FACTORS THAT AFFECT EMPLOYEE ENGAGEMENT: A CASE STUDY OF NATIONAL CONSTRUCTION AUTHORITY (NCA)

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment for the Degree of Masters in Business Administration (MBA)

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University-Africa for academic credit.

Signed: ___________________________    Date: ___________________________

Esther M. Onyambu (624881)

This research project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________    Date: ___________________________

Dr. Teresia K. Linge

Signed: ___________________________    Date: ___________________________

Dean, Chandaria School of Business
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ABSTRACT

The purpose of the study was to investigate factors that affect employee engagement in National Construction Authority (NCA). The study was guided by three research questions as follows; What is the effect of organizational communication on employee engagement at NCA? What is the effect of supervisor feedback on employee engagement at NCA? What is the effect of organization policies and practices on employee engagement at NCA?

The study employed a descriptive research design. The target population for the study was four hundred and twenty three (423) employees of NCA working both at the headquarters and regional offices. The study used probability sampling techniques namely stratified and simple random sampling techniques to select a sample size of two hundred and six (206). The main data collection tool was structured questionnaire. Collected data was analyzed using Statistical Package for Social Sciences (SPSS 23). Data was analyzed using descriptive statistics like percentages and frequencies. Analyzed data was presented in form tables and pie charts.

On organizational communication and employee engagement, the study found that in downward communication, internal memorandum and emails were the most common means of communication, followed by team briefing, company reports and company newsletters. In upward communication, emails were the most common means of communication followed by use of employee survey, staff suggestion scheme and departmental meetings. In horizontal communication, departmental meetings were the most common means of communication followed by telephone, annual employee forum and internal memorandum and emails. It was found that NCA had open communication channels and organizational communication affected employee engagement since good communication influenced the level of employee efficiency, improved work relations, increased employee engagement, commitment and performance, which in turn influenced the level of employee productivity.

On supervisor feedback and employee engagement, the study found that the most common form of supervisor feedback mechanism was formal feedback while the least common was informal feedback. Feedback was given using different means including emails, telephone, social media, meetings among others. Feedback was delivered in the
right language and managers always articulated performance expectations and outcomes clearly. Suggestions were usually invited during feedback sessions and employees were always given an opportunity to express their views. Supervisor feedback affected employee engagement at NCA as it motivated and empowered employees, enhanced employee engagement as well as employees performance.

The study found that organizational policies and practices affected employee engagement as they promoted innovativeness and talent development and that management was always concerned with employee’s welfare, valued and treated employees respectfully. However, only a few of the respondents agreed that employees were usually involved in decision making or praised by supervisors when they did well or that company values, policies and practices encouraged employee engagement or consultation done before key and major changes or decisions are made. The study also found that supervisors involved employees in development of policies and management provided them with equal opportunity for advancement and growth.

The study concludes that organizational communication, supervisor feedback, organizational policies and practices significantly affect employee engagement. High engagement levels transform to better productivity, when employees are engaged at work, they feel a connection with the organization, as they believe that the work they’re doing is important and therefore work harder. Factors such as involvement in decision making, communication channels, supervisor feedback mechanism, equal career advancement and training opportunities and how the organization promotes innovativeness all had an influence on employee engagement.

The study recommends the following: the level of bureaucracy especially in organisational communication at NCA should be broken to allow more open communication. Secondly, for proper employee engagement and employee performance, the organisation should establish regular and timely two-way feedback mechanism so that the needs of the organization as well as the employee expectations can be met. Lastly, the organizational policies and practices should be flexible enough to allow employee consultation and involvement.
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I would like to thank all my classmates for their inspiration, encouragement, support and helpful recommendations through academic discussions and readiness to share information.
Finally to all the employees who took time to fill the questionnaire provided, am very grateful.
DEDICATION

I dedicate this work to my beloved son and parents. No words can express my feelings for the sacrifice you have made but this token gesture is the least I can do.
# TABLE OF CONTENTS

**STUDENT'S DECLARATION** ........................................................................................................... ii  
**COPYRIGHT** ................................................................................................................................. iii  
**ABSTRACT** ................................................................................................................................ iv  
**ACKNOWLEDGEMENT** .................................................................................................................. vi  
**DEDICATION** ................................................................................................................................. vii  
**TABLE OF CONTENTS** .................................................................................................................. viii  
**LIST OF TABLES** ............................................................................................................................ xi  
**LIST OF FIGURES** ............................................................................................................................ xii  

**CHAPTER ONE** ................................................................................................................................. 1  
1.0 INTRODUCTION ............................................................................................................................. 1  
1.1 Background of the Problem .......................................................................................................... 1  
1.2 Statement of the Problem ............................................................................................................ 4  
1.3 Purpose of the Study .................................................................................................................... 5  
1.4 Research Questions ..................................................................................................................... 5  
1.5 Significance of the Study ............................................................................................................. 5  
1.6 Scope of the Study ....................................................................................................................... 6  
1.7 Definition of Terms ..................................................................................................................... 6  
1.8 Chapter Summary ....................................................................................................................... 7  

**CHAPTER TWO** ................................................................................................................................. 8  
2.0 LITERATURE REVIEW .................................................................................................................... 8  
2.1 Introduction ................................................................................................................................. 8  
2.2 Organizational Communication Channels and Employee Engagement .................................... 8  
2.3 Supervisor Feedback and Employee Engagement ....................................................................... 12  
2.4 Organisational Policies and Practices and Employee Engagement ........................................... 16  
2.5 Chapter Summary ....................................................................................................................... 18
CHAPTER THREE ........................................................................................................19
3.0 RESEARCH METHODOLOGY ..............................................................................19
3.1 Introduction ........................................................................................................19
3.2 Research Design ..................................................................................................19
3.3 Population and Sampling Design .......................................................................19
3.4 Data Collection Methods ..................................................................................21
3.5 Research Procedure ..........................................................................................22
3.6 Data Analysis Methods .....................................................................................22
3.7 Chapter Summary .............................................................................................22

CHAPTER FOUR .........................................................................................................23
4.0 RESULTS AND FINDINGS ..................................................................................23
4.1 Introduction ........................................................................................................23
4.2 Response Rate ...................................................................................................23
4.3 Demographic Information of the Respondents ..................................................23
4.4 Presentation of Findings ...................................................................................27
4.5 Chapter Summary .............................................................................................42

CHAPTER FIVE ..........................................................................................................43
5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATION ..............................43
5.1 Introduction ........................................................................................................43
5.2 Summary of Findings .......................................................................................43
5.3 Discussion .........................................................................................................44
5.4 Conclusions ......................................................................................................50
5.5 Recommendations ............................................................................................52
| REFERENCES                                                                                                                                                         | 53 |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| APPENDICES                                                                               | 58 |
| APPENDIX I: QUESTIONNAIRE                                                               | 58 |
| APPENDIX II: RESEARCH BUDGET                                                            | 63 |
| APPENDIX III: IMPLEMENTATION SCHEDULE                                                   | 64 |
LIST OF TABLES

Table 3.1: Sample Size ............................................................................................... 21
Table 4.1: Background Information........................................................................ 24
Table 4.2: Methods of Communication .................................................................. 28
Table 4.3: Communication Channels ....................................................................... 30
Table 4.4: Organizational Communication Channels and Employee Engagement ...... 32
Table 4.5: Supervisor Feedback and Employee Engagement........................................ 37
Table 4.6: Organizational Policies and Employee Engagement...................................... 41
LIST OF FIGURES

Figure 4.1: Methods of Employee Engagement ............................................................... 25
Figure 4.2: Factors that Hinder Employee Engagement .................................................. 26
Figure 4.3: Effects of Employee Engagement on Organizational Performance .............. 26
Figure 4.4: Most Common Type of Supervisor Feedback .............................................. 33
Figure 4.5 (a): Most Common Formal Feedback Mechanism ...................................... 33
Figure 4.5 (b): Most Common Informal Feedback Mechanism .................................... 34
Figure 4.6: Rating of Feedback Mechanisms ................................................................. 34
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Employee engagement is the key focus of both business entrepreneurs and academic researchers and is a blistering issue of modern business environment. Adesina (2011) contends that every organization wants to gain competitive advantage and employee engagement is the best tool for achieving it. In fact, employee engagement is considered to be the most powerful factor to measure a company’s vigor and orientation towards excellent performance. Employee engagement involves creating prospect for human resources to attach with their managers, colleagues and organization. Engagement is a perception that places continuous improvement, change and flexibility at the empathy of what it means. Employee engagement has generated a great deal of interest in recent years as a widely used term in organizations and consulting firms. This is especially due to credible evidence pointing toward an engagement-profit linkage (Yeh, 2013).

Employee engagement has been characterized as a distinct and unique construct that consists of cognitive, emotional, and behavioral components associated with individual role performance (Heartfield, 2012). Engaged employees often display a deep, positive emotional connection with their work and are likely to display attentiveness and mental absorption in their work. In today's world, employee engagement remains the ultimate prize for employers at a time when virtually every organization is struggling with cutbacks and financial pressure trying to improve performance with fewer employees and dollars. Although engaged employees are consistently more productive, profitable, safer, healthier, and less likely to leave their employer (Van den Berg, Bakker and Ten-Cate, 2013) only 30% of the global workforce is estimated to be engaged. Nonetheless, despite continued evidence of linkages to positive business outcomes, employee engagement is declining.

Managers want to improve employee engagement on grounds that it leads to superior performance, reduces staff turnover and improves the well-being of employees (Yeh, 2013). Engaged employees’ value, enjoy and have pride in their work and are more willing to help each other and the organization succeed. Engaged employees take
additional responsibility, invest more effort in their jobs, share information with other employees and remain with the organization than employees who are less engaged. Although the primary focus of engagement efforts has mostly been on team-building programs and non-financial rewards, egalitarian pay structures have been found to be related to employee cooperation, involvement, satisfaction and commitment; all of which have been used as proxies for employee engagement (Hayes, Harter and Schmidt, 2015).

A study by Heartfield (2012) established that high-involvement work practices; techniques used by the management to efficiently involve their employees in their works and receive high performance among employees can contribute in effective employee engagement. Whereas a lot of emphasis is placed on provision of quality service to customers, the challenge is to have motivated and engaged employees who can facilitate that endeavor. Employees are critical to achievement of goals in the organization and therefore, managers must consider employee engagement as it is related to service quality and work performance. In order to create an environment for employee satisfaction and engagement, it is vitally important to know which factors most affect employee engagement. Organizations must spend time, money, and energy on programmes, processes, and factors that will have a positive impact on employee engagement (Hayes, Harter and Schmidt, 2015).

Yeh (2013) suggests that work engagement is associated with an individual’s attitudes, intentions and behaviors. Therefore, engaged employees are likely to be more attached to their organization and would have a lower propensity to leave it. Work engagement was found to have positive results relating to job satisfaction, a motivated workforce, employee well-being and less likelihood of leaving an organization. In addition, a meta-analysis of 7939 business units in 36 companies by Hayes, Harter and Schmidt(2015) reported a significant positive relationship between work engagement and customer satisfaction as well as organizational performance.

Shimazu, Schaufeli, Kubota and Kawakami (2012) proposed four reasons why engaged employees perform better than unengaged employees. Engaged employees were found to have positive sentiments towards their job, consequently leading to productivity. They were seen to be more open to work opportunities and more confident and optimistic. This research suggested that employee engagement is positively related to employee well-
being, leading to better performance. Engaged employees work more productively because they have tenability to create their own resources. While some studies reveal that pay and benefits play an important role in attracting and retaining employees, such are also known to play a less important role in employee engagement.

In Kenya, Otieno, Waiganjo and Njeru (2015) explored the effect of employee engagement on organization performance in Kenya’s horticultural sector. The study found that majority of the respondents agreed that there were clear policies on staff supervision and performance development. There were clear guidelines on time for reporting to work and leaving. The study concluded that employee engagement is a major determinant of organization performance in the horticultural sector in Kenya. Mokaya and Kipyegon (2014) studied determinants of employee engagement in the banking industry in Kenya. Organizational performance management, personal development and growth opportunities, workplace recreation, and remuneration package were found to have a positive influence employee engagement. However, remuneration was the highest contributor of employee engagement with workplace recreation having the least influence.

The origins of a regulatory body for the construction industry begin as far back as post-independence Kenya. African contractors wanted the establishment of a state agency that would agitate for and protect their interests in an industry that was dominated by British and Indian contractors. This eventually led to the National Construction Corporation Bill in 1972 that sought to register NCA’s predecessor, National Construction Corporation (NCC), as a state parastatal. The NCC’s main functions were to build capacity in the industry through training and to provide financial assistance to the contractors to enable them to properly establish themselves.

Unfortunately, despite the best of efforts, NCC collapsed in 1988. The issues the industry was facing had only gotten bigger and more dynamic with changing times. Intense lobbying on the part of stakeholders in the industry finally led to the enactment of the National Construction Authority Act in 2011. The Act was assented to on 2nd December 2011 and operationalized on 8th June 2012. The National Construction Authority Regulations, which operationalize the Act, were passed on June 6th, 2014. The National
Construction Authority (NCA) is a government organization which regulates, streamlines and builds capacity in the construction industry.

1.2 Statement of the Problem

In recent years, employee’s comfort on the job has been recognized as an important factor for measuring their productivity. Employee engagement affects the quality of service with a consequent effect on customer satisfaction and ultimate performance. Therefore, many firms strive to create high engagement amongst their employees. Engaged employees demonstrate attributes such as loyalty, trust and commitment to the organization. Employee engagement can cause significant problems both within and without the organization including low employee morale, lack of innovation, decreased performance and a failure to respond to new threats or opportunities in the environment according to a study by (Daft, Martyn and Naftalia, 2010).

Lack of proper, clear and open employee engagement process lowers employee’s efficiency and causes the employees to have bad attitude towards the organization which may have a negative effect of employee performance (Otieno, Waiganjo and Njeru, 2015). Low employee engagement in an organization can resulted to delays in giving feedback and broken promises to customers and employees. It may also result to loss of business and low employee productivity (Atambo and Momanyi, 2016). When employees are satisfied and engaged with their work, they are more creative and innovative and offer advances that allow companies to evolve positively over time with changes in market conditions. It means organizations that desire to improve their performance must be concerned about internal issues related to employee engagement and view their employees as customers as well.

Kibe (2014) found out that for any organization’s performance to be effective, an open communication environment should be encouraged. Lack of proper communication and feedback mechanism hinder timely execution of duties, demotivates employees and causes employee dissatisfaction. Otieno, Waiganjo and Njeru (2015) explored the effect of employee engagement on organization performance in Kenya’s horticultural sector. Their study was limited to staff supervision and performance appraisal. Mokaya and Kipyegon (2014) studied determinants of employee engagement in the banking industry
in Kenya. Their study was limited to personal development and growth opportunities, workplace recreation, and remuneration package and employee engagement. Unlike the previous studies, this study will focus on communication channels, supervisor feedback and organization policies and practices as the study variables. Hence, this study seeks to investigate the factors that affect employee engagement at National Construction Authority.

1.3 Purpose of the Study

The purpose of the study is to investigate the factors that affect employee engagement at National Construction Authority in Kenya.

1.4 Research Questions

The study will be guided by the following research questions:
1.4.1 What is the effect of organizational communication channels on employee engagement at NCA?
1.4.2 What is the effect of supervisor feedback on employee engagement at NCA?
1.4.3 What is the effect of organization policies and practices on employee engagement at NCA?

1.5 Significance of the Study

1.5.1 Human Resource of NCA

The findings of the study will enable the human resource team at NCA to develop proper employee engagement policies and practices that will create a sense of employee satisfaction, increase employee motivation and performance in the organization.

1.5.2 Supervisors and Managers

This study will act as a guide for managers and supervisors in identifying weaknesses in employee engagement systems and if need be device ways of enriching employee engagement. The study also intends to form basis for NCA to relook at its approach in organizational communication, supervisor feedback and organizational policies and practices with an aim of improving employee engagement thus productivity.
1.5.3 Academicians and Researchers

Finally, the findings of this research will also serve as a future reference for other researchers on the subject of employee engagement and organizational performance. The study will also add to the current literature on employee engagement as well as benefit researchers who seek to pursue or have an interest in this field.

1.6 Scope of the Study

The study was limited to examining the effects of employee engagement on organizational performance. It was conducted at National Construction Authority and covered employees both at the headquarters in Nairobi and those in regional offices. The study targeted four hundred and twenty three (423) employees of NCA and was conducted within the months of February and March 2017.

The Authority has twelve (12) regional offices and nine (9) liaison offices spread across the Country. Due to the nature of the Authority’s operations, members of staff are most of the time out of office for various activities thus issuing of the questionnaires to each respondent in person was a big challenge. Nonetheless, questionnaires were emailed to members of staff who could not reached easily in person, once filled they were mailed back by use of courier services. Any clarifications needed by the respondents were addressed via phone (calls, texts or WhatsApp) or emails.

1.7 Definition of Terms

1.7.1 Communication

Communication refers to the process by which information is transmitted and understood between two or more people (McShane and Von Glinow, 2005).

1.7.2 Communication Channels

Communication channels refers to the way information flows in an organization (Yeh, 2013).

1.7.3 Communication Culture

Communication culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence
on the people in the organization and dictate how they dress, act, and perform their jobs (Yeh, 2013).

1.7.4 Employee Engagement

It is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization’s goals and values, motivated to contribute to organisational success, with an enhanced sense of their own well-being (Heartfield, 2012).

1.7.5 Leadership Style

It is a leader's style of providing direction, implementing plans, and motivating people (Armstrong, 2011).

1.7.6 Supervisor Feedback

Communication feedback refers to the response of a supervisor to their juniors’ message (Yeh, 2013).

1.7.8 Organizational Performance

Organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment); product market performance (sales, market share) and shareholder return (total shareholder return, economic value added) (Richard, 2011).

1.8 Chapter Summary

This chapter sought to give the background problem, statement of the problem, purpose of the study, the research questions, significance of the study as well as definition of terms. Chapter two covers literature review where each variables of the study was discussed in detail as per previous scholarly works. Chapter three presents research methodology of the study and how the research was conducted. Chapter four presents the findings of the study as per the research questions and Chapter five presents the summary of findings, conclusions and recommendations of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature review in line with the research questions. This research study focused on organizational communication, supervisor feedback and organization policies and practices as study variables and their effect on employee engagement at National Construction Authority.

2.2 Organizational Communication Channels and Employee Engagement

Organizational communication is considered to be the transmission and receipt of messages among individuals within a particular environment in order to achieve individual and common goals. Organizational communication is highly contextual and culturally dependent. Individuals in organizations transmit messages through face-to-face, written, and mediated channels. Organizational communication largely focuses on building relationships and interacting with internal organizational members and interested external parties. Communication is the key mechanism for achieving integration and coordination of the activities of specialized units at different levels in the organization. Organizational communication can be in form of horizontal, upward, and downward (Banihashemi, 2011).

According to a study carried out in Poland, Winska (2010), he observed that communication acts to control member’s behavior. Communication also supports motivation by clarifying workers what needs to be done or how well they are doing. Koontz and Weihrich (2012) explains that misunderstandings increase when communication is in different languages. Employees are key players in any organization and thus their knowledge of the organization and how their output determines performance of the organization ought to be communicated clearly. Communication may take different forms depending on the culture and norms of the organization.
2.2.1 Downward Communication

Communication which flows from the superiors to subordinates is referred to as downward communication. In an organizational structure, the executives may be engaged in issuing orders, instructions and policy directives to the persons at the lower levels in order to achieve desired results.

Koontz and Weihrich (2012) explain that misunderstandings increase when communication is in different languages. Organizations are first and foremost communicating entities; they are composed of people who are able to speak to each other and who want to speak to others. Communication is considered as an active way of creating, shaping, and maintaining relationships and enabling shared values, common cultures, a greed goals, and means for their achievement to various audiences such as employees, customers or investors. As outlined by Newcombe (2011), downward communication includes: team briefing, company newsletters and company reports and flow from top down.

Downward communication provides information from higher levels to lower levels. Being superior-subordinate communication, it follows the chain of command through the line of authority. Downward communication can be of four types namely; communication designed to provide job rationale to produce understanding of the task and its relation to other organizational tasks, communication about organizational procedures and practices, feedback to the subordinate about his or her performance, and communication to foster inculcation of organizational goals.

2.2.2 Horizontal Communication

Horizontal Communication or lateral communication involves individuals at the same level of the organization sharing knowledge. Horizontal (lateral) communication aims at linking related tasks, work units and divisions in the organization. The importance of horizontal communication increases with task specialization and diversity in organizational structure. Companies need to create new knowledge, arising in part out of the tacit knowledge possessed by individuals. Communication is essential for effective team and individual performance. A communication system for any organization is like blood flow in the human body, therefore an organization that understands the importance
of effective communication stands a chance of enjoying benefits of well structured communication channels.

As observed by Robinson and Judge (2010), effective communication is about understanding the emotion behind the information. Effective communication can improve relationships at home, work and in social situations by deepening our connections to others and improving teamwork, decision making and problem solving. Effective communication enables one to convey even difficult messages without creating conflict or destroying trust. Communication is key in everyday life, individuals spend significant proportion of their time communicating thus it is important for one to acquire skills that enable them to communicate effectively and to have emotional intelligence as well. Communication is a central element of the working role of managers as they spend much of their time attending meetings, giving and receiving information, and discussing issues with colleagues as well as interacting and communicating with others. To be an effective communicator, a manager needs to be sensitive to who is on the receiving end of the message. The most appropriate medium for the message should also be considered.

2.2.3 Upward Communication

In upward communication, information flow from employees to the upper levels of management. Methods include; surveys and staff suggestion schemes. Upward communication is the process of information flowing from the lower levels of a hierarchy to the upper levels. This type of communication is becoming more popular in organizations as traditional forms of communication are becoming less popular. The more traditional organization types such as a hierarchy, places people into separate ranks (Jyotsna, 2008). Upward communication helps employees to express their requirements, ideas, and feelings. For top management, upward communication is an important source of information for business decisions. It helps in alerting top management about the requirement of changes in the organization. Upward contribution is the core contributor of business process re-engineering in many organizations.

Upward communication is widely used as part of whistle blowing policy in many large organizations. Under whistle blowing policy, each employee is permitted to directly communicate with top management about matters requiring examination on vigilance angle. Hence it is used as a fraud prevention tool as well. Upward communication keeps
managers aware of how employees feel about their jobs, policies and procedures, and the business in general. It consists of methods like feedback from employees, helps in bringing mutual trust and helps the organization to determine, implement or decide on new policies. It keeps the organization updated or prone to upcoming challenges (Summit, 2013).

Upward communication is not free from disadvantages too. It suffers from problems like information can be changed during transmission, unwillingness to participate, fear of inefficiency, bypassing and flattery too. Sometimes top level executives discourage the upward flow of information and neglect the constructive suggestions and opinions about the work related issues of the organization. It is a time taking process and is comparatively slow too (Jessic and Cooper, 2011).

2.2.4 Effective Communication

Effective communication combines a set of skills including attentive listening, the ability to manage stress in the moment, and the capacity to recognize and understand your own emotions and those of the person you’re communicating with. Kirimi (2013) observes that effective and efficient communication results in better overall performance. Ineffective communication leads to loss of meaning or understanding, which in turn leads to mistakes. Success of an organization is a reflection of the effectiveness of its communication. Many mistakes and negative results in a firm, such as accidents, waste, duplicated work and incomplete work is because of poor communication.

Daft, Martyn and Naftalia (2010), effective communication both within the organization and with people outside is a major challenge and responsibility for managers. Ineffective communication can cause significant problems. Some of the problems include poor employee morale, lack of innovation, decreased performance and a failure to respond to new threats or opportunities in the environment. Armstrong (2011) states that effective communication is important for three reasons: it is a vital part of any change management programmed. If any change is proposed in terms and conditions of employment, such as contingent pay, working methods, technologies, products and services or organization (mergers and acquisitions) employees need to know what is proposed and how it will affect them. Commitment to organization is enhanced if employees know what the organization is trying to achieve or has achieved and how this benefits them.
Effective communication generates trust as organizations take the trouble to explain what they are doing and why. Kirimi (2013) further observes that successful management depends on its ability to gather and to assimilate the information it receives as well as to transmit efficient and accurate information, to convey clear instructions and to consult with its staff. Effective communication process is a foundation for all interpersonal relationships. Through effective communication, people exchange and share information with one another, influence one another’s attitudes, behaviours, and understandings. Robinson and Judge (2010) say that while effective communication is a learned skill, it is more effective when it’s spontaneous rather than formulaic. A speech that is read, for example, rarely has the same impact as a speech that is delivered (or appears to be delivered) spontaneously.

2.3 Supervisor Feedback and Employee Engagement

Supervisor feedback is information about a person's performance of a task which is used as a basis for improvement. It allows people to modify their behavior in order to attain their goals. It consists in identifying the gap that exist between expectations and objectives. Emphasis is placed on the importance of giving constructive feedback, a manager’s feedback can encourage or discourage, strengthen motivation or damage an employee’s confidence.

There are two types of feedback; formal and informal feedback. Informal feedback is input received through informal conversations between employees and managers or customers. Formal feedback is an intentional and planned process of giving feedback to an employee in a workplace. Weekly progress review meetings, mentor meetings for coaching and development, formal performance assessment sessions and end of attachment interviews are some of the examples of formal feedback mechanisms. The purpose of a formal feedback system is to ensure that feedback process is completed and that the goals for employee development are realized. Choosing the right setting, using data or documentation to make points, sticking to a preset time frame, inviting input from the employee and setting time-specific goals ahead of the next meeting are additional keys to an effective formal feedback process (Chong, 2012).
2.3.1 Performance Appraisal

Performance appraisal is a method by which the job performance of an employee is documented and evaluated. An organization following an appropriate appraisal technique, known to be unbiased and transparent, tends to show higher level of employee engagement. Communication between manager and employee regarding performance expectations and role clarity with respect to the employee’s role also increase engagement levels. Goal setting has a positive influence on employee engagement which in turn positively impacts workplace optimism and lastly these results in positive impact on individual performance (Keneth and Bobby, 2009).

2.3.2 Formal Feedback

Formal feedback can be provided in a number of ways; observations over a period of time or for specific purposes, performance appraisal, end of attachment interviews, exam scripts, project presentations, and report assessments are typical examples where formal feedback occurs. Informing somebody who does things correctly is as important as offering guidance to others to perform better. One should always encourage informal questions and discussions and avoid jargon. In addition to this, it is essential to invite comments and suggestions, so that you can exchange information and experiences (Chong, 2012).

Feedback is the cheapest, most powerful, yet, most underused management tool that we have at our disposal. It helps people get on track and serves as a guide to assist people to know how they and others perceive their performance. Feedback can also be highly motivating and energizing. It has strong links to employee satisfaction and productivity. People like to feel involved and identified with their organization. Effective leaders have good listening and emotional awareness – they understand the impact that their behaviour has on others. When staff receive little feedback they tend to be self-critical or self-congratulatory as they are relying upon events rather than specific feedback to measure their performance and impact (Jain, Apple and Ellis, 2015).

Appropriate and regular feedback is of immeasurable value to management and staff in the following ways; Self-image is enhanced and the individual feels that he/she is part of the organization; the person’s role is perceived to be respected and valued; enhanced self-
esteem which leads to increased productivity because goals are more clearly defined, and the attainment of the goals is rewarded; Interpersonal relationships can be more clearly evaluated and consequently strengthened; Individuals can more positively deal with rejection; areas of self-development can be more precisely identified (Sopow, 2012).

2.3.3 Informal Feedback

Informal feedback is the most common form of feedback in everyday life and it is something that just emerges spontaneously in the moment or during action. Informal feedback allows faster responses to changes and assists in daily management and real-time decision-making. A good example of informal feedback is unstructured meeting. Unstructured meetings can occur between two or more people allowing a broader scale of themes and questions to be dealt with. Examples of informal feedback practices that involve interpersonal feedback are; performance appraisal interviews, management group or team meetings, and other communication between managers, employees and peers. Feedback communicated is linked to the people involved and the context therefore it may stay only at a local level and cannot be used more systematically in the whole organization. One of the advantages of informal feedback is that it allows a broader scale of feedback loops, such as non-verbal communication and body language (Chong, 2012).

According to Stein (2011) there are different sources of informal feedback in an organizational. They can occur over a telephone conversation, text message as well as in face to face interactions. They include higher hierarchical sources (supervisors and management), among fellow members staff (peers or subordinate) and with clients. A study by Bekker, Schaufeli, Leiter and Taris (2008) on the effects of informal feedback on employee engagement stated that informal feedback from supervisors and management had a strong positive relationship with employee engagement as well as employee productivity. This is because it creates a feeling of worthiness among employees which in turn prompted the employees to give their best to the organization. Higher frequencies of negative informal feedback was associated with low employee engagement as well as low employee productivity.

Poor informal feedback mechanisms may result to feeling of discontent thus affecting one’s overall sense of responsibility and in consequence productivity levels. Resentment will arise stemming from the perception of not being fully valued or respected for one’s
contribution. Poor informal feedback can also lead to lower levels of self-esteem which adversely affect motivation and in turn weaken focus on goals and attainment of the same.

2.3.4 Employee Forum

Employee forums provide a venue to address issues from employees and it’s a method for two-way communication between management and employees. Successful communication plans include two-way communication, employee engagement and evaluation of methods (Wolfe, 2015). Employees who felt they have an opportunity to provide feedback to leaders face to face have higher engagement factors and twice the job satisfaction (Stein, 2011).

2.3.5 Empowerment

Employees feel that they should be able to express their views for decisions that might affect their functions (Albrecht and Manuela, 2011). The leadership of highly engaged workplaces provide a challenging and trusting environment, wherein employees are urged to disagree with prevailing orthodox practices, to innovate and help the organization grow. The ability of employees to give their views to the senior management impacts engagement. The employees feel empowered when they sense that their manager has an empowering leadership style which in turn provides motivation and belongingness to the organization thereby making him/her more engaged (Simon, 2012).

2.3.6 Fair Treatment

Employee’s engagement tends to be higher when the manager provides them with equal opportunity for training and advancement as well as equal pay for equal work done. The employees having greater sense of procedural justice have greater probability of reciprocating it with higher levels of organization engagement (Saks, 2006). It was found that if the employees experienced impartiality and objectivity as part of their performance appraisals they exhibited a sense of better wellbeing and greater employee engagement. Greater amounts of informational justice lead to more behavioural and cognitive engagement towards work with symptoms of greater commitment and motivation, taking pride in work and feeling of excitement for it (Vishal and Sushil, 2013).
2.4 Organisational Policies and Practices and Employee Engagement

Organizational practices are the behaviors that convert ideas to actions and which keep the culture alive. They can be either internal - within your organization or external - those outside the organization (Sandeep, Chris, Emma, Katie and Mark, 2008). Internal practices are the inner workings of the organization that affect employee relationships, interactions and accomplishments. Internal practices include equal opportunity for advancement, environment that promotes innovation and talent development, organization values and principles, extend to which the organization involves employees in development of policies, management concern with welfare of employees and respectful treatment of employees.

HR policies and procedures include hiring practices, flextime, work-life balance policies, performance management and safety issues. To create a culture of engagement at workplace, HR systems need to work hand in hand with other managerial practices when dealing with employees. The hiring process involves dealing with employees starting from the selection process to the end of the contract, by maximizing the person-job fit which is important for further employee engagement. Work Life Balance in its broadest sense is defined as a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life. Whilst flextime permits the employees to vary their start and finish times provided a certain number of hours are worked (Schaufeli and Taris, 2013). There exists a positive correlation between flextime and work-life balance and employee engagement.

Performance management systems which provide for setting of meaningful goals builds employer-employee trust acts as a holistic measure that enhances employee engagement. Encouraging employee health and safety programs can maximize employees’ wellbeing physically and mentally, which accordingly reinforces employee engagement. Said programs include employee assistance programs for alcohol and drug addiction, wellness screenings, stress management training, counseling and safety training (Saks, 2006).

Perceived organizational support (POS) refers to the employees’ beliefs that an organization values their contributions and cares about their well-being, which was empirically proven to have a positive influence on organization engagement. The amount
of support and care employees’ perceive to receive from the organization influences their psychological safety, and enables them to employ their selves without fear of negative consequences. POS makes employees feel obligated to care about their workplace and to help their organization in attaining its objectives. This confirms the principles of SET theory of employee – employer pay back (Shashika and Bhadra, 2016).

Organization training and development is another influential factor in employee engagement. Training, development and learning can be looked at as an intrinsic motivator that supports employees' growth and enhances individual development plans by fulfilling employee needs such as need for autonomy, relatedness, and competence. It can also be perceived as an extrinsic motivator, because it provides knowledge, skills and competencies that are applied on the job and are imperative for employees' goal achievement and career growth opportunities.

2.4.1 Career Development

Organizations with highly engaged employees provide their employees with ample opportunities to learn skills, develop abilities, acquire knowledge and reach their potential. Career development practices help organizations to retain talented employees and also provide personal development opportunities. Employees tend to be committed to organizations that invest in them by planning for their career development (Neeta, 2011). Career development is a global factor in employee engagement (Sandeep, Chris, Emma, Katie and Mark, 2008). Also adequate level of employee development via training, skills and learning can result in making employees more engaged with respect to the job and the organisation (Andrewa and Saudah, 2012).

2.4.2 Effective Management of Talent

Employee engagement-friendly culture appreciates the diversity related to talents and skills that come in with the employees and prompts the employees to aspire for and achieve the vision of future (Christina and David, 2008). A talent management strategy comprising of career planning, organizational support and incentives can result in high engagement and reduced attrition levels (Bhatnagar, 2007).
2.4.3 Leadership

Leadership dimensions found to be most influential is effective leadership style, mentorship capabilities and clear articulation of the organization vision. One of the key drivers of employee engagement is the creating an environment where employees believe that their leadership is committed. The quality of leader-member exchanges between supervisors and employees affect the engagement levels of the employees (Upasna, Datta, Blake-Beard and Bhargava, 2012).

2.4.4 Clarity of Organization Values, Policies and Practices

HR practices and policies play an important role in defining the relationship between the employees and employers. Employees should be made to feel that the organization values are clear and unambiguous in order to generate higher engagement. Value fit amongst other was also found to be an antecedent to employee engagement (Mona, 2013).

2.4.5 Organisation Politics

The findings of Osman (2013) showed that the perception of politics in the organisation impacts the employee’s engagement in a negative manner. Employees who worked in a political environment displayed strong negative emotions which in turn could be responsible for hindering their growth along with learning and development. This could directly impact work engagement, which might result in negative job outcomes, lower organizational commitment and greater turnover intentions.

2.5 Chapter Summary

This chapter provides literature reviewed with regards to research questions, this includes downward communication, horizontal communication, upward communication, formal feedback, informal feedback, performance appraisal, employee forum, fair treatment of employees, career development, effective management of talent, clarity of organization values, policies and practices and organization politics. Chapter three presents research methodology of the study and how the research was conducted.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter describes the research study methodology applied in conducting the study. It highlights the methods used in collecting data to meet the aims and objectives of the study. The chapter explains research design, the target population, sampling technique, the instruments and procedure for data collection as well as data analysis and presentation.

3.2 Research Design
The research design is a master plan specifying the methods and procedures for collecting and analyzing the needed information (Zikmund, Babin, Carr and Griffin, 2010). It is a framework that plans the actions for the research project, as well as to guide us in solving problems. According to Cooper and Schindler (2011), research design is a plan that guides the time scope and gives a practical guideline for the activities that should be implemented in the research process to (or “intending to”) answer the research question. Further, the research design gives a clear direction on how to select the various sources and types of information required and defines the relationship between the variables of the study. The dependent variable of the study is employee engagement while the independent variables of the study are organizational communication, supervisor feedback and organizational policies and practices.

The study employed descriptive research design. A descriptive research design aims to answer who, what, where, which, when or how of the research problem. Descriptive research usually aim at collecting data that describes characteristics of persons, situations or events (Zikmund, Babin, Carr and Griffin, 2010). Descriptive research design is the most appropriate design for the study since it was used to describe the factors that affect employee engagement at NCA.

3.3 Population and Sampling Design

3.3.1 Population
Cooper and Schindler (2011) define a population as the sum of all the elements about which the researcher intends to make assumptions. To define the population, a researcher
specifies the unit being sampled, the geographical location and the temporal boundaries. Thus, the target population for the study comprised all four hundred and twenty three (423) employees of NCA.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame
According to Cooper and Schindler (2011), a sampling frame is a list of all elements in the population from which a sample is drawn. The sampling frame of the study included twenty three (23) management and four hundred (400) non-management staff of NCA. The list was obtained from the head of Human Resource Management at NCA. The sampling frame of the study was obtained from the NCA headquarters as well as regional and liaison offices.

3.3.2.2 Sampling Techniques
This study employed probability sampling techniques namely stratified and simple random sampling techniques. Stratified sampling technique was used to group total study population into separate homogenous subsets that shared similar characteristics (Zikmund, Babin, Carr and Griffin, 2010). The study population was stratified/categorized based on employment level on mutually exclusive criteria as follows: top management and staff. Stratified sampling technique was used to ensure representatives from each subgroup within the population is represented in the sample. Simple random samples were then drawn from each stratum. Simple random sampling was used in the study to avoid biasness and to give every individual an equal chance to participate in the study.

3.3.2.3 Sample Size
Sample size is a representation of the whole population that seeks to present the qualities of the whole population (Zikmund, Babin, Carr and Griffin, 2010). A good sample is accurate, precise and an unbiased representation of the target population. Thus, the sample size for the study was calculated using Slovin’s formulae as follows:

\[ n = \frac{N}{1 + Ne^2} \]

Where:  
\( n \) = Number of samples  
\( N \) = Total population  
\( e \) = Error tolerance, 0.05
n = 423 / (1 + 423(0.05^2))
= 206

The respective strata sample size was obtained using proportional allocation method, i.e.

\[ n_i = \frac{n}{N} \times N_i \]

Where: n=sample size

\[ n_i = \text{sample size for each strata (i=1, 2,............)} \]

N = total population

\[ N_i = \text{total population per strata.} \]

Thus, the sample size for the study will comprise of 206 study participants and table 3.2 illustrates the proportional allocation per stratum.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Staff</th>
<th>Procedures</th>
<th>Sample Size</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>23</td>
<td>23/423*206</td>
<td>12</td>
<td>5.8%</td>
</tr>
<tr>
<td>Staff</td>
<td>400</td>
<td>400/423*206</td>
<td>194</td>
<td>94.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>423</strong></td>
<td><strong>206</strong></td>
<td></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

The study collected primary data and secondary data. A structured questionnaire was used as a tool for primary data collection. A questionnaire is a written set of questions to which respondents record their answers within rather closely defined alternatives (Sekaran and Bougie, 2010). The questionnaire was prepared by the researcher. The questionnaire contained both close ended and open ended questions to allow the respondents express themselves exhaustively. The questionnaire was divided into five (5) sections; Section A focused on the demographics of the respondents, section B covered employee engagement, section C focused on organizational communication channels in specific downward communication, upward communication and horizontal communication, section D focused on supervisor feedback specifically formal and informal feedback and supervisor feedback, section E focused on organization policies and practices.
Respondents recorded some of their answers on a Likert Scale, they were offered a choice of five responses with the neutral point being neither agree nor disagree. The Likert Scale is a five (or seven) point scale which is used to allow respondents to express how much they agree or disagree with a particular statement. Secondary data is the data collected from a source that has already been published in any form (Zikmund, Babin, Carr and Griffin, 2010). Secondary data was obtained from books, journals and periodicals.

3.5 Research Procedure

The researcher conducted a pilot study using ten (10) respondents to test the reliability and validity of the data collection instrument before actual data collection was done. The researcher personally delivered the questionnaires to the respective respondents at the headquarters, while the same was emailed to staff out in the field. Beside, for face-to-face distribution of the questionnaire the researcher, on need basis guided and clarified to respondents to clear ambiguity (Zikmund, Babin, Carr and Griffin, 2010).

3.6 Data Analysis Methods

This study used descriptive and inferential statistics in the analysis of data. Data was crosschecked and verified for errors, completeness and consistency. Data was then analyzed in terms of percentages and frequencies using IBM Statistical Package for Social Sciences (SSPS 20). Analyzed data was presented using tables, and pie charts.

3.7 Chapter Summary

This chapter describes the methodology used in conducting the research. The component of research methodology are: research design, population and sampling design, data collection, research procedures and data analysis methods. Chapter four presents the research findings as per the research questions.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents interpretation of data collected in the study as well as discussion of findings. Findings are presented based on the research questions.

4.2 Response Rate
Two hundred and six (206) questionnaires and interview schedules that were given out, of which one hundred and fifty (150) of them were duly filled and returned by the respondents; yielding a response rate of 72.8%. This was considered a reliable response rate for use in making generalizations from the findings of the study.

4.3 Demographic Information of the Respondents

4.3.1 Gender of the Respondents
The study established that majority of the respondents 51.3% were female while 48.7% of the respondents were male. Table 4.1 provides the information.

4.3.2 Age Group
Distribution of age groups of the respondents indicated that majority of them at 65.3% were between 26-35 years, 14.7% were between 36-45 years, 12% were below 25 years, 7.3% were between 46-55 years while 0.7% of them were aged above 55 years. The findings of the study revealed that majority of the respondents were young and energetic. They were also at career advancement stage where they can be well engaged in the organization. Table 4.1 provides the information.

4.3.3 Education Level
Findings of the study revealed that majority of the respondents at 48.7% had attained undergraduate education, 29.3% had college education while 22% of them had attained Masters Degrees. However, none of the respondents had a PhD Degree. This findings
imply that the organization under study has well educated employees. Table 4.1 provides the information.

### 4.3.4 Duration of Service

The respondents were asked to state duration in years of service at NCA. The findings of the study indicated that majority of the respondents at 90.7% had worked with NCA between 1-5 years, 6% of them had worked with NCA for over 10 years while only 3.3% of them had worked with NCA between 6-10 years. These findings indicate that majority of the respondents had worked with NCA for a significant period of time to be able to know the status of employee engagement. Table 4.1 summarizes findings of the study.

**Table 4.1: Background Information**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Female</td>
<td>77</td>
<td>51.3</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>73</td>
<td>48.7</td>
</tr>
<tr>
<td>Age Group</td>
<td>Below 25 years</td>
<td>18</td>
<td>12.0</td>
</tr>
<tr>
<td></td>
<td>26-35 years</td>
<td>98</td>
<td>65.3</td>
</tr>
<tr>
<td></td>
<td>36-45 years</td>
<td>22</td>
<td>14.7</td>
</tr>
<tr>
<td></td>
<td>46-55 years</td>
<td>11</td>
<td>7.3</td>
</tr>
<tr>
<td></td>
<td>More than 55 years</td>
<td>1</td>
<td>0.7</td>
</tr>
<tr>
<td>Education Level</td>
<td>College</td>
<td>44</td>
<td>29.3</td>
</tr>
<tr>
<td></td>
<td>Undergraduate</td>
<td>73</td>
<td>48.7</td>
</tr>
<tr>
<td></td>
<td>Masters</td>
<td>33</td>
<td>22.0</td>
</tr>
<tr>
<td></td>
<td>PhD</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Duration of Service</td>
<td>1-5 years</td>
<td>136</td>
<td>90.7</td>
</tr>
<tr>
<td></td>
<td>6-10 years</td>
<td>5</td>
<td>3.3</td>
</tr>
<tr>
<td></td>
<td>Over 10 years</td>
<td>9</td>
<td>6.0</td>
</tr>
</tbody>
</table>
4.3.5 Employee Engagement

4.3.5.1 Methods of Employee Engagement

When the respondents were asked how employees at NCA were engaged, 30.4% stated delegation of senior duties and employee consultation, 29.6% of them stated involvement in decision making, 8.7% of them stated involvement in formulation of organisational policies and strategic plan while 0.7% of them stated others namely having clearly assigned roles and responsibilities. Figure 4.1 illustrates the findings of the study.

![Figure 4.1: Methods of Employee Engagement](image)

4.3.5.2 Factors that Hinder Effective Employee Engagement

The respondents were require to give their opinion on factors that hinder effective engagement, 30% stated improper communication between staff and management due to fear of victimization, 24.1% of them stated existence of high bureaucracy that cannot allow open door policy, 19.3% of them stated favourism and unequal treatment of the staff by the management, 21.3% of them stated inadequate consultation by the management before making major changes or decision while 5.3% of them stated others (bad attitude among some employees, lack of clearly defined job descriptions, untimely feedback and undermining of the opinions of junior staff). Figure 4.2 illustrates the findings of the study.
4.3.5.3 Employee Engagement and Organizational Performance

The respondents were asked to state the effects of employee engagement on organizational performance at NCA. 33.3% stated increased employee productivity, 26% of them stated it created a sense of belonging, teamwork and commitment in the organisation, 20% of them stated it motivated employees to give their best, 14% of them stated it led to improved work relations while 6.7% of them stated others (improved flow of communication within the organisation as well as existence of consultative decision making). Figure 4.3 illustrates the findings of the study.
4.4 Presentation of Findings

4.4.1 Organizational Communication Channels and Employee Engagement

4.4.1.1 Methods of Communications

The study sought to establish different methods used to facilitate different types of communication at NCA. For downward communication, majority of the respondents at 40.7% stated use of internal memorandum and emails, 32.7% of them stated team briefing, 15.3% of them stated the use of company reports while only 11.3% of them stated use of company newsletter to receive information from their seniors.

For upward communication, majority of the respondents at 38.7% stated that they used e-mails, 28.7% of them used employee survey, 24.7% of them used staff suggestion scheme while only 8% of them used departmental meeting to pass information to their seniors.

In relation to horizontal communication, majority of the respondents 50.7% stated that they used departmental meetings to communicate to their fellow staff, 20.7% of them used telephone, 16.7% of them used annual employee forum while 12.0 percent of them used internal memorandum and emails. These findings are summarized on table 4.2 below.
### Table 4.2: Methods of Communication

<table>
<thead>
<tr>
<th>Communication Channel</th>
<th>Method of Communication</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downward Communication</td>
<td>Memos and Emails</td>
<td>61</td>
<td>40.7</td>
</tr>
<tr>
<td></td>
<td>Team briefing</td>
<td>49</td>
<td>32.7</td>
</tr>
<tr>
<td></td>
<td>Company reports</td>
<td>23</td>
<td>15.3</td>
</tr>
<tr>
<td></td>
<td>Company newsletter</td>
<td>17</td>
<td>11.3</td>
</tr>
<tr>
<td>Upward Communication</td>
<td>E-mail</td>
<td>58</td>
<td>38.7</td>
</tr>
<tr>
<td></td>
<td>Employee survey</td>
<td>43</td>
<td>28.7</td>
</tr>
<tr>
<td></td>
<td>Staff suggestion scheme</td>
<td>37</td>
<td>24.7</td>
</tr>
<tr>
<td></td>
<td>Departmental meeting</td>
<td>12</td>
<td>8.0</td>
</tr>
<tr>
<td>Horizontal Communication</td>
<td>Departmental meetings</td>
<td>76</td>
<td>50.7</td>
</tr>
<tr>
<td></td>
<td>Annual Employee forum/meeting</td>
<td>25</td>
<td>16.7</td>
</tr>
<tr>
<td></td>
<td>Telephone</td>
<td>31</td>
<td>20.7</td>
</tr>
<tr>
<td></td>
<td>Memos and E-mails</td>
<td>18</td>
<td>12.0</td>
</tr>
</tbody>
</table>

#### 4.4.1.2 Communication Channels

This section sought to establish respondent’s opinion on organizational communication channels. All the findings are provided in Table 4:3. Majority of the respondents at 92.7% stated that communication channels influenced employee engagement at NCA while only 7.3% stated a contrary view that communication channels did not influence employee engagement at NCA.

The respondents were also asked whether the existing communication methods were satisfactory. Majority of them at 51.3% stated that the existing communication methods were not satisfactory because flow of information was not smooth and there were a lot of
bureaucracies that hindered open door communication while 48.7% of them stated that the existing communication methods were satisfactory.

When respondents were asked whether the organization has a communication team in place which evaluates and plans internal communication, 68.7% stated that a communication team that evaluates and plans internal communication practices was in place while 31.4% of them stated there is no team in place that evaluates and plans internal communication practices.

The respondents were asked whether the organization conducted two-way employee forums. Majority of them at 56% agreed that the organization conducted two-way employee forums while 44% of them disagreed. The respondents were further asked whether the organisation had a monthly newsletter. The findings of the study indicated that majority of the respondents at 72.7% confirmed that the organization had a monthly newsletter while only 27.3% stated otherwise.

When the respondents were asked whether the organization had a communication portal page to store information, majority of them at 64% stated that the organization had a communication portal page to store information while 36% of them stated the contrary. The respondents were also asked whether the organization had a proper salary system that motivated employees. Majority of the respondents at 63.3% agreed that the organization had a proper salary system that motivated employees while 36.7% of them stated that the organization lacked a proper salary system that motivated employees.

The respondents were asked whether their organization had incentives to encourage employee engagement. The findings of the study showed that majority of the respondents 62% stated that their organization had incentives to encourage employee engagement while 38% of them held a contrary opinion.

The respondents were asked whether the organization had rewards for good performance. Majority of the respondents at 76% stated that the organization had no rewards for good performance while only 24% of them stated that the organization had rewards for good performance.
The respondents were asked whether the organization treated employees fairly and respectfully. Majority of the respondents at 59.3% stated that the organization treated employees fairly and respectfully while 40.7% of them held an alternative view. Finally, the respondents were also asked whether organizational communication culture influenced employee engagement. The findings of the study indicated that majority of the respondents at 63.3% agreed that organizational communication culture influenced employee engagement while 36.7% of them stated that organizational communication culture did not influence employee engagement.

**Table 4.3: Communication Channels**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do communication channels influence employee engagement</td>
<td>Yes</td>
<td>139</td>
<td>92.7</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>11</td>
<td>7.3</td>
</tr>
<tr>
<td>Are the existing communication methods satisfactory</td>
<td>Yes</td>
<td>73</td>
<td>48.7</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>77</td>
<td>51.3</td>
</tr>
<tr>
<td>Communication team that evaluates and plans internal communication practices</td>
<td>Yes</td>
<td>103</td>
<td>68.7</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>47</td>
<td>31.4</td>
</tr>
<tr>
<td>Conduct two-way employee forums</td>
<td>Yes</td>
<td>84</td>
<td>56.0</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>66</td>
<td>44.0</td>
</tr>
<tr>
<td>Monthly newsletter</td>
<td>Yes</td>
<td>109</td>
<td>72.7</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>41</td>
<td>27.3</td>
</tr>
<tr>
<td>Communication portal page to store information</td>
<td>Yes</td>
<td>96</td>
<td>64.0</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>54</td>
<td>36.0</td>
</tr>
<tr>
<td>Proper salary systems that motivate employees</td>
<td>Yes</td>
<td>95</td>
<td>63.3</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>55</td>
<td>36.7</td>
</tr>
<tr>
<td>Incentives to encourage employee engagement</td>
<td>Yes</td>
<td>93</td>
<td>62.0</td>
</tr>
<tr>
<td>Reward for good performance</td>
<td>No</td>
<td>57</td>
<td>38.0</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>36</td>
<td>24.0</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>114</td>
<td>76.0</td>
</tr>
<tr>
<td>Treat employees fairly and respectfully</td>
<td>Yes</td>
<td>89</td>
<td>59.3</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>61</td>
<td>40.7</td>
</tr>
<tr>
<td>Does the organisational communication culture influence employee engagement?</td>
<td>Yes</td>
<td>95</td>
<td>63.3</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>55</td>
<td>36.7</td>
</tr>
</tbody>
</table>
4.4.1.3 Relationship between Organisational Communication Channels and Employee Engagement

When respondents were asked to rate communication channels on a five point Likert’s scale where SD=strongly disagree, D=disagree, N=neutral, A=agree, SA=strongly agree and T=total. All the findings are provided in Table 4:4.

The respondents were asked whether the organization had open communication channels. Majority of them at 40% agreed, 24% were neutral, 10.7% disagreed 15.3% strongly agreed while 10% strongly disagreed. These findings implied that majority of the respondents agreed that the organization had open communication channels.

The respondents were asked whether the organization had effective communication channels. Majority of them at 36% agreed, 25.3% were neutral, 22% disagreed, 11.4% strongly agreed while 5.3% strongly disagreed to the statement. These findings implied that majority of the respondents agreed that the organization had effective communication channels.

The respondents were also asked whether communication channels influenced levels of employee efficiency. Majority of them at 44.7% agreed, 30.7% strongly agreed, 11.3% were neutral, 8% strongly disagreed while 5.3% disagreed to the statement. These findings implied that majority of the respondents agreed that communication channels influenced the level of employee efficiency.

The respondents were also asked whether communication channels influenced the level of employee productivity. Majority of them at 37.3% agreed, 34.7% strongly agreed, 12.7% were neutral, 8% strongly disagreed while 7.3% disagreed to the statement. These findings implied that majority of the respondents agreed that communication channels influenced the level of employee productivity.

The respondents were further asked whether upward communication improved feedback mechanism. Majority of them at 35.3% agreed, 26% strongly agreed, 26% were neutral, 10% strongly disagreed while 2.7% disagreed to the statement. These findings implied that majority of the respondents agreed that upward communication improved
feedback mechanism. The respondents were asked whether horizontal communication improved work relations. Majority of them at 46.7% agreed, 30.7% strongly agreed, 12% were neutral, 5.3% strongly disagreed while 5.3% disagreed to the statement. These findings implied that majority of the respondents agreed that horizontal communication improved work relations.

Finally, the respondents were asked whether downward communication increased employee engagement and performance. Majority of them at 46% agreed, 28.7% strongly agreed, 14.7% were neutral, 6% strongly disagreed while 4.7% disagreed to the statement. These findings implied that majority of the respondents agreed that downward communication increased employee engagement and performance.

Table 4.4: Organizational Communication Channels and Employee Engagement

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
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<th>T</th>
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<td>33</td>
<td>38</td>
<td>54</td>
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</tr>
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<td>8</td>
<td>17</td>
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</tr>
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<td>5.3</td>
<td>11.3</td>
<td>44.7</td>
<td>30.7</td>
</tr>
<tr>
<td>Communication channels influenced levels of employee productivity</td>
<td>F</td>
<td>12</td>
<td>11</td>
<td>19</td>
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<tr>
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<td>39</td>
<td>53</td>
<td>39</td>
</tr>
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<td>26.0</td>
<td>35.3</td>
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<td>%</td>
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<td>5.3</td>
<td>12.0</td>
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<td>30.7</td>
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<tr>
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<td>%</td>
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<td>14.7</td>
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</tbody>
</table>
4.4.2 Supervisor Feedback and Employee Engagement

This section sought to establish respondent’s opinion on supervisor feedback and employee engagement.

4.4.2.1 Common Supervisor Feedback

When the respondents were asked to indicate the most common type of supervisor feedback mechanism at NCA, 84% stated formal feedback while 16% of them stated informal feedback. Figure 4.4 presents the findings of the study.

![Figure 4.4: Most Common Type of Supervisor Feedback](image)

The respondents were further asked to state the common formal means of giving and receiving feedback at NCA. Majority of them at 38.6% stated use of email, 26% stated use of telephone, 18.7% stated meetings, 8.7% stated employee forums, 4.7% stated conferences while 3.3% stated use of performance appraisal. Figure 4.5 (a) illustrates the findings of the study.

![Figure 4.5 (a): Most Common Formal Feedback Mechanism](image)
The respondents were also asked to state the common informal means of giving and receiving feedback at NCA. Majority of them at 57.6% stated unstructured meeting, 35.3% stated use of telephone calls and messages while 7.4% stated the use of social media particularly WhatsApp. Figure 4.5 (b) illustrates the findings of the study.

![Most Common Informal Feedback Mechanism](image)

**Figure 4.5 (b): Most Common Informal Feedback Mechanism**

### 4.4.2.2 Rating of Feedback Mechanisms

The respondents were further asked to rate the existing feedback mechanism in the organization. Majority of them at 38.7% rated it as fair, 36% rated it as good and 12% rated it as excellent while 13.3% it as below average. These findings of the study imply that the existing feedback mechanisms at NCA are effective. Figure 4.6 illustrates the findings of the study.

![Rating of Feedback Mechanisms](image)

**Figure 4.6: Rating of Feedback Mechanisms**
4.4.2.3 Relationship between Supervisor Feedback and Employee Engagement

The respondents were asked to indicate the level of agreement in regard to various ways in which feedback was given to employees in the organization by use of a five point Likert’s scale where SD=strongly disagree, D=disagree, N=neutral, A=agree, SA=strongly agree and T=total. All the findings are provided in Table 4:5.

The respondents were asked whether feedback was always provided in a timely manner. Findings of the study revealed that majority of them at 30% were neutral, 24.7% disagreed, 22.7% agreed, 14.0% strongly disagreed while 8.7% strongly agreed to the statement. These findings implied that majority of the respondents were neutral on whether feedback was always provided in a timely manner.

The respondents were asked whether the organization had two way feedback mechanism. The findings of the study revealed that majority of them at 45.3% agreed, 21.3% were neutral, 14% disagreed, 10.7% strongly disagreed while 8.7% strongly agreed to the statement. These findings implied that majority of the respondents agreed that the organization had two way feedback mechanism.

The respondents were asked whether suggestions were usually invited during feedback sessions. The findings of the study indicated that majority of them at 40.7% agreed, 20% strongly agreed, 18% were neutral, 11.3% disagreed while 10% strongly disagreed to the statement. These findings implied that majority of the respondents agreed that suggestions were usually invited during feedback sessions.

The respondents were also asked whether communication feedback motivated and empowered employees. The findings of the study indicated that majority of them at 39.3% agreed, 30% strongly agreed, 14.7% were neutral, 9.3% disagreed while 6.7%
strongly disagreed to the statement. These findings implied that majority of the respondents agreed that communication feedback motivated and empowered employees.

The respondents were also asked whether communication feedback improved employee engagement. The findings of the study indicated that a majority of them at 46% agreed, 26% strongly agreed, 12% were neutral, 8.7% disagreed while 7.3% strongly disagreed to the statement. These findings implied that majority of the respondents agreed that communication feedback improved employee engagement.

The respondents were further asked whether communication feedback improved employee’s performance. The findings of the study showed that majority of them at 43% agreed, 29.3% strongly agreed, 20.7% were neutral, 7.3% disagreed while 6.7% of them strongly disagreed to the statement. These findings implied that majority of the respondents agreed that communication feedback improved employees performance.

The respondents were further asked whether the organization conducted performance appraisal objectively. The findings of the study showed that majority of them at 41.3% agreed, 19.3% were neutral, 16.7% strongly agreed, 12.7% strongly disagreed while 10% disagreed. These findings implied that majority of the respondents agreed that the organization conducted performance appraisal objectively.

The respondents were further asked whether their managers always articulated performance expectation clearly. The findings of the study showed that majority of them at 35.3% agreed, 22.7% strongly agreed, 22.7% were neutral, 10% strongly disagreed while 9.3% of them disagreed to the statement. These findings implied that majority of the respondents agreed that their managers always articulated performance expectation clearly.

Finally, the respondents were asked whether employees were always given an opportunity to express their views. The findings of the study showed that majority of them at 38.7% agreed, 25.3% were neutral, 18% strongly agreed, 14% strongly disagreed while 4% of them disagreed. These findings implied that majority of the respondents agreed that employees were always given an opportunity to express their views.
## Table 4.5: Supervisor Feedback and Employee Engagement

<table>
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<tr>
<th>Statement</th>
<th>SD</th>
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<th>N</th>
<th>A</th>
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4.4.3 Organisational Policies and Practices and Employee Engagement

When respondents were asked to indicate their level of agreement on various variables with regards to organizational policies and practices on a five point Likert’s scale where SD=strongly disagree, D=disagree, N=neutral, A=agree, SA=strongly disagree and T=total. All the findings are provided in Table 4:6.

The respondents were asked whether the management provided employees with equal opportunity for advancement and growth. The findings of the study revealed that majority of them at 29.3% were neutral, 22% strongly agreed, 18.7% disagreed, 15.3% agreed while 14.7% strongly disagreed to the statement. These findings implied that majority of the respondents were neutral as to whether management provided employees with equal opportunity for advancement and growth.

The respondents were asked whether their organization promoted innovativeness and talent development. The findings of the study revealed that majority of them at 36% were neutral, 30% agreed, 17.3% disagreed, 11.3% strongly agreed while 5.3% strongly disagreed to the statement. These findings implied that majority of the respondents were neutral as to whether the organization promoted innovativeness and talent development.

The respondents were asked whether the organization provided adequate training for its employees. The findings of the study revealed that majority of them at 31.3% agreed, 26% were neutral, 20.7% disagreed, 18% strongly agreed while 4% strongly disagreed to the statement. These findings implied that majority of the respondents agreed that the organization provided adequate training for its employees.

The respondents were asked whether their supervisors involved them in development of policies. The findings of the study revealed that majority of them at 30.7% were neutral, 27.3% agreed, 14% strongly disagreed, 12% disagreed while 6% strongly agreed to the statement. These findings implied that majority of the respondents agreed that their supervisors involved them in development of policies.

The respondents were also asked whether their supervisors praised them when they did well. The findings of the study indicated that majority of them at 33.3% agreed, 24.7% were neutral, 18% strongly agreed, 12.7% disagreed while 11.3% strongly disagreed with
the statement. These findings implied that majority of the respondents agreed that their praised them when they did well.

The respondents were also asked whether their organizational values and principles were clear to all employees. The findings of the study indicated that majority of them at 44.7% agreed, 19.3% strongly agreed, 17.3% were neutral, 11.3% disagreed while 7.3% strongly disagreed to the statement. These findings implied that majority of the respondents agreed that their organizational values and principles were clear to all employees.

The respondents were also asked whether employees were usually involved in decision making. The findings of the study indicated that majority of them at 30.7% were neutral, 30.7% agreed, 16.7% strongly agreed, 16% strongly disagreed and 16% disagreed to the statement. These findings implied that majority of the respondents either agreed or were neutral as to whether employees were usually involved in decision making.

The respondents were further asked whether the organization supported career development of the employees. The findings of the study showed that majority of them at 44.7% agreed, 18% were neutral, 14.7% disagreed, 14% strongly agreed while 8.7% of them strongly disagreed to the statement. These findings implied that majority of the respondents agreed that the organization supported career development of the employees.

The respondents were further asked whether the organization had a proper talent management system. The findings of the study showed that majority of them at 46% were neutral, 26% agreed, 14% strongly agreed, 10.7% disagreed while 3.3% strongly disagreed to the statement. These findings implied that majority of the respondents were neutral as to whether the organization had a proper talent management system.

The respondents were further asked whether the management was always concerned with employees welfare. The findings of the study showed that majority of them at 46% agreed, 19.3% were neutral, 15.3% strongly agreed, 11.3% strongly disagreed while 8% disagreed to the statement. These findings implied that majority of the respondents agreed that the management was always concerned with employees welfare.
The respondents were further asked whether consultation was key before any major changes or decisions were made. The findings of the study showed that 12.7% of them strongly disagreed to the statement, 18% of them disagreed, 22% of them were neutral and 30% of them agreed while 17.3% of them strongly agreed respectively. These findings implied that majority of the respondents agreed that consultation was key before any major changes or decisions were made.

The respondents were further asked whether the organizational values, policies and practices encouraged employee engagement. The findings of the study showed that majority of them at 34.7% agreed, 20% were neutral, 19.3% disagreed, 10% strongly disagreed while 16% strongly agreed to the statement. These findings implied that majority of the respondents agreed that the organizational values, policies and practices encouraged employee engagement.

Finally, the respondents were asked whether employees were valued and treated respectfully by the management. The findings of the study showed that majority of them at 41.3% agreed, 18.7% strongly agreed 16.7% were neutral, 13.3% strongly disagreed while 10% disagreed to the statement. These findings implied that majority of the respondents agreed that employees were valued and treated respectfully by the management.
Table 4.6: Organizational Policies and Employee Engagement

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
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<th>N</th>
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<td>28</td>
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<td>%</td>
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<td>18.7</td>
<td>29.3</td>
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<td>The organisation promotes innovativeness and talent development</td>
<td>8</td>
<td>26</td>
<td>54</td>
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<td>150</td>
</tr>
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<td></td>
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<td>17.3</td>
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<td>11.3</td>
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<td>12.7</td>
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<td>17</td>
<td>26</td>
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<td>27</td>
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<td>62</td>
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<td>16.7</td>
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4.5 Chapter Summary

The chapter presented research results and findings on; demographic information of respondents, organizational communication channels, supervisor feedback and organizational policies and practices. Based on the findings of the study, there exists an interdependent relationship between employee engagement and organizational communication, supervisor feedback as well as organizational policies and practices. Employee engagement has been found to increase employee productivity, teamwork spirit, motivate employees and to improve work relations among others. Chapter five presents the discussion of findings, conclusion and recommendations of the study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter presents the summary and discussions of findings, conclusion and the recommendations of the study.

5.2 Summary of Findings

The purpose of the study was to investigate factors that affect employee engagement in National Construction Authority (NCA). The study was guided by three research questions as follows; What is the effect of organizational communication on employee engagement at NCA? What is the effect of supervisor feedback on employee engagement at NCA? What is the effect of organization policies and practices on employee engagement at NCA?

The study employed a descriptive research design. The target population for the study was four hundred and twenty three (423) employees of NCA. The study used probability sampling techniques namely stratified and simple random sampling techniques to select a sample size of two hundred and six (206). The main data collection tool was a structured questionnaire. Collected data was analyzed using Statistical Package for Social Sciences (SPSS 23). Data was analyzed using descriptive statistics like percentages and frequencies. Analyzed data was presented descriptively in form tables and pie charts.

On organizational communication and employee engagement, the study found that for downward communication, internal memorandum and emails were the most common means of communication, followed by team briefing, company reports and company newsletters. For upward communication, emails were the most common means of communication followed by use of employee survey, staff suggestion scheme and departmental meetings. For horizontal communication, departmental meetings were the most common means of communication followed by telephone, annual employee forum and internal memorandum and emails. NCA had open communication channels. Organizational communication affected employee engagement as good communication influenced the level of employee efficiency, improved work relations, increased employee
engagement, commitment and performance, which in turn influenced the level of employee productivity.

On supervisor feedback and employee engagement, the study found that the most common type of supervisor feedback mechanism at NCA was formal feedback while the least common was informal feedback. Feedback was given using different means like emails, telephone, social media, meetings among others. Feedback was delivered in the right language and managers always articulated performance expectations and outcomes clearly. Suggestions were usually invited during feedback sessions and employees were always given an opportunity to express their views. Supervisor feedback affected employee engagement at NCA as communication feedback motivated and empowered employees, improved employee engagement as well as employees performance. However, fewer respondents agreed that there was two way feedback mechanism and that feedback was always provided in a timely manner.

The study found that organizational policies and practices affected employee engagement at NCA because they promoted innovativeness and talent development. Management as well was always concerned with employee’s welfare and that employees were valued and treated respectfully by the management. However, fewer respondents agreed that employees were usually involved in decision making or supervisors praised them when they did well or company values, policies and practices encouraged employee engagement or consultation was key before any major changes or decisions are made or supervisors involved the respondents in development of policies or that management provided employees with equal opportunity for advancement and growth.

5.3 Discussion

5.3.1 Organisational Communication Channels and Employee Engagement

Findings of the study revealed the existence of different methods of communication at NCA namely; downward, horizontal and upward communication. They are consistent with findings of Banihashemi, (2011) which state that organizational communication exists in horizontal, upward, and downward manner. The study established different methods used to facilitate different types of communication at NCA. The findings are consistent with findings of Newcombe (2011) which stated that downward
communication includes; team briefing, company newsletters and company reports and flow from top down. Wolfe (2015) stated that employee forums provide a venue to address equivocality of information and a method for two-way communications. Forums offered another method of sense-making for employees. Successful communication plans include two-way communications, employee engagement and evaluation of methods used.

In downward communication, the most common method was internal memorandum and emails, followed by team briefing then company reports and the least common was use of company newsletter when employees receive information from their seniors. In upward communication, the most common method was use of e-mails followed by use of employee survey then use of staff suggestion scheme while the least common was departmental meeting when employees needed to pass information to their seniors.

In horizontal communication, the most common means method was departmental meetings followed by use of telephone then annual employee forum and the least common was the use of internal memorandum and emails for employees to communicate with their peers.

Findings of the study have been supported by Summit (2013), he states that upward communication keeps managers aware of how employees feel about their jobs, policies and procedures, and the business in general. It consists of methods like feedback from employees which helps in bringing mutual trust and assists the organization to determine, implement or decide upon new policies. It keeps the organization updated on upcoming challenges.

Findings of the study also revealed that NCA had a communication team that evaluates and plans internal communication practices, it conducted two-way employee forums, had a monthly newsletter, it had a communication portal page to store information and that the organization had incentives to encourage employee engagement. In addition, NCA had a proper salary system that motivated employees, it treated its employees fairly and respectfully and that the organizational communication culture as well as communication channels influenced employee engagement. The study also revealed that the existing
communication methods were satisfactory. However, NCA had no rewards for good performance.

Findings of the study indicated that communication channels influenced the level of employee efficiency and productivity. The organization had effective communication channels and communication improved feedback mechanism due to open communication channels. The findings of the study have been supported by the observations made by Winska (2010) who detected that communication acts to control members’ behavior. Communication supports motivation by clarifying to employees what needs to be done or how well they are doing. Effective communication channels engages both managers and subordinate staff thus influencing the level of employee efficiency and productivity in an organization.

The study established that downward communication increased employee engagement and performance. This findings are in line with similar study findings undertaken by Newcombe (2011) which state that downward communication provides information from higher levels to lower levels. Being superior-subordinate communication, it follows the chain of command through the line of authority. Effective downward communication coupled with effective feedback mechanisms leads to higher level of employee engagement, employee satisfaction as well as employee performance.

The study established that horizontal communication improved work relations. Horizontal (lateral) communication aims at linking related tasks, work units and divisions in the organization. Since, it ensures coordination of factors of production and most importantly material and human elements of organization as an efficient network of change and advancement.

The study established that upward communication improves feedback mechanism in the organization. The findings of the study have been supported by similar findings by Summit (2013) which state that upward communication keeps managers aware of how employees feel about their jobs, policies and procedures, and the business in general. It consists of methods like feedback from employees which aids in bringing mutual trust and benefits the organization to determine, implement or decide upon new policies. It keeps the organization updated on upcoming challenges.
5.3.2 Supervisor Feedback and Employee Engagement

The study revealed that the most common supervisor feedback mechanism at NCA was formal feedback while the least common was informal feedback. The findings of the study are consistent with the findings of Stein (2011) which state that there are two types of feedback; formal and informal feedback. Informal feedback is input received through unofficial conversations between employees, managers or customers. The study established that common formal means of giving and receiving feedback at NCA was use of email, followed by telephone calls, structured meetings, employee forums while the least common were conferences and use of performance appraisal respectively. For informal feedback mechanism, the most common was unstructured meeting, followed by telephone calls and messages while the least common was the use of social media particularly WhatsApp.

The study showed that there exists an effective feedback mechanisms at NCA. The findings of the study are in line with similar findings by Chong (2012) who stated that examples of informal feedback are unstructured meeting, telephone texts and calls. One of the advantages of informal feedback is that it allows a broader scale of feedback loops, such as non-verbal communication and body language (Chong, 2012). According to Stein (2011) there are different sources of informal feedback in an organisational set-up. They can occur over a telephone conversation, text message as well as in face to face interactions and include higher hierarchical sources (supervisors and management), interpersonal interactions among fellow members of staff (peers or subordinate) and clients in the process of task-job performance.

The study revealed that communication feedback motivated and empowered employees, improved employee engagement, as well as employees performance. A study by Bakker, Schaufel, Leiter & Taris (2008) on the effects of informal feedback on employee engagement stated that informal feedback from supervisors and management had a strong positive relationship with employee engagement as well as employee productivity. This is because it creates a feeling of worthiness among employees which in turn prompted the employees to give their best to the organisation. Higher frequencies of negative informal feedback was associated with low employee engagement as well as low employee productivity. In addition, Sopow (2012) stated that informal feedback reduces the flood of emails and enhances satisfaction with communication as well as allow for sense-making.
among employees and their employer. Moreover, Simon (2012) stated that employees who feel empowered, they are motivated and they have a sense of belongingness to the company thereby making them more engaged.

The study established that managers always articulated performance expectation clearly and the organization conducted performance appraisal objectively. The findings of the study concur with the similar findings by Keneth and Bobby (2009) they state that another important criterion for evaluating the engagement level of an employee is the fair rating of the performance of the employee. In addition, communication between manager and employee regarding performance expectations and role clarity with respect to the employee’s role also increases engagement levels. They further stated that performance appraisal has a positive influence on employee engagement which in turn positively impacts workplace optimism and these results in positive impact on individual performance.

The study revealed that suggestions were usually invited during feedback sessions and employees were always given an opportunity to express their views. The findings of the study have been supported by similar findings by Wolfe (2015) who states that employee forums provide a venue to address equivocality of information and a method for two-way communications. Forums offered another method of sense-making for employees.

5.3.3 Organizational Policies and Practices and Employee Engagement

The study sought establish the effects of organizational policies and practices on employee engagement at NCA. The findings of the study indicated that the organization promoted innovativeness and talent development and career development for employees. In addition, the study revealed that the organization provided adequate training for its employees and it had effective talent development and management systems. The findings of the study have been supported by similar findings by Neeta (2011) who stated that organizations with highly engaged employees provide ample opportunities to employees to learn skills, develop abilities, acquire knowledge and reach their potential. Career development practices help organizations retain talented employees and also provide personal development opportunities.
Employees tend to be committed to organizations which invest in them by planning for their career development. Oner (2012) stated that organizational training and development is another influential antecedent of engagement. Christina and David (2008) stated that employee engagement-friendly culture appreciates the diversity related to talents and skills that come in with the employees and prompts the employees to aspire for and achieve the vision of future. In addition, Bhatnagar (2007) stated that talent management strategy comprising of career planning, organizational support and incentives can result in high engagement and reduced attrition levels in the organization.

The study revealed that management was always concerned with employees welfare and employees were valued and treated respectfully by management, this goes a long away in improving employee engagement. According to Robert (2009) research shows that successful organizations tend to be respectful of employee’s contribution to organization regardless of the employees’ job level. An organization with a culture that is deep rooted in respect tend to have a good level of employee engagement. The perception and attitude of a manager towards employees determines how he/she will treat his subordinates. If the manager respects and values the employees, he/she will tend to treat them fairly and the converse is true. In addition, he/she would listen to the ideas or suggestions of the employee. This will in turn make the employees feel valued and therefore enhancing the level of engagement (Robert, 2009).

More than half of the respondents agreed that employees were usually involved in decision-making and that supervisors praised them when they did well. The findings of the study have been supported by similar findings by Wolfe (2015) who stated that employee forums provide a venue to address equivocality of information and a method for two-way communications. In addition, Alan (2006) stated that employees having greater sense of procedural justice have greater probability of reciprocating it with higher levels of organization engagement.

The study indicated that more than half of the respondents agreed that their organisational values, policies and practices encouraged employee engagement and that they were clear to all employees. The findings of the study are in line with similar findings by Schaufeli (2013) who stated that to create a culture of engagement at workplace, HR systems need to work hand in hand with other managerial practices when dealing with employees. Saks
(2006) stated that there exists a positive correlation between flextime and work-life balance and employee engagement. In addition, Penna (2007) stated that the amount of support and care employees’ perceive to receive from organization influences their psychological safety, and enables them to employ their selves without fear of negative consequences.

The study findings revealed that very few respondents agreed that consultation was key before any major changes or decisions are made and supervisors involved them in development of policies. These study findings are in agreement with findings by Jessic and Cooper (2011) which state that at times top level executives discourage the upward flow of information and neglect the constructive suggestions and opinions about the work related issues of the organization. Therefore, junior staff are not involved in any decision making process neither are they consulted even on matters that directly affect them.

The study revealed that fewer respondents agreed that management provided employees with equal opportunity for advancement and growth. This findings affect levels of employee engagement in the organization. The findings of the study are in agreement with findings by Jessic and Cooper (2011) which state that employee’s engagement tends to be higher when the boss or superior provides them with equal opportunity for advancement and growth for all employees. Also research done in the public sector indicates that fair and equal treatment of the employees’ impact engagement levels.

5.4 Conclusions

5.4.1 Organisational Communication Channels and Employee Engagement

This study concluded that there were different methods used to facilitate different types of communication at NCA. For downward communication, the most common method was internal memorandum and emails and followed by team briefing. For upward communication, the most common method was use of e-mails followed by use of employee survey. For horizontal communication, the most common method was departmental meetings and use of telephone. However, the existing communication methods and mechanisms were not satisfactory. NCA had open communication channels and organizational communication affected employee engagement as good communication influenced the level of employee efficiency, improved work relations,
increased employee engagement and performance and influenced the level of employee productivity.

5.4.2 Supervisor Feedback and Employee Engagement

The most common type of supervisor feedback mechanism at NCA was formal feedback while the least common was informal feedback. Feedback was relayed using different means like emails, telephone, social media, meetings among others. Feedback was always delivered in the right language and managers always articulated performance expectation clearly. Suggestions were usually invited during feedback sessions, employees were always given an opportunity to express their views and the organization conducted performance appraisal objectively. Supervisor feedback affected employee engagement at NCA because communication feedback motivated and empowered employees, improved employee engagement as well as employees performance. However, a few of the respondents agreed that there was two way feedback mechanism and feedback was always provided in a timely manner.

5.4.3 Organizational Policies and Practices and Employee Engagement

Organizational policies and practices influenced employee engagement at NCA because they promoted innovativeness and talent development. Management was always concerned with employees welfare and employees were valued and treated respectfully by the management. In addition, the organization supported career development of the employees, provided adequate training for its employees and had effective talent development and management systems. However, fewer respondents agreed that employees were usually involved in decision making or that supervisors praised them when they did well or company values, policies and practices encouraged employee engagement or consultation was key before any major changes or decisions are made or that supervisors involved the respondents in development of policies or management provided employees with equal opportunity for advancement and growth.
5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Organizational Communication Channels and Employee Engagement

Management to consider ways of breaking down bureaucracy especially in organisational communication in order to allow for more open communication. Management and staff networking forums should be encouraged in order to create an environment where ideas and issues flow freely. Management should also communicate to staff as often as possible articulating their expectations of them.

5.5.1.2 Supervisor Feedback and Employee Engagement

In order to achieve optimal employee engagement and employee performance, management should establish regular and timely two way feedback mechanism to meet communications needs of the organization, job demands and employee expectations. Use of informal communication by both management and staff should be encouraged in order to foster an environment of trust.

5.5.1.3 Organizational Policies and Practices and Employee Engagement

Organizational policies and practices should be flexible enough to allow employee consultation and involvement in decision making as well as to encourage other ways of employee engagement. Procedures for providing employees with opportunities for advancement and growth ought to be well communicated to eliminate a feeling of bias from staff.

5.5.2 Recommendation for Further Studies

To comprehensively understand factors that influence employee engagement in the organization there is need to evaluate more variables which have not been covered in this study like working environment, work relations among others and to investigate the impact of employee engagement on organisational performance under different settings in the Country.
REFERENCES


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56
Sopow, E. (2012). *The communication climate change at RCMP*. Melcrum Publishing, 12,


APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear Respondent,

My name is Esther Margaret Onyambu. I am a postgraduate student at United States International University, carrying out a study on “Factors that Affect Employee Engagement: A Case Study of National Construction Authority.” I would highly appreciate if you could kindly assist in filling in of the questionnaires. The results of the report will be used solely for academic purposes and will be treated with utmost confidence.

Thank you in advance.

Section A: Background information

Please tick as appropriate

1. Gender

   Male ( )   Female ( )

2. Age

   Below 25 ( )   26-35 ( )   36 - 45 ( )   46 - 55 ( )   Above 55 ( )

3. Education level

   College ( )   Undergraduate ( )   Masters ( )   Phd ( )

4. Duration of service

   1-5 ( )   6 -10 ( )   Over 10 years ( )

5. Job designation

   Management ( )   Head of Department ( )   Staff ( )
SECTION B: EMPLOYEE ENGAGEMENT

6. a) How are employees engaged in the organisation?
   - Involvement in decision making ( )
   - Employee consultation ( )
   - Delegation of senior duties ( )
   - Formulation of policies and strategic plan
   - Others (specify) .................................................................

b) What are the factors that hinder effective employee engagement?

...........................................................................................................

7. How does employee engagement influence organisational performance?

...........................................................................................................

SECTION C: ORGANISATIONAL COMMUNICATION CHANNELS AND EMPLOYEE ENGAGEMENT

9. a) What are the methods used to ensure Downward Communication Channel
   - Team briefing ( )
   - Company newsletter ( )
   - Company Reports ( )
   - Others (Specify) ........................................................................

b) What are the methods used to ensure Upward Communication Channel
   - Employee Survey ( )
   - Staff Suggestion Scheme ( )
   - Others (Specify) ........................................................................

c) What are the methods used to ensure Horizontal Communication Channel
   - Departmental meetings ( )
   - Annual Employee forum/meeting ( )
   - Others (Specify) ........................................................................

10. a) Kindly place tick on the number that best represents your opinion on communication channels.
**Key**

1= strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

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<tr>
<th>Statement</th>
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<th>2</th>
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<tbody>
<tr>
<td>1. The organisation has open communication channels</td>
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<td>2. The organisation has effective communication channels</td>
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<td>3. Communication channels influence the level of employee efficiency</td>
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<td>4. Communication channels influence the level of employee productivity</td>
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<td>5. Upward communication improves feedback mechanism</td>
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<td>6. Horizontal communication improves work relations</td>
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<td>7. Downward communication increases employee engagement and performance</td>
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</table>

b) Do communication channels influence employee engagement? Give a reason to support your answer.

Yes ( )
No ( )

11. Are the existing communication methods satisfactory? Give a reason to support your answer.

Yes ( )
No ( )

12. Does the organisation:

a) Have a communication team that evaluates and plans internal communication practices?

Yes ( )
No ( )

b) Conduct two-way employee forums? Yes ( )
No ( )

c) Monthly newsletter? Yes ( )
No ( )

<table>
<thead>
<tr>
<th>d) Have a communication portal page to store information? Yes ( )</th>
<th>No ( )</th>
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<tbody>
<tr>
<td>e) Have a proper salary systems that motivate employees Yes ( )</td>
<td>No ( )</td>
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<tr>
<td>f) Have incentives to encourage employee engagement Yes ( )</td>
<td>No ( )</td>
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<td>g) Have rewards for good performance Yes ( )</td>
<td>No ( )</td>
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<tr>
<td>h) Treat employees fairly and respectfully? Yes ( )</td>
<td>No ( )</td>
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</table>

13. Does the organisational communication culture influence employee engagement? Give a reason to support your answer.

Yes ( )
No ( )
SECTION D: SUPERVISOR FEEDBACK AND EMPLOYEE ENGAGEMENT

14. What is the most common supervisor feedback in the organisation?

   Formal ( )   Informal ( )

If formal, what are the feedback mechanism provided by the organisation?

   a) Conference ( )
   b) Meetings ( )
   c) Employee Forum ( )
   d) E-mail ( )
   e) Telephone ( )
   f) Others ( )

15. a) How would you rate the existing feedback mechanism in the organisation?

   Excellent ( )   Good ( )   Fair ( )   Bad ( )   Below Average ( )

b) Does communication feedback influences employee engagement? Give a reason to support your answer.

   Yes ( )   No ( )

16. Kindly state your level of agreement with regards to communication feedback in the organization.

   Key
   1= strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

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<tr>
<td>Feedback is always provided timely</td>
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<td>There is two way feedback mechanism</td>
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<td>Feedback is delivered in the right language</td>
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<td>Suggestions are usually invited during feedback sessions</td>
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<td>Communication feedback motivates and empowers employees</td>
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<td>Communication feedback improves employee engagement</td>
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<td>Communication feedback improves employees performance</td>
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<td>The organisation conducts performance appraisal objectively</td>
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<td>The managers always articulate performance expectation clearly</td>
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<td>Employees are always given an opportunity to express their views</td>
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SECTION E: ORGANISATIONAL POLICIES AND PRACTICES

17. Kindly state your level of agreement with regards to organizational policies and practices in your organization.

Key
1= strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

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<td>Management provides employees with equal opportunity for advancement and growth</td>
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<td>The organisation promotes innovativeness and talent development</td>
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<td>The organisation provide adequate training for its employees</td>
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<td>My supervisor involves me in development of policies</td>
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<td>My supervisor praises me when I do well</td>
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<tr>
<td>Organization's values and principles are clear to all employees</td>
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<td>Employees are usually involved in decision making</td>
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<td>My organisation supports career development of the employees</td>
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<td>There is effective management of talent in the organisation</td>
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<td>Management is always concerned with employees welfare</td>
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<td></td>
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<tr>
<td>Consultation is key before any major changes or decisions are made</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Companies values, policies and practices encourages employee engagement</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Employees are valued and are treated respectfully by the management</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

THANK YOU
### APPENDIX II: RESEARCH BUDGET

<table>
<thead>
<tr>
<th>Budget Line Items</th>
<th>Cost (Ksh)</th>
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</thead>
<tbody>
<tr>
<td><strong>Proposal Development</strong></td>
<td></td>
</tr>
<tr>
<td>Materials</td>
<td>10,000</td>
</tr>
<tr>
<td>Printing</td>
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</tr>
<tr>
<td>Photocopying</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Data Collection</strong></td>
<td></td>
</tr>
<tr>
<td>Photocopying</td>
<td>5,000</td>
</tr>
<tr>
<td>Travelling</td>
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<tr>
<td>Research Assistants</td>
<td>30,000</td>
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<tr>
<td><strong>Data Analysis and Interpretation</strong></td>
<td></td>
</tr>
<tr>
<td>SPSS 20</td>
<td>5,000</td>
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<tr>
<td>Data Analysis</td>
<td>30,000</td>
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<tr>
<td><strong>Report Writing and Dissemination</strong></td>
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<tr>
<td>Report Writing</td>
<td>10,000</td>
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<tr>
<td>Binding and Dissemination</td>
<td>10,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>120,000</strong></td>
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APPENDIX III: IMPLEMENTATION SCHEDULE

<table>
<thead>
<tr>
<th>Research Activities</th>
<th>Time Frame</th>
<th>Duration</th>
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<tbody>
<tr>
<td></td>
<td>Start</td>
<td>Finish</td>
</tr>
<tr>
<td>Proposal Development</td>
<td>September, 2016</td>
<td>November, 2016</td>
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<tr>
<td>Data Collection</td>
<td>January, 2017</td>
<td>February, 2017</td>
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<tr>
<td>(Fieldwork)</td>
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<tr>
<td>Data Analysis and Interpretation</td>
<td>February, 2017</td>
<td>March, 2017</td>
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<tr>
<td>Report Writing</td>
<td>March, 2017</td>
<td>March, 2017</td>
</tr>
<tr>
<td>Report Dissemination</td>
<td>April, 2017</td>
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