content validity.

In this study, content validity was used and according to (Naibei, 2015), content validity is a judgmental act where experts check whether the items represent the construct which is being studied as well as the wordings, formatting and scoring of instruments. The researcher engaged expert opinion to examine whether the instrument had a proper coverage of the research objectives.

3.6.2 Reliability

A measuring instrument is considered to be reliable if it provides consistent results (Mugenda & Mugenda, 2003). A measure is considered reliable if it would give the same result once replicated in similar circumstances. To perform this, all participants were given similar instructions on filling out the questionnaire as this improved the equivalence aspect. The researcher aimed at maintaining a high level of reliability by ensuring that the questions were designed using simple language understood by the respondents. The aim of the reliability test was to check for internal consistency of the instrument.

According to (Connelly, 2008), the study suggested that a sample for pilot study should be 10% of the obtained sample size. Therefore, the researcher determined 10% of the total sample size and this was equal to 35 respondents who were used for the pilot study that was carried out in County Government of Bomet. The researcher carried out a pilot study to check on the reliability of the questionnaire using the responses given and establishing the reliability statistics using the Cronbach's Alpha technique. Zikmund (2013) point out that reliability is the ability of the questionnaire to deliver consistent scores. The Cronbach's Alpha ratings of research variables as shown in Table 3.3 are congruent with (Corbin & Strauss, 2014).

Table 3.3

Reliability Test

Objective	No of Items	Cronbach's Coefficient
Short Message Service	7	0.878
Electronic Mail	6	0.864
Social Networking	7	0.867
Employee Performance	5	0.923
Overall Reliability	32	0.844

Source: Research Data (2019)

According to the results in table 3.3, all the variables of the research instrument returned a coefficient of above 0.7 with an overall reliability coefficient of 0.844 which confirmed that the instrument was reliable enough to collect the desired data. Corbin (2014) indicated that Cronbach's value of 0.7 and above and which include excellent, good and acceptable scores are indicators of good data collection instrument.

3.7 Data Collection Procedures

The researcher sought permission to undertake the study by the relevant authorities namely from University of Kabianga Board of Graduate Studies and attainment of research Permit from NACOSTI. The researcher administered the questionnaires to the respondents and allowed a time period of one week to fill before collecting the response.

3.8 Data Analysis and Presentations

Descriptive and inferential methods were employed in this study. According to (Meyers, 2016), data analysis is the process of bringing order, structure and interpretation to the mass of collected data. The collected data from the questionnaire was systematically organized in a manner to facilitate analysis. This involved, preparation of the collected data- coding, editing and cleaning of data in readiness for processing of data using (SPSS) Statistical package for Social Sciences.

Descriptive statistics like mean, mode median and standard deviation was used to give a summary of variables calculated. Inferential statistics such as correlation and multiple regressions was also used. The data analyzed was then presented in tables forms to allow accurate understanding.

3.9 Ethical Considerations

The researcher will sought permission from University of Kabianga in order to collect data where the University will issued a letter of introduction indicating that the researcher was a master's student at the institution. Respondents were informed about the purpose of the study, being that the data provided will be protected and that the study was purely for academic purposes.

The researcher sought for approval from The National Commission for Science Technology and Innovation (NACOSTI) which ensured protection and welfare of human subjects used in a study.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the results and discussion of the study. The results relate to the data collected using the questionnaires designed to measure the study objectives and the discussions are made with reference to the relevant past research findings. The chapter entails the response rate, demographic data, descriptive statistics, correlation analysis, regression analysis and the summary of all the findings.

4.2 Response Rate

Response rate in a research refers to the extent in which the collected set of data includes all sampled of the targeted population according to Fowler (2004). The sampled respondents in the study were 354, out of which 288 filled and returned the questionnaires, representing a response rate of 81% as depicted in Table 4.1.

Table 4.1

Response Rate

Response rate	**Frequency**	**Percent %**
Questionnaires returned	288	81
Questionnaires not returned	66	19
Total Questionnaires issued	**354**	100

Source: Research Data (2019)

Mugenda and Mugenda (2009) indicated that a 50% response rate is considered average, 60-70% adequate, while anything above 70% considered as an excellent response rate. The 81% response rate of this study was thus considered excellent for analysis.

4.3 Demographic Data

This section presents the gender, level of education, working experience, age and department of the respondents

Table 4.2

Demographic characteristics

Characteristics	Frequency	Percent (%)
Gender of the respondents		
Male	128	44.4
Female	160	55.6
Highest level of education		
Secondary	28	9.7
Vocational	132	45.8
Tertiary	128	44.4
Length of service		
Less than 2 Years	72	25.0
2 - 5 Years	84	29.2
6 - 9 years	76	26.4
Over 10 years	56	19.4
Age of the respondents		
Less than 25 Years	56	19.4
26 - 35 Years	120	41.7
36 - 45 Years	96	33.3
46 Years and Above	16	5.6

Source: Research Data (2019)

Tables 4.2 revealed that majority of the respondents 160 (55.6%) were male while the female respondents were 128 (44.4%). This reveals that County Government of Kericho adheres to two third gender rule as per the Constitution of Kenya 2010. A number of the respondents 132 (45.8%) had gone through vocational education followed by those who had attained university education at 128 (44.4%) and those who had secondary education were 28 (9.7%). This reveals that the respondents were educated enough to respond to the study. Less than half of the respondents 84 (29.2%) had worked in the county for a period of 2 to 5 years followed by those who had worked between 6 to 9 years at 76 (26.4%) then those who had worked for less than 2 years 72 (25.0%) and those who had worked for over 10 years 56 (19.4%). This showed that the County has employees who had worked in the previous municipal council and were absorbed by the county government after the implementation of the new constitution. Close to half of the respondents 120 (41.7%) were aged between 26 to 35 years followed by those who are between 36 and 45 years at 96 (33.3%) then those who are 25 years and below at 56 (19.4%) and those who are above 46 years at 16 (5.6%).

Table 4.3

Departments in County Government of Kericho

Departments	Frequency	Percent (%)
Office of the Governor	2	0.7
Department of Finance & Economic Planning	9	3.1
Department of Agriculture, Livestock Development and Fisheries	16	5.6
Department of Water, Energy, Forestry, Natural Resources and Environment	10	3.5
Department Of Health Services	101	35.1
Department of Education, Culture & Social Services	125	43.4
Department of Lands, Housing and Physical Planning	1	0.3
Department of Public Works, Roads and Transport	1	0.3
Department of Public Service Management	22	7.6
Department of Trade, Industrialization, Cooperative Management, Tourism & Wildlife	0	0
Department of Information, Communication, E- Government, Sports and Youth Affairs	0	0
Office of the County Secretary	0	0
County Public Service Board	1	0.3
TOTAL	**288**	**100**

Source: Research Data (2019)

Table 4.3 showed that all the departments in County Government of Kericho that participated in the study. Close to half of the respondents 125 (43.4%) and 101 (35.1%) were from the Department of Education, Culture & Social Services and Health Services respectively. This was followed by Department of Public Service Management at 22 (7.7%) then Department of Agriculture, Livestock Development and Fisheries at 16 (5.6%), Department of Water, Energy, Forestry, Natural Resources and Environment at 10 (3.5%), Department of Finance & Economic Planning at 9 (3.1%), Office of the governor 2 (0.7%) and finally a tie of 1 (0.3%) in three departments that include; Department of Lands, Housing and Physical Planning, Department of Public Works, Roads and Transport and County Public Service Board.

4.5 Short message service and employee performance

The first objective was to establish the effect of the use of SMS on performance of employees in County Government of Kericho. This was assessed using six covariates as shown in Table 4.4

4.5.1 Descriptive analysis of short message service

Table 4.4 shows the response on use of SMS and the response were rated on a Likert scale of 1-5 that include; 1 – strongly disagree (SD), 2 – disagree (D), 3 – Neutral (N), 4 – Agree (A) and 5 – Strongly Agree (SA)

Table 4.4

Descriptive analysis of Short Message Service

	SD	D	N	A	SA
Use of SMS has led to getting notification on work related matters on time	16 (5.6%)	36 (12.5%)	12 (4.2%)	100 (34.7%)	124 (43.1%)
SMS enhances timely invitation from the organization	20 (6.9%)	20 (6.9%)	8 (2.8%)	124 (43.1%)	116 (40.3%)
SMS serves as a reminder of any task assigned before the deadline	24 (8.3%)	32 (11.1%)	12 (4.2%)	88 (30.6%)	132 (45.8%)
SMS improves time taken to pass information from the sender to recipient due to its efficiency and convenience	28 (9.7%)	20 (6.9%)	8 (2.8%)	88 (30.6%)	144 (50.0%)
The use of SMS as a channel of communication enhances confidentiality as it is only received by target recipient	28 (9.7%)	12 (4.2%)	8 (2.8%)	64 (22.2%)	176 (61.1%)
SMS is easy to use, economical and can be used by all the carder of people in the organization	20 (6.9%)	20 (6.9%)	16 (5.6%)	96 (33.3%)	136 (47.2%)

Source: Research Data (2019)

The study results indicated that use of SMS has led to getting notification on work related matters on time since a number of the respondents 124 (43.1%) strongly agreed followed by 100 (34.7%) respondents who agreed then those who disagreed 36 (12.5%), 16 (5.6%) respondents who strongly disagreed and 12 (4.2%) respondents who were neutral. Close to half of the respondents 124 (43.1%) agreed that SMS enhances timely invitation from the organization followed by 116 (40.3%) respondents who strongly

agreed then a tie of 20 (6.9%) of the respondents that disagreed and strongly disagreed and 8 (2.8%) that were neutral. A number of the respondents 132 (45.8%) strongly agreed that SMS serves as a reminder of any task assigned before the deadline followed by 88 (30.6%) of the respondents that agreed then 32 (11.1%) that disagreed, 24 (8.3%) respondents that strongly agreed and 12 (4.2%) of the respondents were undecided.

Half of the respondents 144 (50.0%) indicated that they strongly agreed that SMS improves time taken to pass information from the sender to recipient due to its efficiency and convenience followed by 88 (30.6%0 respondents who agreed then 28 (9.7%) that strongly disagreed, 20 (6.9%) that disagreed and 8 (2.8%) that were neutral. Majority of the respondents 176 (61.1%) strongly agreed that the use of SMS as a channel of communication enhances confidentiality followed by 64 (22.2%) respondents that agreed then 28 (9.7%) that strongly disagreed, 12 (4.2%) that disagreed and 8 (2.8%) respondents that were undecided. This agreed with the study by (Kossinets, 2008) who argued that senders and recipients can regulate and control the information sent and exchanged. Close to half of the respondents 136 (47.2%) strongly agreed that SMS channel was easy to use, economical and can be used by all the carder of people in the organization followed by 96 (33.3%) respondents who agreed then a tie of 20 (6.9%) of the respondents that disagreed and strongly disagreed and finally 16 (5.6%) remained undecided. This collates with the study by (Bertel, 2012) that revealed that SMS is cheaper, faster and a convenient way of sending information. This was further supported by (Acker, 2014) that indicated that SMS was mainly used due to its affordability.

4.5.2 Correlation analysis of short message service and employee performance

The relationship between SMS and employee performance in County Government of Kericho was established using a correlation matrix as shown in Table 4.5. The Pearson correlation coefficient was generated at 1% (2-tailed) level of significance and the findings revealed that there exists a moderate positive correlation that is highly statistically significant (r = 0.669, p = 0.000). The findings are inconsistent with the findings by (Al-Sanaa, 2009) that showed that SMS negatively correlated with individual performance which can be related to employee performance.

Table 4.5

Correlation findings for Short Message Service

Variables		Effect of Short Message Services (X1)	Employee performance (Y)
Effect of Short Message Services (X1)	Pearson Correlation	1	.669**
	Sig. (2-tailed)		.000
	N	288	288
Employee performance (Y)	Pearson Correlation	.669**	1
	Sig. (2-tailed)	.000	
	N	288	288

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (2019)

4.5.3 Short Message Service Model Summary

The study findings showed that the explanatory power of SMS on employee performance was below average as it accounted for 44.8% of the total variations in employee performance (R square = 0.448).

Table 4.6

Goodness-of-fit model findings for Short Message Service

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669[a]	.448	.446	.981

Source: **Research Data (2019)**

4.5.4 ANOVA for short message service

Analysis of Variance (ANOVA) was used to establish whether the regression analysis model applied was fit for analysis or not. F significance is used to ascertain if model fits or not this implies that if the F ratio is statistically significant then the model used is fit for analysis (Weeks & Namusonge, 2016). If the p-value < 0.05, then the F statistic is high and this leads to rejection of the null hypothesis. Hence, the results in this case (F = 232.123, P = 0.000) revealed that the F ratio is statistically significant and this means that the model utilized is fit for analysis as shown in Table 4.7

Table 4.7

ANOVA for Short Message Service

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	223.554	1	223.554	232.123	.000[b]
	Residual	275.443	286	.963		
	Total	498.997	287			

Source: **Research Data (2019)**

4.5.5 Regression analysis for Short Message Service and Employee Performance

Regression analysis was carried out to establish the relationship between employee performance (dependent variable) and SMS (independent variable). Table 4.8 determines the effect of SMS on employee performance in County Government of Kericho by answering the following hypothesis;

Hypothesis one

H_{01}: Use of Short Message Service does not have a significant effect on employee performance in County Government of Kericho.

The individual regression findings shows that there is a statistically significant positive effect between SMS and employee performance ($\beta = 0.707$, $p = 0.000$). This shows that there exists a linear relationship and that SMS contributes significantly to the model since the constant has p-value = 0.000. Hence, the null hypothesis is rejected since the $p < 0.05$ and we can conclude that there is statistically significant effect of SMS on employee performance. The findings concurred with the study by (El-Shinnawy & Markus, 1997) that revealed that SMS is the most preferred form of communication by employees as it increases their efficiency rate which in turn boosts their job performance.

Table 4.8

Regression coefficients of Short Message Service

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.702	.196		3.580	.000
	Effect of Short Message Services (X1)	.707	.046	.669	15.236	.000

Source: Research Data (2019)

4.6 Electronic Mail and Employee Performance

The second objective sought to establish the effect of electronic mail on employee performance in County Government of Kericho. Electronic mail was assessed using four measures on memos, drafting letters, general presentation and correspondences.

4.6.1 Descriptive analysis of electronic mail

Table 4.9 shows the response on use of Emails in departments where response were on a Likert scale of 1-5 that include; 1 – Strongly disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A) and 5 – Strongly Agree (SA).

Table 4.9

Descriptive analysis of Electronic Mail

	SD	D	N	A	SA
Use of E-mails has led to increased access in memos	52 (18.0%)	48 (16.7%)	8 (2.8%)	124 (43.1%)	56 (19.4%)
E-mails has made drafting of letters to relevant authorities easier	24 (8.3%)	52 (18.1%)	24 (8.3%)	108 (37.5%)	80 (27.8%)
Use of E-mails has enhanced general presentation	40 (13.9%)	48 (16.7%)	20 (6.9%)	124 (43.1%)	56 (19.4%)
Use of E-mails as a channel of communication enhances sending and receiving correspondences	20 (6.9%)	16 (5.6%)	12 (4.2%)	112 (38.9%)	128 (44.4%)

Source: Research Data (2019)

The findings presented in the table revealed that close to half of the respondents 124 (43.1%) agreed that use of emails has led to increased access in memos followed by 56 (19.4%) respondents that strongly agreed then 52 (18.0%) respondents that strongly disagreed, (16.7%) that disagreed and 8 (2.8%) respondents were undecided. Less than half of the respondents 108 (37.5%) agreed that emails has made drafting letters to relevant authorities easier followed by 80 (27.8%) respondents that strongly agreed then 52 (18.1%) that disagreed, 24 (8.3%) respondents that strongly disagreed and 24 (8.3%) remained undecided. A number of the respondents 124 (43.1%) indicated that they agreed that use of emails has enabled general presentation followed by 56 (19.4%) respondents that strongly agreed then 48 (16.7%) that disagreed, 40 (13.9%) respondents that strongly disagreed and 20 (6.9%) respondents were undecided. Less than half of the respondents 128 (44.4%) strongly agreed that use of emails as a channel of communication enhances sending and receiving correspondences followed by 112

(38.9%) that agreed then 20 (6.9%) that strongly disagreed, 16 (5.6%) respondents that disagreed and 12 (4.2%) remained undecided. The findings agreed with (Ducheneaut & Watts, 2005) that indicated that email is considered as the most satisfactory technique since it is easily created, edited, stored, appended and forward to the recipients.

4.6.2 Correlation analysis of electronic mail and employee performance

The association between electronic mails and employee performance was assessed using Pearson correlation coefficient at 1% (2-tailed) significance level. The results were displayed using correlation matrix in Table 4.10

Table 4.10

Correlation findings of Electronic Mail and Employee Performance

Variable		Effect of E-mails (X2)	Employee performance (Y)
Effect of E-mails (X2)	Pearson Correlation	1	.986**
	Sig. (2-tailed)		.000
	N	288	288
Employee performance (Y)	Pearson Correlation	.986**	1
	Sig. (2-tailed)	.000	
	N	288	288

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (2019)

The study results indicated that there is a high positive relationship between electronic mails and employee performance in County Government of Kericho (r = 0.986, p = 0.000). This implied that employee performance increases with increase in magnitude of electronic mail and vice versa. The highly positive correlation showed that electronic mail has a significant impact on employee performance. This is consistent with that study by (Mark, 2016) that showed that e-mail was widely used by majority of the

employees and it enabled them multitask which led to increased productivity of employees.

4.6.3 Electronic mail model summary

The findings revealed that electronic mail has a high explanatory power on employee performance as it has accounted for 97.1% of the total variability change in employee performance. This shows that e-mail affects employee performance significantly and this was supported by (Baninajarian, 2011) whose findings revealed that e-mail had a positive significant relationship with employee performance.

Table 4.11

Goodness-of-fit model for electronic mail

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986[a]	.971	.971	.224

Source: Research Data (2019)

4.6.4 ANOVA for electronic mail

Analysis of Variance (ANOVA) comprised of calculations that gave the required information on electronic mail variability within a regression model and the level of significance. The F statistic is high when the null hypothesis is not true and the $p < 0.05$. Therefore, the findings ($F = 9666.82$, $p = 0.000$) showed that the F ratio is statically significant hence the model used is fit for analysis.

Table 4.12

ANOVA for Electronic mail

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	484.658	1	484.658	9666.862	.000[b]
	Residual	14.339	286	.050		
	Total	498.997	287			

Source: Research Data (2019)

4.6.5 Regression analysis of electronic mail on employee performance

The effect of electronic email on employee performance in County Government of Kericho was established using the following hypothesis:

Hypothesis two

H_{02}: Use of Electronic mail does not have a significant effect on employee performance in County Government of Kericho.

Regression analysis was carried out by establishing the relationship between employee performance and electronic mail as presented in Table 4.13

Table 4.13

Regression coefficients of email

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.086	.038		2.287	.023
	Effect of E-mails (X2)	.969	.010	.986	98.320	.000

Source: Research Data (2019)

The individual results ($\beta = 0.969$, $p = 0.000$) showed that the effect of electronic mail is statistically significant on employee performance. Hence, the null hypothesis is rejected

and we can conclude that electronic mail has a significant effect on employee performance. This agreed with (Sampson, 2016) who indicated that e-mail as a channel of communication significantly affects employee performance.

4.7 Social networking and employee performance

The third objective sought to examine the influence of social networking on employee performance in County Government of Kericho. Social networking was assessed using five measures that include; social awareness, recruitment of staff, customer service, marketing and building brand, and communication and correspondences.

4.7.1 Descriptive analysis of social networking

With regards to social networking sites, respondents were asked to indicate if any of the following strategies have been used by the County Government of Kericho to improve on employee performance. Their response was on a Likert scale of 1-5 that include; 1 – Strongly disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A) and 5 – Strongly Agree (SA).

Table 4.14

Descriptive findings of social networking

	SD	D	N	A	SA

Use of social networking enhances social awareness	20 (6.9%)	80 (27.8%)	64 (22.2%)	84 (29.2%)	40 (13.9%)
Use of social networking has boosted recruitment of new staff due to the wide coverage of advertisements	16 (5.6%)	72 (25.0%)	96 (33.3%)	64 (22.2%)	40 (13.9%)
Social networking increases customer and employee satisfaction	12 (4.2%)	56 (19.4%)	60 (20.8%)	116 (40.3%)	44 (15.5%)
Organization has benefited from social networking through marketing and building organization brand	20 (6.9%)	64 (22.2%)	60 (20.8%)	100 (34.7%)	44 (15.3%)
Social networking has created platforms such as WhatsApp for easier Communication and correspondences	8 (2.8%)	52 (18.1%)	36 (12.5%)	124 (43.1%)	68 (23.6%)

Source: Research Data (2019)

The findings showed that a few number of respondents 84 (29.2%) agreed that use of social networking has enhanced social awareness followed by 80 (27.8%) respondents that disagreed then 64 (22.2%) that remained neutral, 40 (13.9%) respondents that strongly agreed and 20 (6.9%) that strongly disagreed. Less than half of the respondents 96 (33.3%) remained neutral on the fact that use of social networking has boosted recruitment of staff followed by 72 (25%) that disagreed then 64 (22.2%) that disagreed,

40 (13.9%) respondents that strongly agreed and 16 (5.6%) that strongly disagreed. This agreed with (Gibbs, 2015) who explained that social network sites is very key in recruitment of employees. Employers pegged on advertisements of vacancies through other medium like dailies to recruit but recently a shift has been embraced where employers are using social networking sites to place vacancies. Close to half of the respondents 116 (40.3%) agreed that social networking increases customer satisfaction which in turn leads to employee satisfaction followed by 60 (20.8%) that remained neutral then 56 (19.4%) that disagreed, 44 (15.3%) that strongly agreed and 12 (4.2%) that strongly disagreed. The findings were consistent with that study by (Njuguna, 2012) that use of SNS has led to increased customer base. Less than half of the respondents 100 (37.7%) agreed that the organization benefits from social networking through marketing and building brand followed by 64 (22.2%) that disagreed then 60 (20.8%) that remained neutral, 44 (15.3%) that strongly agreed and 20 (6.9%) that strongly disagreed. Companies have also argued that networking sites is cost effective since it helps in marketing and building organization brand online. Social networking is now one of the main important business advancements in the 21st century and has increased or added a facet to the manner in which people exchange information globally. A number of respondents 124 (43.1%) agreed that social networking has created platforms such as whatsapp for communication and correspondences among the employees followed by 68 (23.6%) that strongly agreed then 52 (18.1%) that disagreed, 36 (12.5%) that remained neutral and 8 (2.8%) that strongly disagreed. The study findings collates with the study by (Bartlett, 2015) who indicated that SNS have been used in offering proper information, communication, dissemination, discussion and mobilization of vast information which in turn led to higher levels of employee productivity.

4.7.2 Correlation analysis of Social Networking and Employee Performance

Correlation matrix was used to examine the relationship between social networking and employee performance in County Government of Kericho. The Pearson correlation coefficient was established at 1% (2-tailed) level of significance.

Table 4.15

Correlation results for social networking

Variables		**Effect of Social Networking Sites (X3)**	**Employee performance (Y)**
Effect of Social Networking Sites (X3)	Pearson Correlation	1	.764**
	Sig. (2-tailed)		.000
	N	288	288
Employee performance (Y)	Pearson Correlation	.764**	1
	Sig. (2-tailed)	.000	
	N	288	288

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (2019)

The findings (r = 0.764, p = 0.000) revealed that there exists a positive moderate relationship between social networking and employee performance. This means that employee performance increases with increase in magnitude of social networking. The findings agreed with (Ali-Hassan, 2015) who found that employees who use SNS are 9% more productive than those who do not use since it is believed that the employees who use SNS have good problem solving abilities and good concentration at work.

4.7.3 Social networking model summary

The study findings indicated that social networking had a moderate explanatory power on employee performance as it accounted for 58.3% of the total variability change.

Table 4.16

Goodness-of-fit model for social networking

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764[a]	.583	.582	.853

Source: Research Data (2019)

4.7.4 ANOVA for social networking

Analysis of Variance (ANOVA) was applied to confirm whether the model used is fit for analysis or not. The findings (F = 399.959, p = 0.000) revealed that the F statistic is high and that the null hypothesis is rejected which implied that the model is fit for analysis.

Table 4.17

ANOVA for social networking

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	290.948	1	290.948	399.959	.000[b]
	Residual	208.049	286	.727		
	Total	498.997	287			

Source: Research Data (2019)

4.7.5 Regression analysis of social networking

The influence of social networking on employee performance in County Government of Kericho was examined using the following hypothesis:

Hypothesis three

H_{03}: Use of Social networking does not have a significant effect on employee performance in County Government of Kericho.

The social networking exposure on employee performance was regressed against employee performance and the findings displayed in Table 4.18

Table 4.18

Regression coefficients of social networking

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.633	.155		4.091	.000
	Effect of Social Networking Sites (X3)	.877	.044	.764	19.999	.000

Source: Research Data (2019)

The findings ($\beta = 0.877$, $p = 0.000$) revealed that there is a statistically significant linear relationship between social networking and employee performance. Hence, the null hypothesis is rejected and the alternative hypothesis accepted which states that use of social networking has a significant effect on employee performance in County Government of Kericho. This was supported by (Novak & Hoffinan, 2011) who

revealed that use of SNS led to increased organizational performance and teamwork across departments which in turn boosts employee performance.

4.8 Emerging Channels of Communication and Employee Performance

The study sought to examine the effect of emerging channels of communication on employee performance in County Government of Kericho. Employee performance was assessed using three channels of communication namely; SMS, electronic mail and social networking sites.

4.8.1 Descriptive analysis for Employee Performance

Table 4.19 shows the response on how emerging channels of communication has impacted on employee performance in departments where response were on a Likert scale of 1-5 that include; 1 – Strongly disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A) and 5 – Strongly Agree (SA).

Table 4.19

Descriptive results for employee performance

	SD	D	N	A	SA
Emerging channels of communication have a positive influence on communication among the employees	20 (6.9%)	28 (9.7%)	12 (4.2%)	128 (44.4%)	100 (34.7%)
Emerging channels of communication have contributed to achievement of organizational goals	8 (2.8%)	60 (20.8%)	8 (2.8%)	156 (54.2%)	56 (19.4%)
Emerging channels of communication have enhanced employee productivity and meeting deadlines	44 (15.3%)	32 (11.1%)	8 (2.8%)	128 (44.4%)	76 (26.4%)
Emerging channels of communication have increased efficiency rate of employees	32 (11.1%)	60 (20.8%)	4 (1.4%)	124 (43.1%)	68 (23.6%)
Emerging channels of communication have contributed significantly to different leadership styles	68 (23.6%)	32 (11.1%)	24 (8.3%)	120 (41.7%)	44 (15.3%)

Source: Research Data (2019)

The study results showed that close to half of the respondents 128 (44.4%) agreed that emerging channels of communication have a positive influence on communication among the employees followed by 100 (34.7%) respondents that strongly agreed then 28

(9.7%) that disagreed, 20 (6.9%) that strongly disagreed and 12 (4.2%) that remained neutral. The findings agreed with the study by (Watson, 2004) who indicated that organizations that use channels of communication recorded a high employee satisfaction which in turn led to high performance. More than half of the respondents 156 (54.2%) agreed that emerging channels of communication have contributed to achievement of organizational goals followed by 60 (20.8%) that disagreed then 56 (19.4%) that strongly agreed and a tie of 8 (2.8%) that strongly disagreed and remained neutral. Close to half of the respondents 128 (44.4%) agreed that emerging channels of communication enhance productivity of employees and meeting deadlines followed by 76 (26.4%) that strongly agreed then 44 (15.3%) that strongly disagreed, 32 (11.1%) that disagreed and 8 (2.8%) that remained neutral. Close to half of the respondents 124 (43.1%) agreed that emerging channels of communication enhances their efficiency rate followed by 68 (23.6%) that strongly agreed then 60 (20.8%) that disagreed, 32 (11.1%) that strongly disagreed and 4 (1.4%) that remained neutral. A number of respondents 120 (41.7%) agreed that emerging channels of communication have contributed significantly to different leadership styles followed by 68 (23.6%) that strongly disagreed, 44 (15.3%) that strongly agreed, 32 (11.1%) that disagreed and 24 (8.3%) that remained neutral. The study revealed that communication channels had impacted greatly on employees' performance and this concurred with the findings of (Dinc, 2017) who noted that employee performance is directly related to the efficiency of the employee because employees' performance tends to increase due to a system of stress reduction in the workplace.

4.8.2 Descriptive analysis of the study variables

Table 4.20 shows the descriptive statistics of emerging channels of communication on employee performance in County Government of Kericho.

Table 4.20

Descriptive Statistics of the study variables

Variables	N	Mean	Std. Deviation
Employee performance (Y)	288	3.56	1.319
Effect of Short Message Services (X1)	288	4.04	1.249
Effect of E-mails (X2)	288	4.01	1.341
Effect of Social Networking Sites (X3)	288	3.34	1.148
Valid N (listwise)	288		

Source: Research Data (2019)

The study results revealed that SMS has the highest mean value of 4.04 and social networking sites have the least mean value of 3.34. This means that the respondents agreed that SMS has effect on employee performance by a mean value of 4.04 which is moving towards the maximum value of 5 (Strongly Agreed) and the standard deviation value of 1.249 shows that variations in the responses given by the respondents. The findings concurred with the (Faulkner & Culwin, 2004), who noted that SMS were economical and cheaper as compared to making a call to another mobile phone. This is followed by use of emails which has a mean value of 4.01, this showed that the respondents agreed that emails influences employee performance. The results agreed with (Jackson, 2003) who indicated that electronic mail (e-mail) has become an integral part of the communication tool in every kind of organization with employees having the ability to access their e-mail from a multitude of devices and mediums at anytime regardless of the geographical location there have been a significant technological developments. Employee performance has a mean value of 3.56 which showed that the

respondents were neutral on the fact that the emerging channels of communication impacts on employee performance although this value is moving towards the value of 4 (Agreed). Finally, social networking sites had the least mean value of 3.34 which indicated that the respondents were neutral on the fact that social networking has an influence on employee performance. This agreed with (Tankard & Paluk, 2016) who noted that internet-based services allows people to create profiles in a closed system and come up with users list with which connections can be made and information shared.

4.8.3 Overall Model Summary

The coefficient of determination (R^2) is a measure of the proportion of variations. The values of the coefficient of determination lie between 0 and 1. A value of 0 implies that no variability change has been accounted for (Ithaka, 2013).

Table 4.21

Overall Goodness-of-fit model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986	.972	.971	.223

Source: Research Data (2019)

The overall goodness-of-fit model was obtained using the multiple regression model. All the independent variables (SMS, electronic mails and social networking) were regressed against the dependent variable (employee performance). The results (R^2 = 0.972) in Table 4.21 revealed that the model accounted for 97.2% of the total variability change in employee performance. This showed that only 2.8% of the total variations were unaccounted for and taken care of by the error term hence the regression model has a good fit.

4.8.4 Overall ANOVA results

Analysis of Variance (ANOVA) was used to test the overall significance of the independent variables (SMS, electronic mail and social networking) on dependent variable (employee performance).

Table 4.22

Overall ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	484.910	3	161.637	3258.696	.000[b]
	Residual	14.087	284	.050		
	Total	498.997	287			

Source: Research Data (2019)

The findings (F = 3258.696, p = 0.000) presented in Table 4.22 revealed that the F statistic is high and that the null hypothesis is rejected since the p-value < 0.05. This implied that the study variables are statistically significant and that if they are regressed against the dependent variable then there is a positive influence on employee performance. This is concurrent with (Neves & Eisenberg, 2012) that pointed out that effective channels of communication positively impacted on employee performance.

4.8.5 Regression analysis for emerging channels of communication

The three hypotheses were all tested for significance of their regression coefficients and p-values using the multiple linear regression model at 5% level of significance. All the

three independent variables (SMS, electronic mail and social networking) were regressed against employee performance and results presented in Table 4.23

Table 4.23

Overall regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.082	.050		1.653	.029
	Effect of Short Message Services (X1)	.019	.014	.018	1.302	.034
	Effect of E-mails (X2)	.979	.019	.995	52.017	.000
	Effect of Social Networking Sites (X3)	-.032	.019	-.028	-1.699	.048

Source: Research Data (2019)

The study results found that holding Short Message Service, E-Mails and Social Network constant employee performance was (β = 0.082, p = 0.029). The results showed that SMS (β = 0.019, p = 0.034) had a significant effect on employee performance which implied that a unit increase in SMS would result to 1.9% unit change in employee performance. Electronic mail (β = 0.979, p = 0.000) turned out to be highly significant and this showed that a unit increase in electronic mail would lead to 97.9% unit increase in employee performance. The findings are consistent with the study by (Chua, 2017) showed that email was the most heavily used form of business communication. Finally, social networking sites (β = -0.032, p = 0.048) had a slight significant effect on employee performance and a unit increase in the use of social networking sites would result to 3.2% unit decrease in employee performance. This shows that SNS has a

negative significant effect on employee performance. This was concurrent with findings by (Parveen, 2015) that showed that SNS negatively impacts on employee performance. This was further supported by (Wang, 2016) whose findings indicated that SNS has a negative relationship with employee performance.

The resulting linear equation would be as follows:

$$Y = 0.082 + 0.019X_1 + 0.979X_2 - 0.032X_3$$

Where:

Y = Employee performance

$B_0 - \beta_3$ = Regression coefficients that estimate the increase or decrease in employee performance

X_1 = Short Message Service

X_2 = Electronic mail

X_3 = Social networking

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key study findings, discussion of the findings, conclusions made from the findings and the recommendations of the study. The discussions relate the study findings to previous studies while the conclusions and recommendations drawn were focused on addressing the questions of the study.

5.2 Summary

The study sought to determine the effect of emerging channels of communication on employee performance in County Government of Kericho. This section summarizes the findings as per the study objectives as follows:

5.2.1 The effect of short message service on employee performance

Short Message Service was assessed using three measures that include; notification, meeting invitation and reminders. The study findings revealed that there exists a moderate positive correlation that is highly statistically significant between SMS and employee performance. This was supported by the strong evidence from the study findings that showed SMS provided the necessary means of communication to most of the respondents. SMS enabled one to get notification on time; it was used for meeting invitation by the county; used to remind staff of any task assigned before the deadline; it reduce the time taken to pass information from the sender to recipient and was efficient; The use of SMS as a channel of communication was good since it allowed for privacy

and only received by target recipient; and that SMS channel was easy to use, economical and could be used by all the carder of people in the county.

Hypothesis testing of SMS on employee performance was carried out using regression analysis. The findings showed that there is a statistically significant positive effect between SMS and employee performance in County Government of Kericho. The findings confirmed that SMS has a significant contribution on employee performance.

5.2.2 The effect of electronic mail on employee performance

Electronic mail was assessed using three measures on memos, correspondences, general presentation and correspondences. The study results indicated that there is a high positive relationship between electronic mails and employee performance in County Government of Kericho. This was witnessed by the use of electronic mail to access memos from the county, drafting letters to relevant authorities, general presentation, and sending and receiving correspondences. The study provides further empirical evidence of the relationship between electronic mail and employee performance. The empirical findings support the positive correlation between electronic mail and employee performance.

Regression analysis was used to test electronic mail hypothesis that the use of electronic mail does not have a significant effect on employee performance in County Government of Kericho. The findings showed that the use of electronic mail has a significant effect on employee performance hence electronic mail is statistically significant on employee performance.

5.2.3 The influence of social networking sites on employee performance

Social networking was assessed using the following variables on social awareness, recruitment, customer service, marketing and building brand, and communication and correspondences. The findings revealed that there exists a positive moderate relationship between social networking and employee performance and that SNS used by the County Government of Kericho were fully embraced so as to improve employee performance.

The hypothesis testing was achieved using regression analysis and the findings revealed that there is a statistically significant linear relationship between social networking and employee performance. This led to the alternative hypothesis which states that use of social networking has a significant effect on employee performance in County Government of Kericho being accepted.

5.3 Conclusions

The study sought to determine the effect of emerging channels of communication on employee performance in County Government of Kericho and the conclusion were based on the study objectives as follows:

5.3.1 Short message service and employee performance

The individual regression findings revealed a statistically significant positive linear relationship between SMS and employee performance. It was concluded that SMS has a significant effect on employee performance in County Government of Kericho. The findings concurred with the study by (El-Shinnawy & Markus, 1997) that revealed that SMS is the most preferred form of communication by employees as it increases their efficiency rate which in turn boosts their job performance. SMS and employee performance were found to have positive correlation in the County hence it was

concluded that there is a positive significant relationship between SMS and employee performance. The findings are inconsistent with the findings by (Al-Sanaa, 2009) that showed that SMS negatively correlated with individual performance which can be related to employee performance.

5.3.2 Electronic mail and employee performance

The findings revealed that electronic mail had a high explanatory power on employee performance in County Government of Kericho. This shows that e-mail affects employee performance significantly and this was supported by (Baninajarian, 2011) whose findings revealed that e-mail had a positive significant relationship with employee performance. The individual regression results showed that electronic mail was highly significant and that it greatly influences the employee performance. This agreed with (Sampson, 2016) who indicated that e-mail as a channel of communication significantly affects employee performance. It was also noted that electronic mail had a high positive relationship between electronic mails and employee performance in County Government of Kericho which showed that electronic mail has a significant impact on employee performance. This is consistent with that study by (Mark, 2016) that showed that e-mail was widely used by majority of the employees and it enabled them multitask which led to increased productivity of employees.

5.3.3 Social networking and employee performance

The study concluded that there is a significant influence of social networking sites on employee performance. The regression analysis was used to test social networking sites hypotheses that the use of social networking site does not have a significant effect on

employee performance in County Government of Kericho. The regression findings revealed that there is a statistically significant linear relationship between social networking and employee performance. The study ultimately finds a positive correlation between SNS and employee performance in the County. This was supported by (Novak & Hoffinan, 2011) who revealed that use of SNS led to increased organizational performance and teamwork across departments which in turn boosts employee performance. The study concluded that there is a statistically significant influence of SNS on employee performance.

5.4 Recommendations

The study sought to determine the effect of emerging channels of communication on employee performance in County Government of Kericho and the recommendations were in accordance with the study objectives as follows:

5.4.1 Short message service and employee performance

The use of SMS is critical to employees since it is an effective method. The study recommends that use of SMS be incorporated as one of the official channels of communication. This would develop a more personalized information base with its employees who have mobile devices that they use daily.

The study recommends that county government should embrace the use of short message services as this would improve relationships and reduces misinterpretation of information since the message passed is clear and precise.

5.4.2 Electronic mail and employee performance

The county government needs to provide computers in all the county offices and be connected with internet services so that staff can easily get access to their emails. Wifi and hotspots need to be created in offices so that staffs that do not get access to computer can use their phones to receive emails.

There is need for the County Government to reevaluate its communication policy and have communication structures in place that would reduce hoarding of information and individuals who may block the flow of information.

5.4.3 Social networking and employee performance

SNS have allowed the County Government to create and enhance their brand, market their products, customer service, recruitment of staff and engagement of staff. Hence, the study recommends continuous use of SNS so that it can boost and improve their presence.

There is need to revisit social media policy in the County Government since it does cover the restriction access effectively during working hours.

Additionally, there is need to have all the social network platform monitored so that only relevant information are communicated and that confidential information need to be safeguarded so that they may not get exposed by malicious staff

5.5 Suggestions for Further Research

Despite the fact that the study objectives have been accomplished, there are certain areas which are still demanding further research such as similar researches need to be done on other County Governments in Kenya to be able to generalize the findings. Future studies

are needed to assess a larger sample size, and test the results in multiple contexts. The use of other social network sites is also recommended for future study. There is also need to develop new variables that may have not been dealt with in this study. The data collected in this study would be significant for further research on the effect of emerging channels of communication on employee performance.

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APPENDICES

Appendix I: Introduction Letter

CAROLYNE CHEPKOECH – MBA/A/010/15
SCHOOL OF BUSINESS AND ECONOMICS
P.O BOX 2030-20200
KERICHO
TO……..
……

Dear Sir/Madam,

RE: <u>RESEACH STUDY</u>

I am a postgraduate student at School of Business and Economics, University of Kabianga. In order to fulfill the requirements of attaining Master of Business Administration Degree, I am undertaking a management research project on **EFFECT OF EMERGING CHANNELS OF COMMUNICATION ON EMPLOYEE PERFORMANCE: A CASE STUDY COUNTY GOVERNMENT OF KERICHO, KENYA**.

In this regard, I request for your support in filling the attached questionnaire for the purpose of data collection and the information given will be treated with utmost

confidentiality and it is meant for academic purpose only. However, if need be, the results will be shared with you.

Thanking you in advance.

Yours Faithfully,

Carolyne Chepkoech

MBA, STUDENT

Appendix II: Consent Form Explanation

I offer myself voluntarily to participate in this research having sought clarification and completely being aware of its sole purpose. I also understand that I can pull out of the research anytime and not necessarily giving reasons for my decision.

Participant's

Signature_____Date_____

Appendix III Questionnaire

INTRODUCTION: The information provided in the questionnaire will be treated with utmost confidentially and will not be used for any purpose other than academic. The questions have been set in relation to the study.

Use a √ to affirm a statement

PART I: Preliminary Data (Tick as Applicable)

1**. What is your Gender?**

Male ☐ Female ☐

2**. What is your highest level of education?**

Primary ☐

Secondary ☐

Vocational ☐

Tertiary ☐

3. **For how long have you worked in this organization (years**)

Less than 2yrs ☐

2 – 5years ☐

6 – 9years ☐

Over 10yrs ☐

4. **Indicate your Age**

Less than 25yrs ☐

25 – 35years ☐

36 – 45years ☐

55 yrs. and above ☐

5. **Which Departments/Section/Unit are you working in?**

Office of the Governor ☐

Finance & Economic Planning ☐

Agriculture, Livestock Development & Fisheries ☐

Water, Energy, Forestry, Natural Resources & Environment ☐

Health Services ☐

Education, Culture & Social Services ☐

Lands, Housing & Physical Planning ☐

Public Works, Roads & Transport ☐

Public Service Management ☐

Trade, Industrialization, Cooperate Management, Tourism & Wildlife ☐

Information, Communication, E-Government, Sports & Youth Affairs ☐

Office of the County Secretary ☐

County Public Service Board ☐

PART II: SPECIFIC INFORMATION

6. Which of the following channels of communication is applied in your organization? (You can tick more than one if using multiple channels)

Short message service [ ] E-mail [ ] Social Networking Sites [ ] Others [ ]

A. SHORT MESSAGE SERVICE

Use a √ to affirm a statement in each question.

7. What is your satisfaction level from the use of SMS as a medium of communication? (*Please tick in the box below option)*

Extremely dissatisfied □

Dissatisfied □

Satisfied □

Extremely satisfied □

8. Using SMS in my department has enabled me to meet the following needs.

Indicate your response based on the following scale: 1-Strongly disagree; 2- Disagree: 3 – Neutral, 4 -Agree; 5- Strongly agree

	1	**2**	**3**	**4**	**5**

a) Use of SMS has led to getting notification on work related matters on time					
b) SMS enhances timely meeting invitation from the organization					
c) SMS serves as a reminder of any task assigned before the deadline					
d) SMS improves time taken to pass information from the sender to recipient due to its efficiency and convenience.					
e) The use of SMS as a channel of communication enhances confidentiality as it is only received by target recipient.					
f) SMS is easy to use, economical and can be used by all the carder of people in the organization					

B. ELECTRONIC MAIL

9. How frequently do you access E-mails in your department?

Multiple times a day [ ]

At least once a week [ ]

Once a day [ ]

Once a month [ ]

10. How do you access your emails in the office? (Please tick all that apply)

Office PC/Laptop [ ]

Tablet [ ]

Phone [ ]

Other (please elaborate……

11. Using Emails in my department has enabled me to meet the following needs.

Indicate your response based on the following scale: 1-Strongly disagree; 2- Disagree: 3 – Neutral, 4 -Agree; 5- Strongly agree

	1	**2**	**3**	**4**	**5**
a) Use of email has led to increased access in memos					
b) Email has made drafting letters to relevant authorities easier					
c) Increased use of email has enabled general presentation of the required information to be passed					
d) Use of email as a channel of communication enhances sending					

and receiving of correspondences					

C. SOCIAL NETWORKING

12. Are you aware of any restrictions on employees accessing specific social networking sites during official working hours?

Yes [ ] No [ ] Neutral [ ]

13. Does the County Government of Kericho have a policy on use of social networking sites?

Yes [ ] No [ ] Neutral [ ]

With regards to social networking sites, please indicate if any of the following strategies have been used by the County Government of Kericho to improve on employee performance. *Indicate your response based on the following scale: 1-Strongly disagree; 2- Disagree: 3 – Neutral, 4 -Agree; 5- Strongly agree*

14.

	1	**2**	**3**	**4**	**5**
a) Increased use of social networking sites enhances social					

awareness					
b) Use of social networking sites has boosted recruitment of new staff due to the wide coverage of advertisements					
c) Social networking increases customer satisfaction which in turn leads to employee satisfaction					
d) The organization benefits from social networking through marketing and building organization brand					
e) Social networking has created platforms such as WhatsApp for communication and correspondences among the employees.					

15. What is your satisfaction level from the use of social networking sites? (*Please tick in the box below option)*

Extremely dissatisfied □

Dissatisfied □

Satisfied □

Extremely satisfied □

D. EMPLOYEE PERFORMANCE

16. How has this channels of communication impacted on your performance in your department and the county at large? Indicate the extent of your agreement with the following statements using the following key:

Indicate your response based on the following scale: 1-Strongly disagree; 2- Disagree: 3 – Neutral, 4 -Agree; 5- Strongly agree

	1	**2**	**3**	**4**	**5**
a) Emerging channels of communication have a positive influence on communication among employees					
b) Emerging channels of communication have contributed to achievements of organizational goals					
c) Emerging channels of communication enhances productivity of employees and meeting deadlines					
d) Emerging channels of communication boosts efficiency rate of employees					
e) Emerging channels of communication have contributed significantly to different leadership styles such as participatory, bureaucratic, democratic					

Thanks for your cooperation