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SCHOOL OF JOURNALISM AND MASS COMMUNICATION
MASTER OF ARTS IN COMMUNICATION STUDIES

**STRATEGIC COMMUNICATION AND ORGANISATIONAL PERFORMANCE:
AN ANALYSIS OF STAFF INTRANET USE IN SELECT PUBLICLY QUOTED
COMPANIES IN KENYA.**

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NOVEMBER, 2022.

DECLARATION

DECLARATION BY THE CANDIDATE:

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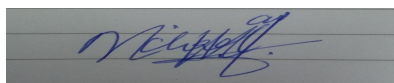
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DEDICATION

To my loving family, I dedicate this work: My Dad, Emmanuel Charo Birya, Mom, Martha Kadzo Birya, my siblings; Nicholas, Raymond, Abel and my Sister-in-law; Joyce. I wouldn't have made it this far without your support & encouragement. To my nieces and nephews; Emmanuel, Sada, Charo Big, Emmanuel, Charo Small, Emani, Kadzo, Julius, Hellen, Joseph and my future children. May this serve as additional inspiration to you to work hard, focus and prioritise your education, personal growth and development.

ABSTRACT

Intranets have been identified as useful tools for enhancing organisational performance. This study examined how staff intranets have been used by the most successful international corporations to boost staff productivity, enhance organisational performance and manage change. This study also examined the role strategic communication via staff intranet plays in enhancing organisational performance, how the value of a staff intranet as a channel for strategic communication can be measured, the success factors for corporate staff intranets and how staff members in Kenyan companies with NSE listings perceive their organisation's staff intranets. The Unified Theory of Acceptance and Use of Technology (UTUAT) model serves as the bedrock of this study. A descriptive research design was utilised. An online questionnaire survey that was distributed through sponsored posts on LinkedIn, Facebook, Twitter and Whatsapp was used to collect the study's data. Following data collection, a representative sample of 100 responses from the Nairobi stock exchanges' various categories was selected (NSE). The data that was gathered was analysed using descriptive statistics. According to the analysis, 95.8% of NSE-listed firms have invested in staff intranets and most employees of NSE-listed companies believe that the information on their staff intranets supports them to execute their tasks fast and accurately. The findings also showed that there is room for improvement in how most NSE-listed companies use their staff intranets to share knowledge. Most employees in NSE-listed companies reported that their staff intranets lacked essential information like project updates, project frameworks, best practices and staff directories that list subject matter experts, their skill set, experience, location and contacts. This study recommends that organisations review their intranet strategies with a view of enhancing organisational performance by ensuring that their staff intranets are enriched with enough knowledge to support their staff to complete their tasks fast and accurately, to make their staff intranets as easy to use and functional as possible, to encourage intranet use and to provide a feedback mechanism on their staff intranets for continuous improvement. This study hopes to provide helpful data that organisations can use to develop an intranet strategy that takes into account; success factors necessary for a staff intranet to lead to good organisational performance, ways by which organisations can quantify the benefits of their staff intranets and perceptions of intranet users in Kenyan organisations.

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Abbreviation

NSE: Nairobi securities exchange limited is known by the abbreviation NSE. It functions as Kenya's principal bourse/stock market. It provides a marketplace for listing, buying and selling securities.

UTUAT: The Unified Theory of Acceptance and Use of Technology (UTUAT) framework explains acceptance and adoption of new technology. This model seeks to explain a user's intended use and actual use of technology or an information system.

Conceptual Definitions

Intranet & “Staff Intranet”: is a classified website. It is frequently used to give members of institutions or organisations access to data they might need for work-related objectives. While some intranets are exclusively accessible on internal networks, others can be accessed online with a login and password. The words staff intranet and intranet will be used interchangeably throughout this study.

Organisational Knowledge: references data and skills that staff of an institution or organisation possess. When this information is documented and stored in a central place such as an intranet, it is able to be accessed and utilised to make an organisation more effective.

Strategic Communication: per this study strategic communication refers to the planned and deliberate use of communication techniques to support and direct staff in an effort to achieve predetermined objectives.

Organisational Performance: the concept of good organisational performance can be defined as the achievement of high productivity and employee satisfaction while maintaining low costs and attrition rates. It is appraised in various ways, at several levels including team, organisation-wide and individual. At the individual level, task completion, task performance, work quality, managerial skills, initiative and problem resolution are all included. This research study examines how intranet technology affects individual performance.

1.0 CHAPTER ONE: INTRODUCTION

1.1 Overview

This chapter puts forth the study background, describes the problem, outlines the research questions and objectives as well as provides a justification for the study.

1.2 Background

Cutlip et al., (2006), state that intranets contribute significantly to communication and knowledge sharing among staff and business units in an organisation. They also argue that intranets present an opportunity for two-way communication in organisations by providing an avenue for Management to dispense information to staff and for staff to share feedback.

Kuivalahti and Luukkonen (2003, p.49) also state that staff intranets are effective tools for strategic communication because the functionalities of intranets enable the same sharing of strategic information, in terms of quantity and quality, within a whole organisation, among all its employees, at the same time.

Hämäläinen and Maula (2004) posit that day to day work communication is the kind of strategic communication that a staff intranet can improve. That is, communication that is aimed at assisting staff with their tasks, so that work product and staff output is in line with the organisation's strategy. They also state that a staff intranet is an effective channel to gather feedback from employees and to communicate about strategy-led change in an organisation.

Strategic communication can be described as the act of a company deliberately using communication to further its goals, Hallalan et al., (2007).

Intranets have the ability to display a single uniform view of an organisation's documents as well as provide access to staff. In this way, they can play a pivotal role in establishing and preserving organisational memory (Morton, 1991). The ensuing organisational knowledge

sharing can lead to the emergence of a more flexible, adaptable organisation that is more agile in nature (Carayannis, 1998).

Organisational performance and survival have been increasingly correlated to organisational knowledge sharing, Drucker (1995) , Davenport & Pruzak (1998), Hackbarth & Grover (1999) and Cross & Baird (2000). One of the main goals of organisational knowledge management is to keep a record of the knowledge of individuals and teams and avail it as a resource to staff in an organisation. (Davenport & Pruzak, 1998). This is critical because the pace with which organisations learn and effectively apply knowledge is deemed as a competitive advantage (Zargar et Rezaee, 2013). Therefore, in this way, an organisation's ability to effectively manage a staff intranet is seen as a key competitive advantage because it has the capacity to improve staff and overall organisational competence (Skuzala and O'Connor, 2001).

Besides improving communication and facilitating knowledge sharing, Intranets have been associated with enhanced organisational performance and innovation in addition to increasing communication and facilitating knowledge sharing. According to Curry and Stantich (2000), intranets enable users to complete tasks faster and accurately the first time, which increases efficiency and effectiveness. Staff intranets boost efficiency by bringing together information islands that would otherwise be kept separate, according to Scheepers & Damsgaard (1997). They contend that this results in more knowledgeable workers and better decision-making.

The capacity of an organisation to meet its established objectives and make continuous progress refers to organisational performance, (Chandler and Hanks, 1993). While good organisational performance can be described as the ability to attain increased productivity and employee satisfaction while reducing expenses and turnover rates (Lupton et al., 1977).

Organisational performance is measured in various ways and at various levels including organisation-wide, team and individual. At the organisational level measures of performance include: profits, sales, return on investment for shareholders, debt to equity ratio as well as customer satisfaction and loyalty. At a team/departmental level performance measures include: team turnover, while at an individual level, this includes: task completion, task performance, quality of work, managerial abilities, initiative and problem-solving, Koopmans

et al., (2011). This study is concerned with how intranet technology affects organisational performance at an individual level.

Some organisations use a framework known as the 'Balanced scorecard' to appraise performance. This framework was developed by Harvard University Professors Kaplan and Norton in order to help Managers measure performance without focusing too much on the financial side of things but rather considering a diverse set of metrics including: customer, learning and growth and internal business process.

At the various levels at which it is measured, organisational performance is measured by Finance Managers, Departmental Managers and Human Resource Personnel through the use of various tools including Performance Appraisals, Performance Management Frameworks and Personal Development Plans, among others.

In addition to improving organisational performance, intranets have additional less obvious consequences on businesses. For instance, Canhoto et al., (2006) state that intranets have the capacity to impact employee perception and behaviour, creating a more loyal, satisfied and empowered workforce by promoting a culture of openness and sharing while decreasing emotional distance, because they change how information emerges and how facts are established since information is not solely in the hands of senior executives.

Oil Company Chevron-Texaco, as well as technology companies, IBM and Hewlett Packard (HP), are examples of organisations that have used their staff intranets to manage change, turn around poor organisational performance and steer themselves back to profit-making status.

In 2001 U.S Companies Chevron and Texaco merged. During this time of change, their intranets were the first tools that management utilised to share information about the merger in order to minimise gossip, communicate the value of the merger and soothe cultural strain once the transaction was complete. The intranet was so integral in their communication that once the merger was complete Chevron and Texaco went ahead to build a new intranet that unified both brands, Heal and Karlenzig (2001).

In 1993, IBM made a loss of \$8 billion. Back-to-back technological developments caught them off guard. The first of which was the development of the Personal Computer (PC), then the client-server that linked those PCs. It wasn't until it was too late, that IBM realised the importance of the change. As a result, IBM was forced to trim their workforce from 430,000 to 200,000 (Loomis & Mendes, 1993). This same year, the organisation developed a unified staff intranet where the communication department posted: the company strategy, training material as well as a directory that listed all staff, their biographical data, and the projects and clients they had worked with. IBM staff gradually but surely, embraced the vision. They became committed to being faster, taking risks and collaborating with colleagues in different locations. In two years, the intranet became the 2nd most trusted source of information at IBM, second only to co-workers, beating even line managers who came in third. By encouraging feedback, the intranet at IBM changed the order of communication from vertical to horizontal.

Similarly, at Hewlett Packard (HP), a similar shift occurred with the introduction of a unified staff intranet. In 2012, amidst plummeting profits and following extensive job cuts, Hewlett Packard(HP), developed a staff intranet that cut across 170 countries to reach its 33,000 employees (Dunne, 2013). The aim of the new intranet was to give staff a single uniform source of information, to provide staff with sufficient context to facilitate understanding and to boost their productivity. Over 1.85 million users visited the new intranet, with over 1.53 million of those users returning. At Hewlett-Packard, employee engagement increased to 70%, and more staff members reported that Senior Management provided a clear sense of direction (Dunne, 2013).

While Chevron & Texaco, IBM and HP used their intranets to manage change and create a more engaged workforce through effective communication, some organisations such as BMW didn't, resulting in the reinforcing of pre-existing cultural values. According to Schleimer and Reige (2009) a study, carried out at BMW, showed that despite the organisation having a staff portal for dispensing marketing knowledge, majority of Managers at the organisation found it to be the most ineffective of all communication channels at the company. One reason was that the knowledge shared on the portal was region-specific and not applicable to markets outside of the UK and Germany. Additionally, the portal did not have a feedback mechanism, it dispensed knowledge through a top-down approach.

Despite the documentation of the benefits of intranets, some scholars question whether an intranet is a worthy investment for an organisation. The basis of this scepticism lies in the challenge of directly correlating intranet use with increased sales and cost reduction. Denton (2003) expressed this scepticism by likening the benefits of an intranet to an organisation, to the type of advantages derived from air-conditioning arguing that while it improved the well-being of employees, it could not be directly linked to greater sales or cost savings. McGovern (2002) also stated that it was difficult to quantify the benefits of an intranet in financial terms.

Still, there are scholars such as Ruppel and Harrington (2001) contend that, when it comes to intranets, a strict approach to calculating return on investment is ineffective when it comes to intranets. In the world of business, this stance cannot hold because, in the current business climate, decisions regarding the adoption of technological advancements are influenced by the expectation that they will lead to the streamlining of a business process and or improve an organisation's bottom line (Lai, 2001). That said, it is also important to note that some researchers such as Curry et al (2000) reject the focus on the tangible benefits of intranets as business tools stating that it is short-sighted because intranets have an impact on an organisation that goes beyond business processes because they also change perception and behaviour.

However, Yates (2006) states that improving effective communication, encouraging employee dedication, retention and productivity all result in improved organisational performance that yields higher financial returns. In a survey of 750 organisations, representing 12 million employees, Yates found that companies with successful communication practises had a 47% better return to shareholders than companies at the base of the communication effectiveness scale over a five-year period (2002 - 2006). The study also found that organisations can increase market or shareholder value by upto 15.7% by modifying or improving their communication tactics by even a small amount.

While Muller (1990) states that intranets have the ability to benefit companies in a number of ways including, providing effective information management, he also notes that their implementation can be costly and time-consuming. Despite the cost and time implication of

building and maintaining an intranet, Lehmuskallio (2006) states that persuaded by the benefits that intranets have to offer in terms of internal communication and knowledge management, multinational companies, have continued to invest in them at an accelerated rate over the past 20 years.

In fact a survey of 500 businesses in Hong Kong found that 41% had intranets in place by 1996 (Lai, 2001). According to research, 60% of large American Corporations had used intranets by 1998 (Sridhar., 1998; Wachter & Gupta., 1997).

Another study carried out by Lehmuskallio (2006) reveals that almost 93% of the study respondents from Finland's largest had intranets, and nearly 74% considered their staff intranet, the most important source of internal company information.

Despite the documented benefits of staff intranet use, in the Kenyan marketplace, intranet uptake has been slow and in Private Enterprises, the rate of intranet adoption stands at 39% (Kenya Public Sector ICT Survey Report, 2016), among NSE-listed companies the rate of intranet adoption currently stands at less than half, at 45% (Njagi, 2003) while in Public Institutions, the rate of adoption is even lower at 36.3% (Kenya Public Sector ICT Survey Report, 2016).

This study posits that organisations that use staff intranets as an internal strategic communication channel, perform well, even in challenging operating environments, Drucker (1995), Davenport & Pruzak (1998), Hackbarth & Grover (1999) and Cross & Baird (2000). This study's aim is to gather insights into staff intranets as an internal strategic communication channel i.e. how strategic communication via staff intranet, can enhance organisational performance, how the benefit of a staff intranet as a strategic communication channel can be measured, the success factors that must be present for a staff intranet to lead to good organisational performance and how staff intranets are perceived by employees in Kenyan organisations.

This study will focus on NSE-listed companies because of the prominent space they occupy but also because they are diverse, representing 13 broad categories of business ranging from

Agriculture to Banking and Telecommunication, they also represent the largest, most complex and most visible organisations in Kenya and the African region. This is in part due to the NSE listing criteria, which includes a requirement that an Organisations' net assets immediately before a public offering be not less than 100 million Kenyan shillings, (Nairobi Securities Exchange, 2021). In this way, NSE-listed companies can be presumed to have the same or similar profit-making financial objectives as other for-profit multinational and international organisations, as well as the resources and know-how necessary to implement and manage top-quality company intranets.

1.3 Statement of the problem

The background demonstrates that organisations that use intranets as an internal strategic communication channel, perform better and have the potential to thrive, even in dynamic and challenging operating environments, Drucker (1995) , Davenport & Pruzak (1998), Hackbarth & Grover (1999) and Cross and Baird (2000). However, the background also shows that this is only the case when a staff intranet meets certain criteria (Schleimer & Reige, 2009). Despite making this allusion, scholars such as Schleimer & Reige (2009) do not share a list of criteria or success factors that a staff intranet should meet in order to lead to improved organisational performance. Thus, the need to carry out an intranet study to explore and answer this question.

The background further illustrates that when staff intranets are used as an internal strategic communication channel, they provide various benefits, such as improved productivity, a more empowered workforce and improved decision-making (Scheepers & Damsgard, 1997). Despite these benefits, the background shows that some scholars such as Denton (2003) and McGovern (2002) feel that intranets may not be worthy investments because it is difficult to measure their benefit in financial terms. While others such as Curry et al., (2000) reject the focus on measuring the benefit of intranets in financial terms, stating that it is short-sighted because intranets have an impact on an organisation that goes beyond business processes because they also change perception and behaviour. This tension gives rise to the need for an intranet study to explore how the benefit of a staff intranet as a strategic communication channel can be measured.

While the background shows that there is literature that exists on the adoption and use of Intranets in Kenyan organisations, such as Njagi (2003) and The Kenya Public Sector ICT Survey Report (2016), the background also reveals that this information is dated and fragmented. Thus the need for an intranet study, to resolve this by providing a more recent and holistic view of the application and use of staff intranets in Kenyan organisations.

1.4 Research objectives

1. To explore how strategic communication via staff intranet, can enhance organisational performance in select NSE-listed companies in Kenya.
2. To explore how the benefit of a staff intranet as a strategic communication channel can be measured in select NSE-listed companies in Kenya.
3. To explore Corporate staff intranet success factors in select NSE-listed companies in Kenya.
4. To explore how staff intranets are perceived by employees in select NSE-listed companies in Kenya.

1.5 Research questions

1. How does strategic communication via staff intranet enhance organisational performance in select NSE-listed companies in Kenya?
2. How can the benefit of a staff intranet as a strategic communication channel be measured in select NSE-listed companies in Kenya?
3. What success factors must be present for a Corporate staff intranet to be successful in select NSE-listed companies in Kenya?
4. How do employees in select NSE-listed companies in Kenya perceive their staff intranets?

1.6 Justification

The background reveals that utilising a staff intranet as a channel for strategic communication leads to good organisational performance, Drucker (1995), Davenport & Pruzak (1998), Hackbarth & Grover (1999) and Cross & Baird (2000), when said intranet meets certain criteria Schleimer & Reige (2009), however despite this allusion the background shows that intranet scholars such as Schleimer & Reige (2009) don't list a set of requirements or success factors

that a staff intranet ought to possess in order to lead to good organisational performance. This study explores the features of staff intranets at some of the largest, most profitable multinational organisations, that have used staff intranets to turn around poor organisational performance, in an effort to solve this question and establish a list of criteria or success factors that ought to be present in order for a staff intranet to lead to good organisational performance.

The background also indicates that scholars disagree on how to measure the value that an intranet provides as a strategic communication tool to an organisation. While scholars such as Curry et al., (2000) reject the focus on measuring the benefit of intranets in financial terms, stating that it is short-sighted because intranets have an impact on an organisation, that goes beyond business processes because they also change perception and behaviour, others such as Denton (2003) and McGovern (2002) feel that intranets may not be worthy investments because it is difficult to measure their benefit in financial terms. To resolve this, this study explores various frameworks proposed by scholars to measure the benefit of intranets to organisations. Among these are the modified MARKOR scale (Prendergast et al., 2002), The Corporate Intranet Effectiveness Framework (Masrek et al., 2006) and The Intranet Pen and Pencil Checklist (Murgolo-Poore et al., 2002).

While the background shows that region-specific literature exists on the adoption and use of intranets within Kenyan organisations, the background also reveals that this information is dated and fragmented. For instance, while Njagi (2003)'s intranet study sought to establish the proportion of Kenyan NSE-listed organisations that have staff intranets, it did not investigate staff intranets as a potential strategic communication tool and while another

region-specific study; The Kenya Public Sector ICT Survey Report (2016), provides information about the number of Kenyan organisations that have staff intranets and goes further to provide a snapshot of the type of content that said organisations share with staff, through these intranets, it does not explore how employees in said companies perceive their staff intranets. This study solves this, through the use of an online survey distributed to Kenyan employees working in NSE-listed companies. The survey questions are designed to establish, among other factors, the proportion of NSE-listed companies in Kenya that have staff intranets and how staff in these companies perceive their staff intranets, thus providing an updated and more holistic view into intranet adoption and application in Kenyan organisations.

1.7 Significance of the study

This study seeks to establish a set of criteria or success factors that intranets should have in order to lead to good organisational performance, by exploring the features of the staff intranets of some of the biggest and most successful firms in the world, that have used intranet technology to turn around poor organisational performance. This study is important because it fills a scholarly gap, by building on the work of scholars such as Schleimer & Reige (2009), who allude that an intranet must meet certain criteria in order to be effective and lead to good organisational performance but do not provide a list of said criteria or success factors.

This study also explores how the benefit of a staff intranet as a strategic communication channel can be measured by reviewing various intranet effectiveness frameworks proposed by intranet scholars like (Prendergast et al., 2002), (Masrek et al., 2006) and (Murgolo-Poore et al., 2002). This study is important because it shines an illuminating light on how various scholars have measured the impact of intranets on organisations. This understanding can aid Business Executives and scholars alike, to modify existing or develop new frameworks for measuring the benefit of an intranet as a strategic communication tool, to an organisation. Therefore, this study is significant because it can be used to facilitate this process of knowledge creation.

Finally, this study is also significant because it expands the body of information about the implementation and utilisation of intranets in Kenyan organisations. While studies such as

Njagi (2003) and The Kenya Public Sector ICT Survey Report (2016) exist, they focus on establishing the number of Kenyan organisations that have intranets, factors affecting intranet adoption in Kenya and provide a snapshot into the type of content that Kenyan organisations share on their staff intranets, respectively. This study goes a step further to establish not only the number of NSE-listed Organisations in Kenya that have staff intranets but also, how Kenyan employees perceive these staff intranets.

1.8 Scope and Limitations of the study

The restricted nature of company intranets may constrain the obtaining of accurate data. To overcome this limitation, the study will be carried out from the user's perspective rather than the organisation's Management.

Second, the fear of breaching confidentiality may make it less likely for participants to tell the truth. To overcome this limitation, participants will only be required to share the industry in which they work as per the 13 broad categories of the NSE and not the name of the companies that employ them. These categories are: Agriculture, Automobiles & Accessories, Banking, Commercial & Services, Construction & Allied, Energy & Petroleum, Insurance, Investment, Investment Services, Manufacturing & Allied and Telecommunication, Real Estate Investment Trust & Exchange Traded Funds, (Nairobi Securities Exchange, 2022).

Third, intranet penetration in Kenya is still low, with only about 39.6% of private institutions having invested in staff intranets (Kenya Public Sector ICT Survey Report, 2016). To solve this limitation, our study sample targeted staff working in publicly listed Kenyan companies.

This study focuses on NSE-listed companies because of the prominent space they occupy but also because they are diverse, representing 13 broad categories of business ranging from Agriculture to Banking and Telecommunication, they also represent the largest, most complex and visible organisations in Kenya and the African region. This is in part due to the NSE listing requirements which include a requirement that an Organisations' net assets immediately before a public offering be not less than 100 million shillings (Nairobi Securities Exchange, 2021). In this way, NSE-listed companies can be assumed to have the same or

similar profit-making financial objectives as other for-profit multinational and international organisations as well as the resources and know-how necessary to develop, implement and manage high quality staff intranets.

Fourth, the Unified Theory of Acceptance and Use of Technology model (UTUAT) is the foundation for this study. In selecting the UTUAT model as a framework for this study, I reviewed various models that investigate successful technology diffusion including; Social Cognitive Theory, Media Richness Theory, Diffusion of Innovation and Disruptive Technology Theory using the Hillmer (2009) approach which classifies theories according to their objective and focal point. That said, the fact that this study is based on the UTUAT Model poses a limitation because there are other theories or conceptual and theoretical frameworks outside the current domain of the study that may produce different approaches but I considered the aforementioned theories to be the most appropriate for this study.

Due to the fact that data was collected through an anonymous online survey, it was not possible to trace the contacts of those that began the survey but did not complete it. Additionally, respondents filled in the survey but did not fill out the sections marked “Other”, therefore the results of the survey were purely quantitative. This could have been due to the length of the survey. If respondents had filled out the aforementioned section, it would have enriched the study's data set further by providing additional information on the various research questions.

Finally, due to low intranet penetration in Kenyan organisations, there are very few localised references in this study area. There are very few studies and books published by Kenyan authors regarding intranet penetration, intranet application and use at Kenyan organisations and the implications.

1.9 Operational Definitions

Staff Intranet

An intranet is a classified website that is frequently utilised to provide members of institutions or organisations access to data that they might need for work-related objectives. While some intranets are exclusively accessible on internal networks, others can be accessed online with a login and password. A staff intranet can be utilised to store a variety of data including company news, company strategy, industry best practices and more. In an ideal world, an intranet would give staff the information and collaboration tools necessary to perform their jobs. This study on staff intranets is focused on how intranet technology influences organisational performance at the individual level.

Organisational Performance

Good organisational performance can be defined as the achievement of high productivity and employee satisfaction while maintaining low costs and attrition rates (Lupton et al, 1977). It is appraised in various ways, at several levels including team, organisation-wide and individual. At the individual level, task completion, task performance, work quality, managerial skills, initiative and problem resolution are all included. Profits, sales, return on investment for shareholders, debt-to-equity ratio, customer satisfaction and loyalty are examples of organisational performance measurements. At a team departmental level, performance measures include team turnover, while at an individual level, organisational performance measures include: task completion, task performance, quality of work, managerial abilities, initiative and problem-solving (Koopmans et al., 2011). This study is concerned with how intranet technology affects organisational performance at an individual level.

Staff Intranet Adoption

Adoption means to take by choice, to practise or use. When referencing staff intranet adoption in this study, we are referring to an organisation's act of creating or utilising a company-wide staff intranet.

Staff Intranet Implementation

The act of executing a plan or strategy can be described as implementation. This act of executing is often driven by the intention of realising strategic objectives. As per this study's context, staff intranet implementation pertains to rolling out an organisation-wide staff intranet to the employees of an organisation or institution.

Staff Intranet Application

Application refers to the action of utilising something. In this study, application is used to reference the use of organisation-wide staff intranets by the employees of an organisation.

The preceding section and discussions serve as the foundation for the literature review that follows. The research problem is further explained in this Chapter, alongside this study's conceptualisation.

2.0 CHAPTER TWO: LITERATURE REVIEW

2.1 Overview

This chapter presents the relevant literature concerning: an intranet as a strategic communication channel, how it can enhance organisational performance, the criteria necessary for intranets to lead to good organisational performance, various frameworks that have been used to measure the benefit of an intranet as a strategic communication channel and how Kenyan organisations have applied their intranets.

2.2 The Impact of Intranets On Corporate Communication

Prendergast et al., (2002) investigated whether the effectiveness of staff intranets in organisations had a favourable impact on information dissemination in their study, *The Impact of Intranet Effectiveness on Corporate Intelligence Dissemination - Evidence, Managerial Implications and Research Avenues*. To this end, they mailed out questionnaires to a sample of 1800 small and large firms. 263 of them returned the questionnaires. There were 16 questions in total, the last of which asked respondents to rate the overall success of their organisation's intranet on a four-point likert scale using the following options: successful, very successful, unsuccessful and extremely unsuccessful.

The questionnaire was targeted towards managers. It asked whether they perceived their organisations' intranets to be effective and whether they felt that their organisations' staff intranets enhanced dissemination of information across the organisation. The MARKOR scale; a 20-item scale, used to measure market orientation, created by Kohli et al., (1993) was used to create the questionnaire. The scale was modified to accommodate the intranet as a means of disseminating information. In this case, Prendergast et al (2002) modified the scale to only use the 8 points of the scale that are concerned with the effects of the intranet as a channel for disseminating information.

The results of the study showed that the respondents perceived their intranets to be particularly effective with regard to circulating documents and as a way of alerting the whole Organisation within a short period, when something important happens to a major customer or market.

Another exploratory study was carried out by Dickey & Ives (2000) to determine how an organisation-wide intranet would affect the power dynamics between franchisee and franchisor at PJs, a franchise organisation made up of 25 coffee and tea cafes. A case study and key informant interviews were used in the investigation. The study findings demonstrated that despite the franchisor still wielding greater authority than the franchisee, the presence of the intranet increased the power of the franchisee. The results also revealed that communication in the organisation, between franchisor and franchisee improved and that the intranet provided support for both parties as they carried out their work.

2.3 Measuring Intranet Effectiveness

Masrek et al., (2006), proposed a framework for measuring intranet effectiveness in a study titled, *Measuring Corporate Intranet Effectiveness; A Conceptual Framework*. Based on an intranet effectiveness framework developed by Delone and Mclean (2003), Masrek et al (2006)'s model included the constructs of: intranet effective usage, intranet service quality and individual impact.

In this proposed framework, intranet use referred to the extent, quality, nature, and appropriateness of the system use. While intranet service quality referred to assurance, reliability, responsiveness, and tangibility. Finally, individual impact refers to the effect of an intranet on an individual's performance, with regard to providing support for their tasks and giving them a sense of accomplishment.

Masrek et al (2006) developed the Corporate Intranet Effectiveness Framework in an attempt to help identify success elements in intranets through evidence gathered from extensive literature review including Delone and Mclean (2003), Doll and Torkzadeh (1998), among others.

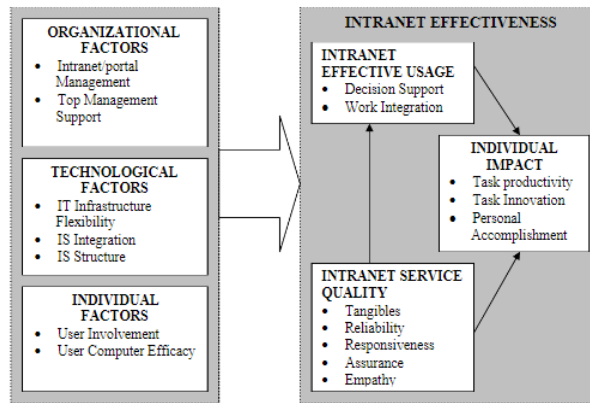


Fig 1. Corporate Intranet Effectiveness Framework

Murgolo-Poore et al., (2002) created an Intranet Pen and Pencil Checklist that measures effectiveness from three dimensions i.e. operations, culture and facilitation, aiming to provide a sound and reliable instrument for measuring intranet effectiveness, this time from a Management perspective. Using feedback from a sizable, multi-national online focus group of Intranet professionals, that was run by the International Association of Business Communicators (IABC), Murgolo-Poore et al., (2002) developed an intranet effectiveness tool known as the IPPC (Intranet Pencil and Paper Checklist).

Item
1. Our intranet is the solution for bringing people within the organization together
2. The intranet provides a major cultural revolution in our organization in the way people work, think and communicate
3. Our intranet has changed the way our organization communicates internally
4. The intranet in our organization has truly allowed a global community to develop
5. The intranet in our organization fosters collaboration
6. The intranet in our organization allows us to effectively implement business strategy
7. The intranet in our organization is a very effective way of saving resources, such as time, facilities and money
8. The intranet within our organization has become an integral part of the way we operate
9. The intranet within our organization brings us together and helps us work more effectively
10. Many people within our organization talk about the impact the intranet has had
11. The attitude of most people toward the intranet in our organization can be summed up by the statement, "I don't know how we got along without this"
12. The intranet in our organization helps our people to bring products and services to market much quicker
13. Our intranet is a way to collaborate, design, develop and deliver new products and services
14. The intranet in our organization gives employees the opportunity to feel like a significant part of the company
15. The overall effect of the intranet within our organization has been to make members of our organization better communicators

Table 1. Murgolo-Poore et al. (2002) Intranet Pencil and Paper Checklist

In Table 1, above, items 3, 7, 8, 9 and 11 represent Operations dimension; items 1, 2, 4,10 and 15 represent Culture; and items 5, 6, 12, 13 and 14 represent Facilitation.

DIMENSION 1 OPERATIONS	DIMENSION 2 CULTURE	DIMENSION 3 FACILITATION
1. Changed the way our organization communicates internally	1. The solution for bringing people within the organization together	1. Fosters collaboration
2. is a very effective way of saving resources, such as time, facilities and money	2. Provides a major cultural revolution in our organization about the way people work, think and communicate.	2. Allows us to effectively implement business strategy
3. has become an integral part of the way we operate	3. truly allowed a global (national) community to develop	3. Helps people bring products and services to market much quicker
4. brings us together and helps us work more effectively	4. Many people within our organization talk about the impact the Intranet has had.	4. A way to collaborate to design develop and deliver new products and services
5. the attitude of most people is "I don't know how we got along without this"	5. The overall effect of the Intranet within our organization has been to make members of our organization better communicators	5. Gives employees the opportunity to feel like a significant part of our company
DISTILLED STATEMENT	DISTILLED STATEMENT	DISTILLED STATEMENT
<i>Saves time and money making us more effective and efficient to the point that we would not like to be without it.</i>	<i>Fosters an often referred to culture of shared thoughts and actions that make us better communicators throughout our nationwide organization.</i>	<i>Facilitates collaborative and internal stakeholder inclusive business strategy that aids product and service design and delivery</i>

Fig 2. Distilled Factors of the Intranet Pencil and Paper Checklist (IPPC)

2.4 Intranet Adoption and Application By Institutions and Organisations In Kenya

In the study, ‘Survey of Factors Favouring or Hindering Intranet Adoption in Kenya’s Publicly Quoted Companies’ (Njagi, 2003) investigates the amount of intranet use in Kenya’s NSE-listed firms and identifies the key elements that support or impede intranet growth. Through the use of 2 different questionnaires, Njagi (2003), collects data from IT personnel and users in order to capture a technical perspective from IT professionals and other staff in select organisations. During the time of Njagi’s study, there were 54 companies listed on the Nairobi stock exchange; they are now 57 (Nairobi Securities Exchange, 2021). According to Njagi’s study findings, only 45% of the 54 companies listed on the NSE, had invested in a staff intranet, despite the advantages associated with corporate intranet use. Njagi also found that the main factors that hindered intranet adoption at that time were: lack of training, security fears (due to possible hacking), unavailability of human technical resources, lack of staff awareness, corporate culture (IT Directors are well placed to articulate technical matters at the Board of Directors level and therefore companies that had them, were found to have higher intranet adoption), lack of good data presentation, lack of adequate hosting, financial resources and lack of telecommunication infrastructure (especially for companies with

widespread branches). Additionally, it is crucial to remember that Njagi conducted his research when, telecommunication links were still analogue as opposed to digital (Telkom Kenya Limited was just beginning to adapt digital exchanges), which slowed down intranet access to far-removed branches (Njagi, 2003).

A joint study carried out by the Kenya National Bureau of Statistics (KNBS) in partnership with Communication Authority of Kenya (CAK), titled: Kenya Public Sector ICT Survey, 2016, explored the rate of intranet adoption by Public and Private Kenyan Organisations. The study reported the use of intranets as an internal communication tool to be at 36.3% at Public Institutions and 39.6% at Private Companies. The study also found intranet adoption to be highest at Constitutional Commissions at 83.3%, followed by Learning Institutions at 65.7% and then State Corporations at 57.8%.

Indicators	Public Institutions	Enterprises
	Per Cent	
Proportion of enterprises/institutions with mobile phone	65.8	85.7
Proportion of enterprises/institutions with fixed telephone	49.2	50.5
Proportion of enterprises/institutions with facsimile machine	21.6	11.3
Proportion of enterprises/institutions with mobile payment account	20.7	72.7
Proportion of enterprises/institutions with Internet in their premises	80.2	84.2
Proportion of enterprises/institutions with Internet in their premises by type of Internet connectivity:		
Fixed Internet - Cable modem	23.7	18.9
Fixed Internet - Copper line (dial-up, DSL and xDSL)	6.3	4.1
Fixed Internet - Fiber to the office	55.8	50.7
Fixed Internet - Satellite	6.6	6.2
Fixed Internet - Fixed wireless e.g. Wi-Max	44.0	40.5
Mobile Internet - Phones	23.5	17.6
Mobile Internet - Modems	47.0	26.2
Proportion of enterprises/institutions with accessing Internet elsewhere	17.8	9.1
Proportion of enterprises/institutions with LAN	63.7	60.4
Proportion of enterprises/institutions with Intranet	36.3	39.6
Proportion of enterprises/institutions using specialised applications for human resource	56.5	27.1
Proportion of enterprises/institutions with official email address	85.6	87.7
Proportion of enterprises/institutions with website	57.5	50.3
Proportion of enterprises/institutions hosting website locally	83.6	60.9
Proportion of enterprises/institutions hosting website internationally	15.0	36.7
Proportion of enterprises/institutions hosting website internationally, by type of reason:		
Cost	41.6	35.0
Security	59.4	38.1
Technical know how	27.3	27.5
Reliability	72.7	56.8
Institution's policy	7.8	32.0
Proportion of enterprises/institutions using Cloud computing	35.8	22.9
Proportion of enterprises/institutions with information technology policy	48.1	37.0
Proportion of enterprises/institutions with ICT security Policy	43.4	35.9
Proportion of enterprises/institutions aware of National KE-CIRT/CC	26.9	14.6

Fig 3. Comparative Analysis of Intranet Adoption at Kenyan Public Institutions and Private Enterprises

The study also found that most institutions used their intranets to share day to day working files, with the majority of institutions; 83.7 percent sharing working documents using their organisation's staff intranets, while Communication and Management tools were the least shared on staff intranets at 7.7%.



Fig 4. Type and Proportion of Information Shared by Kenyan Institutions on their Intranets

2.5 The Use of Staff Intranets To Manage Change and Enhance Communication

In the mid-1980's, the largest American technology company in terms of revenue was IBM, a Fortune 500 company, which Fortune Magazine even named America's Most Admired Corporate, (Hutton, 1986). However, IBM was caught off-guard by technological breakthroughs in the early 1990s, which led to problems. The first was the creation of the PC, followed by the client-server that connected those PCs and finally the emphasis changed from business applications to individual productivity. It wasn't until it was too late, that IBM realised the importance of the change. The company's profits disappeared and significant losses began to occur, for the first time since its inception. As a result, IBM's workforce had to be trimmed from 430,000 to 200,000. In 1993, IBM's annual loss stood at \$8 billion dollars and even Fortune Magazine, which had ranked it most admired, called it a Dinosaur (Loomis & Mendes, 1993).

Soon after Fortune Magazine's article was printed, a new CEO, Louis Gerstner, was hired. David Kalis, a Chief Communications Officer, was his first new recruit. His mandate was to create a new culture of innovation, risk-taking, urgency and collaboration for faster results. The new Communications boss attempted to create cultural change through the use of posters, town hall meetings, retreats and corporate videos but no culture change occurred. The new Head of Communication then embarked on the creation of a company intranet. The new intranet was used to communicate company strategy to its employees. Prior to the creation of the new intranet, each department at IBM had its own individual intranet resulting in almost 4,000 intranets. Top management brought business units together to create a new

consolidated intranet.

The staff intranet was developed in an effort to make life easier for staff from various business units to locate the data they needed to carry out their jobs effectively. The Communications Department quickly discovered that the new intranet was an effective tool because it bypassed the organisational structure of the business, which, like many corporate structures, created artificial barriers between employees in various locations and different profit centres, thereby fostering greater interpersonal connections. On the new intranet, the Communications Department also posted training material. They made about 5,000 training videos available for personnel to access at any time and from any location, ranging from speeches by CEOs to distance learning modules. On the new intranet, they also created a directory that listed all staff, their biographical data, and the projects and clients they had worked with. This allowed staff to reach out and collaborate with colleagues from various geographies. To get staff to use the intranet, IBM shut down all other media like the internal television network, even the CEO began sending emails with links to the intranet.

Slowly but surely, the staff at IBM became aligned with the organisational vision. They embraced a commitment to working faster, taking more chances and interacting with co-workers in other locations. In two years, the intranet became the 2nd most trusted source of information at IBM, second only to co-workers, beating even line managers who came in third. By encouraging feedback, the intranet at IBM changed the order of communication from vertical to horizontal.

At Hewlett Packard (HP) a similar shift occurred with the introduction of a unified staff intranet. In 2012, amidst plummeting profits and following extensive job cuts, Hewlett Packard(HP), tasked its Vice President of Global Employee Communications with creating a strategy to motivate its workforce of 33,000 employees across 170 countries. The workforce was demotivated and disengaged (Dunne, 2013). Up until then, all their communication was targeted towards an external audience; customers, shareholders and analysts. When it came to communication, employees were either last on the list or completely neglected. The objective of the new strategy was to ensure that employees: had a central point of information, that news was put in context so that they understood it and it motivated them. The communications team began by creating a video challenge. They asked employees to share a

short video beginning with the phrase, “I believe HP has a great future because...”. They received only 300 entries. It was the first they had engaged employees in this manner. They took the most compelling videos, consolidated them and placed them on the company intranet. The video got extremely good feedback.

Shortly afterwards and ahead of a crucial company meeting on expected dividends, the communication team once again created a video explaining why share price was low since most of HP’s employees are also shareholders in the company. The video was created to counter the expected blow to the morale of employees. It simply showed the President of Investor Relations explaining why share prices were down as well as the company strategy to turn things around in a simplified way that excluded any industry jargon. The video was posted on the company intranet. Staff were then invited to watch the video. It was a powerful video because it placed the numbers into context for the employees. The videos made employees feel a sense of transparency, authenticity and inclusion. The communication team then went a step further to redesign the intranet and make it into a newsroom of sorts. They worked with IT to personalise the intranet, creating news feeds and translations for employees in the various markets.

Their strategy was to provide all the information possible, with background details and context, to keep employees up-to-date. But, perhaps, more importantly, to make a central news hub for employees. The new intranet received more than 1.85 million visits, and over 1.53 million return visits. Employee engagement across Hewlett-Packard rose to 70%, and there was an increase in the number of employees who felt that Senior Management offered a clear sense of direction.

In 2001, Texaco, an American fuel brand, was purchased by, the Chevron Corporation, an American Energy Company and Fortune 500 organisation, in a \$45 billion deal that resulted in the formation of the 2nd largest oil firm in North America and the 4th largest publicly traded oil corporation globally, with a market value of \$95 billion combined. During this time of change, their intranets were the first tools that management utilised to share information about the merger in order to minimise gossip, communicate the value of the merger and soothe cultural strain once the transaction was complete. The intranet was so integral in their

communication that once the merger was complete Chevron and Texaco went ahead to build a new intranet that unified both brands, Heal and Karlenzig (2001).

While Chevron & Texaco used their intranet to manage change and create a more engaged workforce through effective communication, some organisations such as BMW didn't, resulting in the reinforcing of pre-existing cultural values. According to Schleimer and Reige (2009) a study, carried out at BMW, showed that despite the organisation having a staff portal for dispensing marketing knowledge, majority of Managers at the organisation found it to be the most ineffective of all communication channels at the company. One reason was that the knowledge shared on the portal was region-specific and not applicable to markets outside of the UK and Germany. Additionally, the portal did not have a feedback mechanism, it dispensed knowledge through a top-down approach.

2.6 The Use of Staff Intranets To Manage and Share Organisational Knowledge and The Impact On Organisational Performance

In a piece that was written in Training and Development Magazine, titled 'Intranets: Knowledge Management's Killer App: Here's How An Intranet Can Wire Employees To Information and Knowledge Without Fragmenting A Company's Culture', Cohen (1998), urged readers to imagine that an intranet was a living, evolving tool that with appropriate nourishment (management buy-in, continuous maintenance and well-planned implementation) could grow into a knowledge hub that facilitated learning, sharing and collaboration. In the article, Cohen (1998) went on to share examples of 2 global organisations whose intranets had grown to this level of maturity; Hewlett Packard, a technology company that specialises in making computers and computer accessories and Booz-Allen & Hamilton, a global engineering consulting firm.

Cohen(1998) stated that at Hewlett Packard, the intranet enables employees to identify subject-matter experts based on skills, experience, expertise and location, making it easier for staff to quickly consult with one another, while at Booz-Allen Hamilton, consultants could use the intranet to find best practices, frameworks, business intelligence, competitive data, comparative analysis as well as, internal reports and project updates to solve client challenges as well as locate internal experts on a subject, making it possible for Consultants to work

faster since they no longer had to begin all projects from scratch as well as produce better quality work by tapping into internal subject-matter experts.

In 2006, Canhoto et al published the research findings of a longitudinal case study carried out on an intranet at a UK Bank. They carried out the study titled: Impact of Intranets on Employee Perception and Behaviour: Case study in a UK Bank, with 3 main objectives in mind: to understand how intranets institutionalise, how intranets alter workers' attitudes and impressions of management and one another, as well as the overall effect of intranets on organisations. Emulating the seminal study of Markus (1983), their research design involved reconstructing the history and growth of the intranet through the use of document analysis and interviews. Through this technique, they traced the history of Bank ABC's intranet from the year of the Project's inception; 1999 to the year 2005. They collected primary data for June 2004 through to September 2005, through usability reports, interviews, intranet use log files, focus groups and observation. To measure attitude, behaviour and perceptions at various points over the course of the time period, they used a single longitudinal in-depth case study research methodology as described by Yin (1994). The methodology used measured enabled the examination of how history and values can influence and balance behaviour, Vitilari (1985).

Canhoto et al (2006) findings' revealed that intranet institutionalisation is a gradual process in which users become accustomed with and assume a sense of normalcy toward an intranet, eventually taking the information shared there for granted. The findings also demonstrated that intranets empower employees because many reported that they learnt something new and felt more in control as a result of what they read on the intranet. This study generally showed that intranets promote collaboration, information sharing and organisational bonding.

In 2006, Lehmuskallio carried out a study on the intranets of 50 of the largest (by revenue) businesses in Finland. This research was published and titled, 'The Uses, Roles and Contents of Intranets in Multinational Companies in Finland'. Lehmuskallio (2006) sought to analyse three important aspects of intranets - content, language and access - through this study and to offer an overview of the state of intranets in major multinational corporations. To do this the study's authors distributed a questionnaire to 50 Finnish businesses with annual sales of at least 1 billion euros.

These companies were featured in the 2003 edition of the Talouselämä 500, an annual list that captures the largest 500 companies in Finland. Some of the companies featured were subsidiaries or branches of multinational companies with headquarters in other countries. Lehmuskallio (2006) chose to send out questionnaire surveys to the Top 50 companies based on their revenue because he believed that the organisations represented were complex in nature and covered a wide range of fields and therefore required excellent internal communication. He also believed that said companies, due to their size and revenue, were likely to have the funds and know-how to develop and implement top-quality staff intranets.

The questionnaires were distributed to 50 individuals, who were responsible for their organisation's staff intranets or internal communication because it was assumed that they were aware of their organisation's communication strategy and objectives. The respondents were located by calling the organisation's switchboards and asking the operators to look them up in the company directories. While Lehmuskallio (2006) questionnaire was lengthy, upto 54% of the respondents filled and returned it.

It is important to note that the 50 companies selected were listed on the stock exchange and had an international presence. The intranet at these organisations was regarded as the most significant source of information, exceeding even emails and in-person meetings.

2.7 Why Some Staff Intranets Fail To Improve Organisational Performance

Unlike the aforementioned intranet studies, Rajampali (2011) was tasked with carrying out a study on an intranet that had been developed 2 years prior, in an effort to determine why it wasn't working well. The ensuing study titled, 'The Role of The Intranet In Enhancing Communication and Knowledge Sharing in Multinational Companies; Create, Store, Retrieve, Transfer, Use and Share Information', explored a 2 year old intranet that the staff of the case company had not utilised as effectively as management intended.

Management had intended that the global intranet become the main internal communication channel but it had not. This research aimed to remedy the following questions: How could an intranet be administered so that the majority of employees became active users? What

function does an intranet serve in multinational companies and specifically, in the case company? and how could new technology be utilised to improve knowledge sharing and multidirectional communication?

To address these questions, Rajalampi (2011), utilised a single case study research approach. He obtained data through an intranet survey. The survey was made available through the case company's intranet and was filled by 485 employees across 30 countries.

The responses collected revealed why the intranet of the case company had not taken off in the way in which Management had intended. The results showed that the intranet at the case company acted as a top-down communication channel and information archive.

Rajalampi (2011) suggested that in order for the intranet to rise and become the most trusted internal communication channel, it needed to be upgraded in a number of areas such as: the search function, user support and training, structure, deleting broken links and staff directory updates on a regular basis.

To answer his final research question he suggested that the intranet use social media as a yardstick, for example utilising personalisation and features similar to those found on Wikipedia, chat forums and blogs to create an intranet that facilitates multidirectional communication and knowledge sharing.

Much like Rajalampi (2011), Damsgaard et al (1999) sought to find out what makes one intranet successful as a medium for communication and knowledge-sharing and another one less ubiquitous in an organisation. In order to do this, they studied how 4 different intranets in 2 large South African organisations were implemented and the rate at which they were adopted in an effort to identify the 'diffusion drivers' behind successful intranets. Their findings were published in the paper, 'Power, Influence and Intranet Implementation: A Safari of South African Organisations'.

In this study, Damsgaard et al., (1999) took on a multi-site case study methodology (Yin, 1989) in order to respond to the following research inquiries: During intranet implementation,

what diffusion drivers should be considered? How should these drivers be utilised while implementing the system? and What can be learnt from their deployment?

To collect primary data, they relied on a questionnaire and semi-structured interviews from the respective intranet implementers and users. They also made use of document analysis (emails, policies, reports and promotional material used during intranet implementation) and observation. The data collected was on; the implementation process of each of the intranets, the tactics that were employed during the implementation process and their effects.

Once data was collected, Damsgaard et al (1999) applied a taxonomy of diffusion drivers (based on Institutional Theory) developed by King et al., (1994), to classify the interventions/tactics employed from each of the intranet studies.

The study's findings showed that the most important drivers during the initial stages of implementation were knowledge deployment, subsidies and innovation directives. Knowledge deployment as per King et al., (1994)'s taxonomy involves selecting a competent project lead and hiring knowledgeable persons (consultants) to generate additional content. They also found that the setting up of intranet courses as well as collaboration with unit level intranet developers spurred intranet use. Subsidy on the other hand describes efforts made by implementers to reduce the cost of tasks that are vital to the diffusion and advancement of a technology. Through subsidies some parties' burden of enduring the heavy cost of involvement is lowered and sometimes alleviated (Attewell, 1992). Additionally this makes the choice to adopt more advantageous during the early stages of diffusion, when the risk is higher because of a lack of sufficient knowledge and expertise and when the reward is low due to the small user base. Subsidies can act as a content and use-side driver that is both power and influence-based in nature.

Last but not least innovation directives are rules that govern the creation or application of innovations. When implementing an intranet, innovation directives can take various forms. To ensure critical mass is attained, norms can be established such as requiring each business unit in an organisation to contribute a minimum level of intranet content or functionality (Callaway, 1996). Intranet use can also be made mandatory and this can be done either

explicitly or implicitly. Implementers can also use an intranet themselves, for instance through creating forums for developers or contributing material to help an intranet reach critical mass (Bednarczyk and Bond, 1994).

2.8 Using Intranet Technology To Encourage Organisational Knowledge Creation For Survival and Improved Organisational Performance

Taking a step further into the world of intranets, Damsgaard et Scheepers (2001), published a paper titled: 'Using Intranet Technology To Foster Organisational Knowledge Creation'. In this study, the authors proposed a model that businesses may use to conceptualise and evaluate their intranets in order to produce more beneficial results in terms of communication, knowledge creation, sharing and innovation.

The model was based on Nonaka and Konno's (1998) matrix of knowledge creation. In the study, they acknowledged that numerous organisations exist and operate in intricate, dynamic and intensely competitive global environments and they were exhibiting certain traits in order to survive, including flatter organisational structures, more decentralised and network natures, an emphasis on individual creativity and initiative as well as a project-driven culture, Perrow (1986) and Allen & Morton (1994).

Furthermore Damsgaard and Scheepers (2000) acknowledged that intranet technology can be used in a variety of "use modes" from publishing to more complicated use modes like searching for information across the entire organisation, interacting with intranet page functionality and other internal information systems, and storing organisational memory.

<i>Use mode</i>	<i>Description</i>
Publishing	Using the technology to publish information (e.g. home pages, newsletters, technical documents, product catalogues, employee directories).
Transacting	Using the technology to transact with functionality on intranet pages and other organisational computer-based information systems e.g. via web forms.
Interacting	Using the technology to interact with other individuals and groups in the organisation (e.g. via discussion groups, collaborative applications).
Searching	Using the technology to search for organisational information (e.g. via search engines, indexes, search agents).
Recording	Using the technology to record the computer-based “organisational memory” (such as capturing best practices, business processes, frequently asked questions).

Table 2: A Tabular Summary of Intranet Technology Use Modes, Damsgaard and Scheepers (2000)

They proposed that organisations set their sights beyond just publishing and knowledge sharing and integrate all 5 primary intranet use modes in order to fully utilise their intranets’ capabilities to foster the knowledge creation process. They also proposed that organisations carefully assess the best way to deploy their intranets in order to reap the maximum benefit in terms of knowledge creation and innovation.

	Characteristics of Intranets that Lead to Good Organisational Performance
1	Communicates company strategy (Healy et al, 2007)
2	Communicates effective business practices (Healy et al, 2007)
3	Encourages 2-way communication (Schleimer and Reige, 2009)
4	Central point of Communication in an organisation (<i>Is the main source of Company news and information</i>) (Dunne, 2013)
5	Contains Training Material (Rajalampi, 2011)
6	Contains well maintained Staff Directory that highlights subject matter experts; <i>their skillset, experience, expertise and location.</i>

	(Cohen, 1998)
7	Contextualises Information (Dunne, 2013)
8	Language: <i>Is written in a language that Staff can understand</i> (Lehmuskallio, 2006)
9	Search: <i>A great search functionality</i> Damsgaard & Scheepers (2000)
10	Key Project Information: <i>Internal reports, project updates, corporate information, competitive data, frameworks, and best practices are shared.</i> (Cohen et al, 1998)
11	Easy To Use (Venkatesh, Morris, and Davis (2003)
12	User help training (Rajampalli, 2011)
13	Clear structure (Rajalampi, 2011)
14	Benchmarks social media (Rajalampi, 2011)
15	No Outdated content, information & broken links (Rajalampi, 2011)

Table 3. Summary of Characteristics of Intranets That Lead To Good Organisational Performance.

2.9 Analytical Framework

2.9.1 Theoretical Framework

Research into the motive behind why users adopt new technologies has led to the creation of various theoretical models. The foundations of these models can be found in information systems, psychology and sociology. They consistently account for more than 40% of the

variation in the intent of users to utilise new technologies (Venkatesh, Morris, and Davis, 2003).

Researchers are confronted with a choice among numerous models and must often “pick and choose” constructs from each model or choose a “favourite model” and essentially overlook the contributions of alternative models (Venkatesh, Morris, and Davis, 2003).

There are many different types of theories and models that study how successful technology spread occurs (Hillmer, 2009). For instance, Hillmer groups the theories based on each theories purpose and area of emphasis as presented below:

Theory Type	Diffusion Theories	User Acceptance Theories	Decision Making Theories	Personality Theories	Organisation Structure Theories
Focus	Focus on technology, on the environment and on the using organisation.	Focus on the rational employee interest.	Focus on the rational organisational /management interest.	Focus on the individual cognitive interest.	Focus on the strategic organisational intent.
Example	Everett Rogers’ Diffusion of Innovation Theory.	UTUAT	Media Richness Theory	Compeau & Higgins’ Social Cognitive Theory	Bowens & Christensen’s Disruptive Technology Theory

Table 4. Categorisation of the Information Technology Adoption and Use Theories Based on Goals and Focus (Hillmer, 2009).

In the vast branch of information systems (IS) numerous studies have been carried out in which intention to use has been employed as a dependent variable. These studies have examined how people adopt new information technology, Venkatesh et al., (2003).

Venkatesh et al., (2003) study titled, User Acceptance of Information Technology: Toward a Unified View, recognises that research in the area of acceptance and use of information technology has produced a number of competing frameworks and models with different sets of acceptance determinants. The goal of the study was to review user acceptance literature, discuss the most well-known frameworks and models that were in use and develop and validate a unified model that explained information system adoption and use. The study led to the development of the Unified Theory of Acceptance and Use of Technology (UTUAT).

Models such as The Theory of Reasoned Action, the Technology Acceptance Model, the Motivational Model, the Theory of Planned Behaviour/Technology Acceptance Model, Personal Computer Use, Diffusion of Innovation Theory and Social Cognitive Theory were reviewed as part of Venkatesh et al., (2003).

UTUAT was validated by Venkatesh et al., (2003) in a longitudinal study and was found to account for 50% of the variance in use and 70% of the variance in Behaviour Intention To Use (BI).

Model/Theory	Core constructs
Theory of Reasoned Action (TAR)	Attitude Toward Behaviour
	Subjective Norm
Technology Acceptance Model (TAM)	Perceived Usefulness
	Perceived Ease of Use
	Subjective Norm
Motivational Model	Extrinsic Motivation
	Intrinsic Motivation
Theory of Planned Behaviour (TPB)	Attitude Toward Behaviour
	Subjective Norm
	Perceived Behavioural Control
Combined TAM and TPB (C-TAM -TPB)	Attitude Toward Behaviour
	Subjective Norm
	Perceived Behavioural Control
	Perceived Usefulness
Model of PC Utilisation	Job-fit
	Complexity
	Long-term Consequences
	Affect Towards Use

	Social Factors
	Facilitating Conditions
Innovation of Diffusion Theory	Relative Advantage
	Ease of Use
	Image
	Visibility
	Compatibility
	Results Demonstrability
	Voluntariness of Use
Social Cognitive Theory	Outcome expectations – Performance
	Outcome expectations – Personal
	Self-efficacy
	Affect
	Anxiety

Table 5. Source: Adapted from Venkatesh, Morris, and Davis (2003).

2.9.2 UTUAT Model

The Unified Theory of Acceptance and Use of Technology (UTUAT) framework is a model that seeks to explain a user’s planned and actual use of technology or an information system. The model developed by Venkatesh et al., (2003), posits that 4 key constructs: Performance Expectancy, Effort Expectancy, Social Influence and Facilitating Conditions are directly influence information system use and behaviour and the effects of these constructs are moderated by the factors of: gender, age, experience and voluntariness.

In the UTUAT theory, there are two types of determinants – direct and indirect. The qualities of performance expectancy, effort expectancy, social influence and facilitating conditions are regarded as direct predictors of intention to use, whereas self-efficacy, attitude toward technology, and anxiety are considered indirect factors (Jackson, Howard, and Laplante, 2013). (Venkatesh et al., 2003) describes the direct determinants below:

- a) The degree to which a person believes that utilisation of an information system will improve their performance at work is referred to as Performance expectancy.

- b) The degree to which users of an information system perceive it as simple to use is referred to as Effort expectancy.
- c) The degree to which a person believes that influential individuals think they should utilise an information system is referred to as Social influence.
- d) The degree to which a person believes that an organisation possesses the infrastructure required to support the use of an information system is defined as Facilitating conditions.

According to Venkatesh et al., (2003), performance expectancy is the variable that has the greatest influence on a person's decision to use an information system. They posit that the higher an individual's confidence that an information system can improve their job performance, the higher their intention to use it.

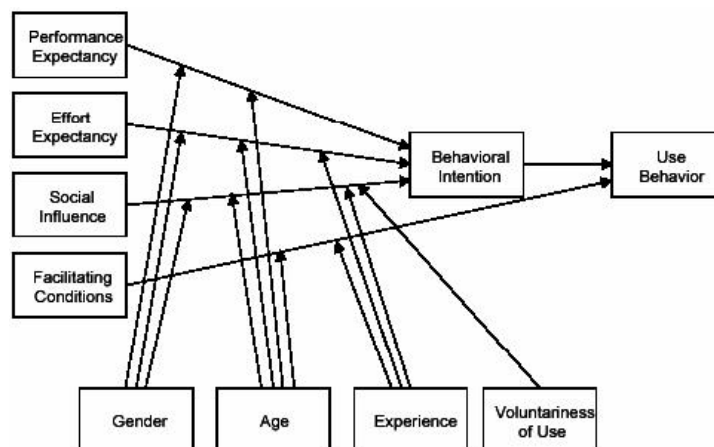


Fig 5. The UTUAT Model

It is also significant to note that researchers like (Kiwanuka, 2015) claim that the UTUAT model is more suited to analysing studies that are influenced by human variables and is more suitable for users than organisations. This is advantageous for this study because staff intranet users are its primary focus.

3.0 CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Overview

The research methodology is described in the present chapter. It discusses the research design, study site, study population, sampling technique, data collection tools, validity and reliability. It also presents the evaluation and interpretation of the data collected.

3.2 Research Design

This study uses a descriptive research approach, which places focus on describing the characteristics and nature of a demographic segment rather than the reason why a phenomenon takes place. The description that emerges from a descriptive research study oftentimes illuminates knowledge that we might not otherwise notice or even encounter (Krathwohl, 1993) and therefore greatly increases our knowledge on a subject.

To achieve its objectives, this study relies on a survey that was administered online to random respondents and the results were filtered down to 100 intranet users working at Kenya's Publicly quoted companies and representing the 13 broad categories of organisations listed on the NSE.

3.2.3 Research Method

The study's research approach consisted of a questionnaire survey that was informed primarily by UTUAT model's constructs which are: Performance Expectancy, Effort Expectancy, Social Influence and Facilitating Conditions. The questionnaire survey also included demographic questions to help capture moderating factors, as outlined in the UTUAT model.

3.2.4 Data Types, Needs and sources

Since the study was carried out from an intranet users' perspective, the data source for this study was primary research.

3.3 Research Approach

In keeping with the descriptive research design of this study, it followed a quantitative approach. An online questionnaire survey that consisted of primarily closed-ended questions was used to gather data for the study. It also had a few open-ended questions that were to be utilised as follow-up questions to ask for more detailed or alternative answers or explanations at the end of the closed-ended questions. In order to effectively cover and address/respond to the 4 research questions posed in the first Chapter of this study, the questionnaire survey was divided into a number of sections.

3.4 Study Site

The study site was online. This was achieved by posting and promoting the survey online on LinkedIn; a professional networking site as well as social media platforms Facebook, Twitter and Google Display Network. It was also shared across various WhatsApp groups.

3.5 Variables

In this study, the staff intranet served as the independent variable, and the core UTUAT constructs of performance expectancy, effort expectancy, facilitating conditions and social influence served as the dependent variables.

Performance expectancy can be described as the degree to which an individual believes that utilising an information system will improve their performance at work, while the degree to which users of an information system perceive it as simple to use is referred to as Effort Expectancy. On the other hand, social influence can be defined as the degree to which a

person believes important individuals think they should utilise an information system. The degree to which a person believes that an organisation possesses the infrastructure required to support the use of an information system is referred to as “facilitating conditions”.

Variable	Indicator	
<i>Performance Expectancy (PE)</i>	PE1	Utilization of Perception
	PE2	Increasing Effectiveness
	PE3	Productivity
	PE4	Ease of Getting Information
<i>Effort Expectancy (EE)</i>	EE1	Ease of interaction
	EE2	Ease of Learning
	EE3	Ease of Use
	EE4	Ease To Become An Expert
<i>Social Influence (SI)</i>	SI1	Co-worker Factor
	SI2	Support from influential people
	SI3	Assistance in Use
<i>Facilitating Conditions (FC)</i>	FC1	Facilitating Conditions
	FC2	Compatible Devices
<i>Gender (G)</i>	G1	Difference between men or women
<i>Age (A)</i>	A1	Age difference
<i>Behavioral Intention to Use (BIUS)</i>	BIUS1	Planning to Use Long-Term
	BIUS2	Use More Often

Fig 6. Indicator of Research Variables.

3.6 Population Sampling Procedure and Data Collection

Employees from the 57 companies on the Nairobi Stock Exchange (Nairobi Securities Exchange, 2021), with an approximate total of 285,550 employees across the 13 broad categories of the Nairobi Stock Exchange (Financial Times, 2021) made up the study’s population.

This study used proportional stratified sampling to identify a sample. Proportional stratified sampling involves selecting sub-group samples in proportion to their size in the population so that the sample can be more representative as each sub-group in our sample has a different number of people in it. For this study, I combined related categories and selected samples from them through the following formula: According to Yemane (1973) when calculating the sample size of a finite population which is known and is not more than 10,000 you should use the following formula: $n = N / (1 + Ne^2)$, where n = corrected sample size, N = population size, and e = Margin of error (MoE), $e = 0.01$ based on the research condition.

Therefore, our sample is:

$$n = 258,000 / (1 + 285,000(0.1 \times 0.1))$$

$$n = 99.96 \sim 100$$

Kennedy (2014) advises calculating the sample size of each strata using the following method in order to ensure that the sample obtained is representative: *Sample size of strata = Size of entire sample/Population size * Layer size.*

	NSE Category	Number of Companies in NSE Category	Total Number of Employees in the Category	Strata Sample Size (Total No. of Employees/ Total Population) * 100
1	Agriculture	7	10,676	4
2	Banking	11	160,341	56
3 & 4	Commercial & Services and Automobiles & Accessories	10	10,644	4
5	Construction & Allied	5	5,114	2
6	Energy & Petroleum	4	10,472	4
7	Insurance	6	76,929	26
8, 9, 10, 11	Investment, Investment Services, Real Estate Investment Trusts & Exchange Traded Funds	6	2,257	1
12	Manufacturing & Allied	7	3,104	1
13	Telecom & Technology	1	6,103	2
	Total	57	285,550	100

Table 6. The Strata for This Study

3.7 Data Analysis

Research starts with a question and data is the answer to that question (Question pro, 2003). Data analysis is the process of evaluating and interpreting gathered data via the use of logical and analytical reasoning to find patterns, correlations or trends.

After data was collected through an online questionnaire survey, the information gathered was recorded. All the data, which was numerical, was analysed/summarised through descriptive statistics. This is consistent with the goals and research design used to conduct this study. Descriptive statistics are succinct coefficients that summarise a data set. They are made up of measures of central tendency and variability.

3.8 Validity and Reliability

In this study reliability was evaluated using Cronbach's alpha. It is a coefficient that measures the internal consistency of an instrument. It ranges from .00 to 1.0, with .00 showing that there is no consistency to 1.0 showing that there is perfect consistency. The study's formula was as follows:

$$rk / [1 + (k -1) r]$$

where k is the number of items considered and r is the mean of the inter-item correlations, the size of alpha is determined by both the number of items in the scale and the mean inter-item correlations. George and Mallery (2003) provide the following rules of thumb: $\alpha > .9$ – Excellent, $\alpha > .8$ – Good, $\alpha > .7$ – Acceptable, $\alpha > .6$ – Questionable, $\alpha > .5$ – Poor, and $\alpha < .5$ – Unacceptable (p. 231).

4.0 DATA ANALYSIS, RESULTS & DISCUSSIONS

4.1. Introduction

The interpretation and presentation of the field data are covered in this chapter. Descriptive statistics were utilised to analyse the survey responses and discuss the findings of the study.

4.2 Response Rate

A sample size of 100 respondents from the below categories of the NSE was this study's target.

	NSE Category	Strata Sample Size
1	Agriculture	4
2	Banking	56
3 & 4	Commercial & Services and Automobiles & Accessories	4
5	Construction & Allied	2
6	Energy & Petroleum	4
7	Insurance	26
8, 9, 10, 11	Investment, Investment Services, Real Estate Investment Trusts & Exchange Traded Funds	1
12	Manufacturing & Allied	1
13	Telecom & Technology	2
	Total	100

Table 7. The Strata for This Study

The survey questionnaire was promoted across LinkedIn, Facebook, Twitter and Google Display Network. It was also shared across various WhatsApp groups. 120 people started the survey but only 96 completed it. The response rate for the survey was calculated through the following formula: (No. of people who completed the survey/No. of people who began the

survey) *100. The response rate for the survey was therefore 80% which is adequate for analysis and reporting, Mugenda and Mugenda (2003).

4.3 Validity and Reliability

To Test the Validity and Reliability of the tool, the questionnaire was shared with a group of 10 people working in NSE-listed companies, as a pilot before it went out to the rest of the respondents. The Questionnaire was shared with the 10 respondents via WhatsApp. Out of their responses, I selected 10 questions that were closed-ended and had responses that were: Yes, No, Sometimes and Never. Their results were then plotted on a table in excel. As per the formula for Cronbach’s alpha, k was identified as 5, while r was identified through calculating correlation via excel and recorded on the table. Once k and r were identified, I used the formula below to determine Cronbach’s alpha:

$$rk / [1 + (k - 1) r]$$

The size of alpha depends on both the number of items in the scale and the mean inter-item correlations, where k is the number of items taken into account and r is the mean of the inter-item correlations. An alpha of .9 to 1.0 is regarded as excellent according to George and Mallery (2003).

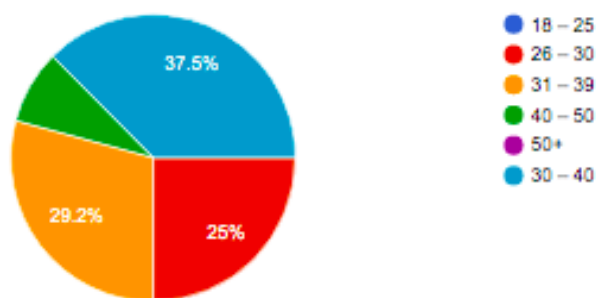
Question (X)	8	9	13	14	16	17	19	20	22	26
Responses (Y)										
Yes	9	4	9	5	7	8	6	9	8	8
No	1	6	0	5	3	2	4	1	2	2
Sometimes	0	0	1	0	0	0	0	0	0	0
Never	0	0	0	0	0	0	0	0	0	0
Correlation (r)		.703	.876	.870	.945	.982	.971	.945	.982	.982
Alpha		.95	.98	.97	.99	1.0	1.0	.99	1.0	1.0
K = 9										

Table 8. Cronbach Alpha Test Results

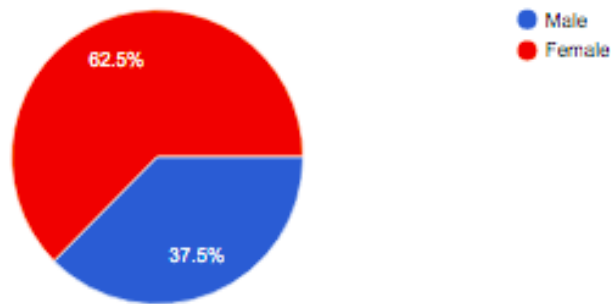
4.4 Demographic Data , Moderating Factors & Intranet Adoption

This study sought to establish Demographic Data and Moderating Factors through inquiring: whether a respondent works for a company whose stock is traded on the Nairobi stock exchange, what category of the stock exchange their company is listed, what age range they are in, their gender, how long they've been working, the size of their organisation, their organisation's footprint, whether their company has an intranet and the primary source of information in their organisation. This demographic data collected helped to filter the responses collected to ensure that they were representative of the sample population.

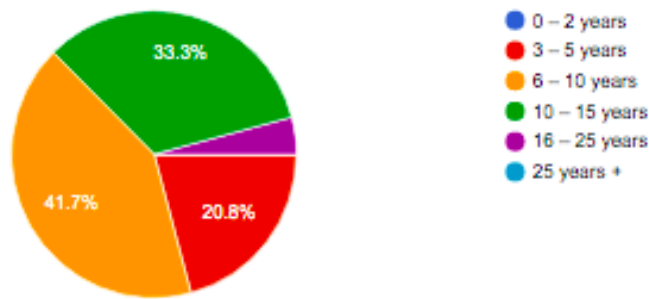
The data collected was representative in that it met the strata size required for each category of the NSE as outlined in Table 4 of this study, save for the Banking category where I collected 53 instead of 56 responses and under the Investment, Investment Services, Real Estate Investment Trust & Exchange Traded Fund where I did not get any respondent.



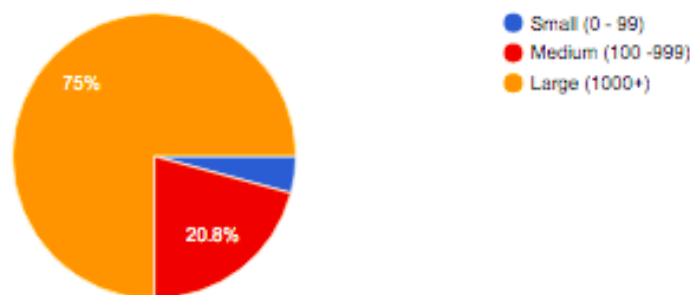
The analysis of the survey indicated that most of the respondents; 66.7%, who completed the questionnaire were between the ages of 31 and 39 years, while 25% of the respondents were between the ages of 26 and 30. Finally, 8% of those who responded to the survey were between 40 – 50 years of age.



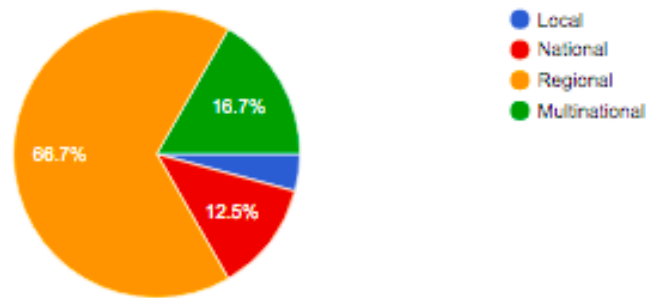
The analysis of the survey indicated that most of those who responded to the questionnaire were female (62.5%), while 37.5% of the respondents were male.



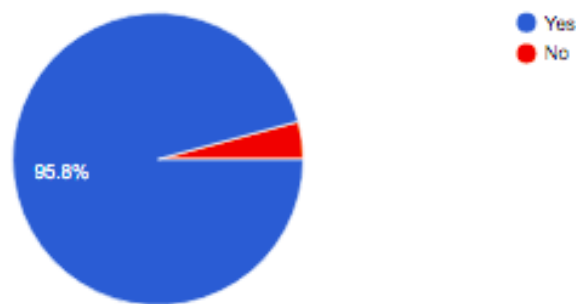
The analysis also showed that majority of the respondents who filled the questionnaire had been in the workforce between 6 to 10 years (41.7%). Followed by those who had been in the workforce between 10 and 15 years (33.3%).



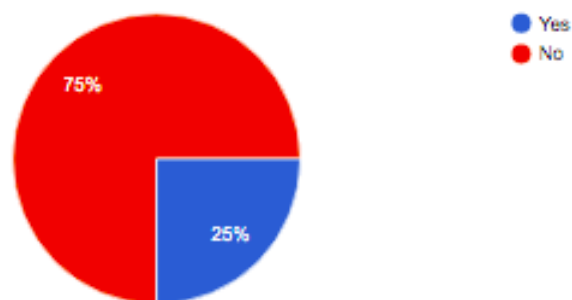
The analysis illustrated that most of the respondents who filled the questionnaire worked in large organisations of 1000+ employees (75%), followed by 20% who worked for medium sized companies of between 100 – 999 employees.



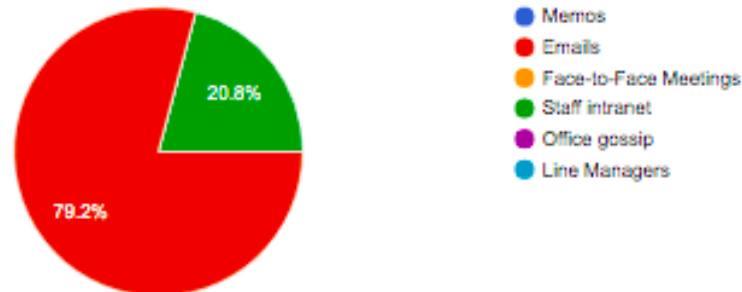
The analysis of the survey showed that most respondents (66.7%) who filled the questionnaire worked in Regional companies. Followed by 16.7% of respondents who worked for NSE listed Companies that had a national presence.



The analysis also indicated that most respondents (95.8%) who took the survey stated that the Company they work for has a staff intranet. This suggests that most NSE listed Companies have invested in Staff Intranets.



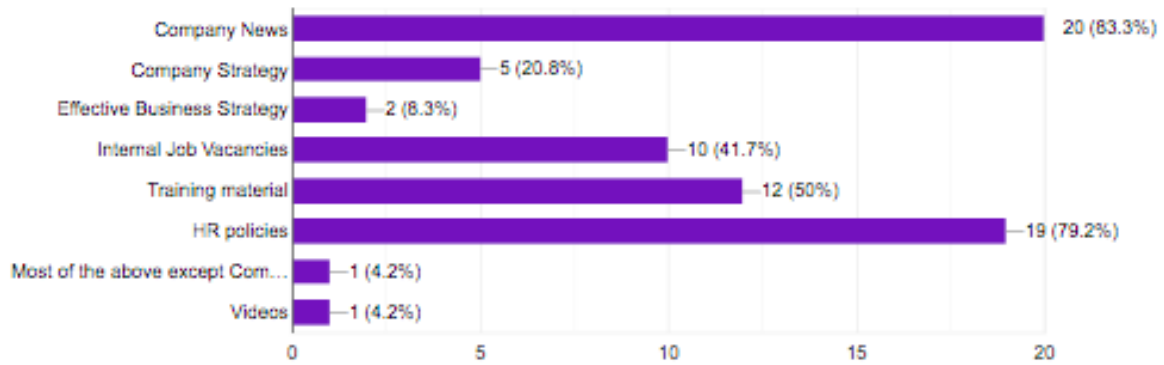
The analysis also indicated that most respondents (75%) who filled the questionnaire stated that the intranet in their Organisation is not mandatory to use.



The analysis revealed that most respondents (79%) stated that the main source of communication in their organisation is Email followed by 20.8% who said the intranet. This suggests that NSE-listed organisations are not fully utilising their intranets to enhance communication and are more reliant on email to communicate and share information.

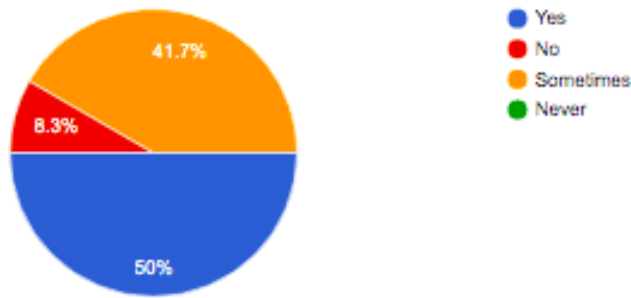
4.5 Performance Expectancy

As per the 3rd and 4th Research Objectives of this study, which were; to explore Corporate staff intranet success factors in select NSE-listed companies and to explore how staff intranets are perceived by employees in select NSE-listed companies, this study also sought to establish Performance Expectancy through inquiring: what type of information is available on the intranets of NSE-listed Companies, whether senior management puts the information into context to make it easier to understand, whether the information on their organisation's intranet is in clear and easy to understand language, whether their intranets have information about major company projects, if so what information about the company projects is shared and whether the information shared on NSE-listed companies intranets helps Staff (respondents) to perform their tasks fast and accurately.



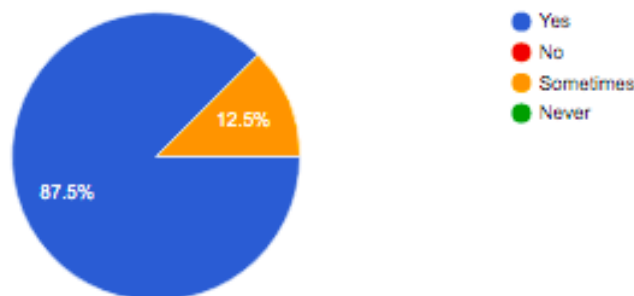
What type of information does your company post on the staff intranet? (select all that apply)	Company News	83%
	Company Strategy	20.8%
	Effective Business Strategy	8%
	Internal Job Vacancies	41.7%
	Training Material	50%
	HR Policies	79.2%
	Other	0

The results from the analysis showed that most of the respondents (83%) stated that the information shared on their staff intranets was Company news, followed by HR policies (79.2%), followed by Training materials (50%), then Internal Job Vacancies (41.7%) and then Company Strategy at 20.8%. This indicates that NSE-listed companies are using their intranets to communicate general Company News and HR policies more than they are using them to share knowledge.



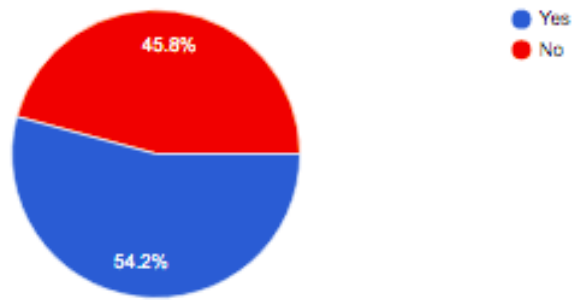
Does Senior Management put the information on your staff intranet into context to make it easier to understand?	Yes	50%
	No	8%
	Sometimes	41.7%
	Never	0

According to the analysis, half of those who responded (50%) reported that Senior Management often placed information on the intranet into context to make it easier to understand.



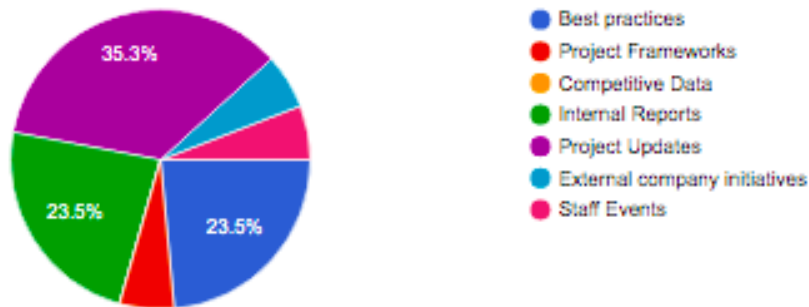
Is the language used on your organisation's intranet clear and easy to understand?	Yes	87.5%
	No	0
	Sometimes	12.5%
	Never	0

The results from the analysis showed that most respondents, 87.5% stated that the language used on their Staff intranets was easy to understand.



Does your staff intranet have information about major company projects?	Yes	54.2%
	No	45.8%

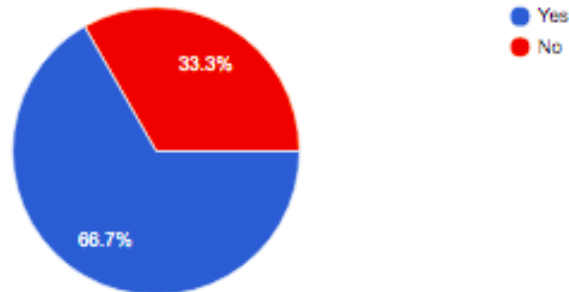
Findings from the analysis showed that more than half of the respondents, 54% stated that there was information shared on their Staff intranets about major company projects.



If so, what information about company projects is shared on your staff intranet?	Best Practices	23.5%
	Project Frameworks	6.5%
	Competitive Data	0%
	Internal Reports	23.5%
	Project Updates	35.3%

The analysis also showed that 35.3% of respondents stated that Project updates were shared on their intranets, while 23.5% stated that Best Practices and Internal reports were shared on

their Staff intranets. Only 6% stated that Information on Project Frameworks and External Company initiatives were shared on their Staff Intranets.

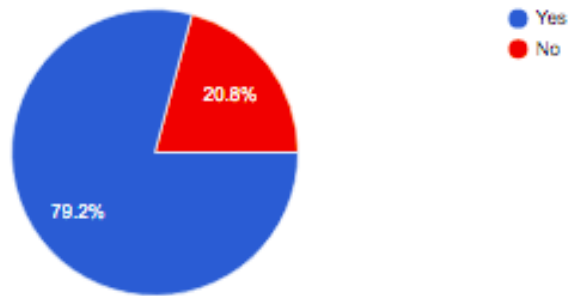


Does the information/resources shared on your staff intranet help you to perform tasks fast and accurately?	Yes	67%
	No	33%

The analysis also revealed that most respondents (66.7%) stated that the information/resources shared on their staff intranets helps them to perform their tasks fast and accurately. This suggests that staff intranets in NSE-listed companies improve performance because fast, successful closure of tasks/projects is a positive indicator of organisational performance at an individual and Group/Team level.

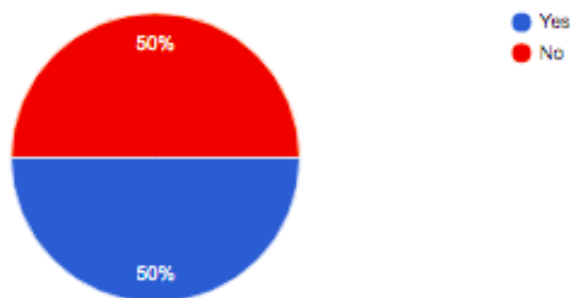
4.6 Effort Expectancy

Still on the 3rd and 4th Research Objectives, this study also sought to establish Effort Expectancy by inquiring whether the staff intranets in NSE-listed companies have staff directories, whether they highlight subject matter experts, whether they highlight the subject matter expert's skill set, experience, location and contacts, whether they have a clear structure and whether they are easy to use.



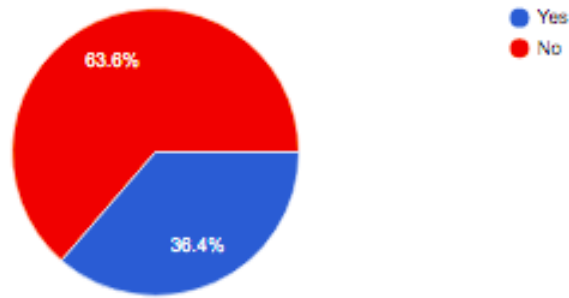
Does your staff intranet have a staff directory?	Yes	79%
	No	21%

Majority (79.2%) of respondents stated that their staff intranets had staff directories, while only a small number of respondents stated their staff intranets did not have directories.



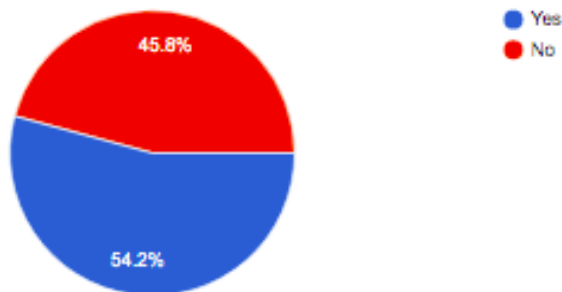
If your organisation's staff intranet has a staff directory, does it highlight Subject Matter Experts?	Yes	50%
	No	50%

Half (50%) of the respondents stated that their staff intranets highlighted subject matter experts in the organisation.



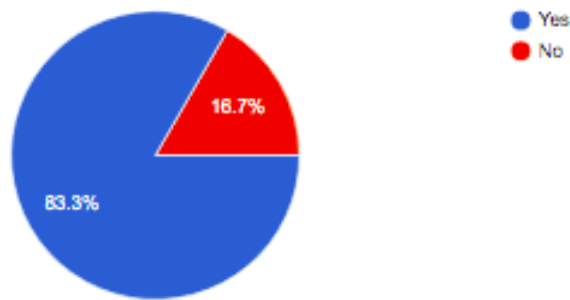
If your organisation's staff intranet has a staff directory, does it: Highlight Subject Matter Experts' skillset, experience, location and contacts?	Yes	36%
	No	64%

Majority of the respondents, 64% stated that their staff intranets did not have a staff directory that highlights subject matter experts' skillset, experience, location and contacts.



Does your staff intranet have a clear structure?	Yes	54.2%
	No	45.8%

A little over half (54%) of the respondents stated that their Staff Intranets had a clear structure.

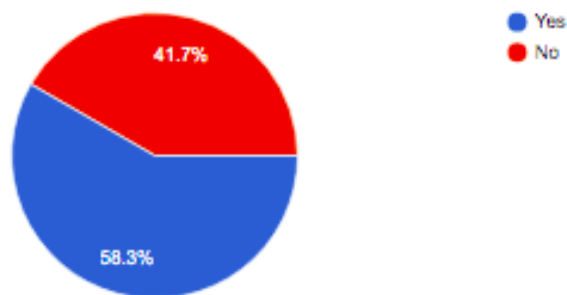


Is your staff intranet easy to use?	Yes	83%
	No	16.7%

While the majority of respondents (83%) also stated that their Staff intranets were easy to use.

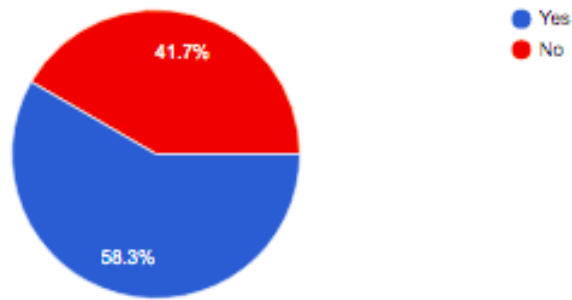
4.7 Social Influence

This study also sought to establish Social Influence by inquiring whether the respondent's co-workers often use their company intranet, whether the management of the respondent's organisation encourages intranet use and who the respondents would turn to if they had trouble using the intranet.



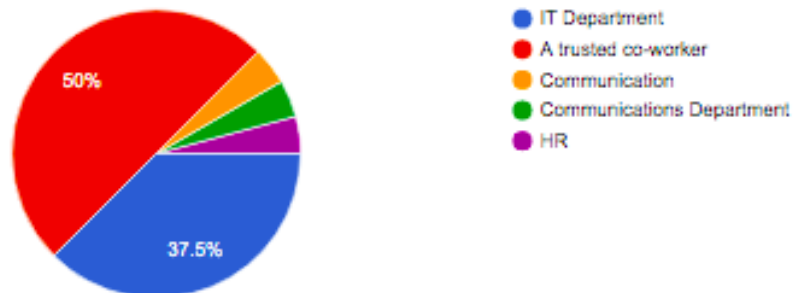
Do your co-workers often use the intranet?	Yes	58.3%
	No	41.7%

The results of the analysis show that a little over half (58.3%) of the respondents stated that their co-workers often use their staff intranet.



Does senior management in your organisation encourage the use of the company intranet?	Yes	58.3%
	No	41.7%

A little over half of respondents (58.3%) stated that Senior Managers in their organisation's encouraged the use of the Staff intranet.

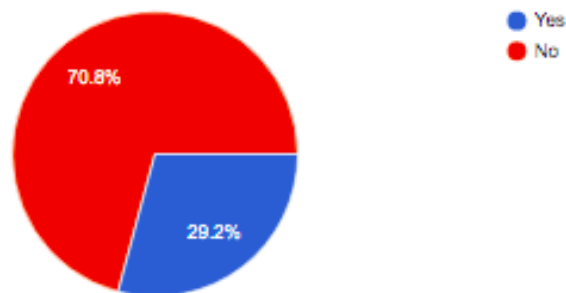


If you have trouble using/finding information on the intranet who do you call?	IT Department	37.5%
	A trusted co-worker	50%
	Communications Department, HR	12.5%
	Other	0

According to the analysis findings, 50% of those who responded stated that they would turn to a trusted friend if they were having trouble using the intranet.

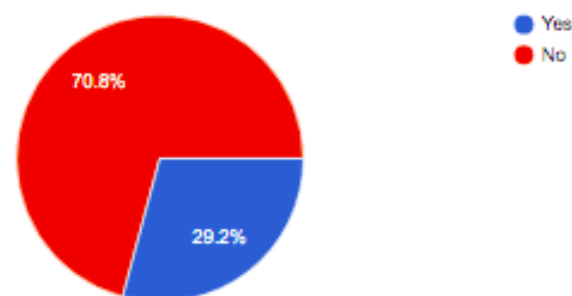
4.8 Facilitating Conditions

Finally, this study sought to establish the presence of Facilitating Conditions by inquiring whether NSE-listed Companies' staff intranets have a staff feedback section, whether they have a user manual and whether they are easy to access.



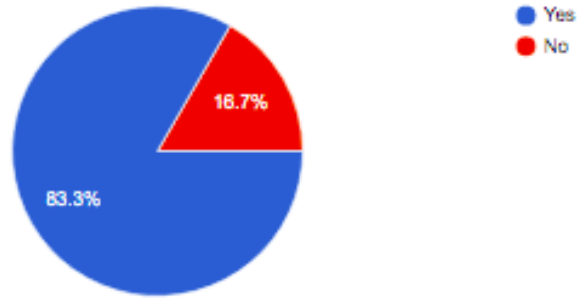
Does your staff intranet have/offer room for staff feedback?	Yes	29.2%
	No	70.8%

Majority of respondents (70.8%) stated that their staff intranets do not have room for staff feedback.



Does your staff intranet have a user manual or user help training?	Yes	29.2%
	No	70.8%

Majority of respondents (70.8%) also stated that their staff intranets do not have user training manuals.



Is your staff intranet easy to access?	Yes	83.3%
	No	16.7%

Majority of respondents (83.3%) stated that their staff intranets are easy to access.

These results suggest that NSE-listed Companies have not fully invested in the conditions necessary to facilitate maximum optimum intranet use.

5.0 SUMMARY, CONCLUSIONS & RECOMMENDATIONS

5.1 Introduction

The findings from chapter four are summarised in this chapter, along with the study's recommendations and conclusions.

The objectives of this study were to; explore how strategic communication via staff intranet, can enhance organisational performance in select NSE-listed companies, to explore how the benefit of a staff intranet as a strategic communication channel can be measured in select NSE-listed companies, to explore Corporate staff intranet success factors in select NSE-listed companies and to explore how staff intranets are perceived by employees in select NSE-listed companies in Kenya. Finally, to look at these results through the lens of the UTUAT Model. The sub-sections that follow provide a summary of findings, conclusions and recommendations.

5.2 Summary of Findings

This study targeted a sample size of 100 respondents across the various broad categories of the NSE. The survey questionnaire was promoted across LinkedIn, Facebook, Twitter and Google Display Network. It was also shared across various WhatsApp groups. 120 people started the survey but only 96 completed it. The response rate for the survey was calculated through the following formula: $(\text{No. of people who completed the survey} / \text{No. of people who began the questionnaire survey}) * 100$. The response rate for the survey was therefore 80%. According to Mugenda and Mugenda (2003), this response rate is sufficient for analysis and reporting.

5.2.1 Moderating Factors

Moderating factors of UTUAT include: age, gender, time spent in the work force and

voluntariness of use of the intranet. As part of the survey, I asked respondents questions to determine these factors. According to the survey findings, most of those who responded ranged from ages of 31 - 39 years old, were female and had spent 6 - 10 years in the workforce. Majority of respondents also stated that their organisations did not make it mandatory for them to use their staff intranets.

5.2.2 Performance Expectancy

The degree to which a person expects that using an information system would boost their performance at work is known as performance expectancy (Venkatesh et al., 2003). In order to establish Performance expectancy or perceived usefulness, I asked respondents what type of information is posted on their staff intranets, whether senior management place the information into context to make it easier to understand, whether the language utilised on their staff intranet is clear and easy to follow, if their staff intranet contains information about major company projects, project updates, best practices, project frameworks, competitive data, internal reports and whether the information or resources shared on their staff intranets helped them complete their tasks fast and accurately,

The responses showed that most NSE-listed companies post company news on their intranet and half of the companies listed on the NSE stated that Senior Management puts the material on the staff intranet into context to make it easier to grasp. Most respondents claimed that the language used on their staff intranets was simple and easy to grasp. Most of the respondents also stated that they felt that the information on their staff intranets helped them to complete tasks fast and accurately. While half of the respondents stated that their staff intranets also contained information about major company projects.

However, most respondents stated that their company intranets did not contain information about: Best Practices, Project Frameworks, Competitive Data, Internal Reports and Project Updates.

5.2.3 Effort Expectancy

Effort Expectancy refers to the scale to which users of an information system perceive it as simple to use. To determine the 'Effort Expectancy' associated with staff intranets in Kenya's NSE-Listed companies, I asked respondents: whether their staff intranets had a staff directory, whether said staff directory highlighted subject matter experts; their skillset, experience, location, contacts, whether their staff intranets had a clear structure and whether their staff intranets were easy to use.

Majority of the respondents stated that their staff intranet had a staff directory but half of the respondents stated that said staff intranet did not highlight subject matter experts and even more respondents stated that their organisation's staff intranet did not highlight subject matter expert's skillset, experience, location and contacts. Most respondents also stated that their organisation's staff intranets were simple to use. While half of those who responded said their organisation's staff intranet had a clear structure.

5.2.4 Social Influence

Social influence refers to how strongly a person feels they should use an information system based on the opinion of influential people. To measure social influence, the survey participants in this study were questioned as to; whether their co-workers often utilise the intranet, whether senior management in their organisation's encourage intranet use and who they called on when they had trouble finding information on their staff intranets.

Over half the respondents stated that their co-workers often use the intranet, over half the respondents also stated that senior management do encourage the use of their staff intranet and half the respondents stated that if they had trouble finding information on their staff intranet they would turn to a trusted colleague for assistance.

5.2.5 Facilitating Conditions

The degree to which a person thinks or believes that a company possesses the infrastructure required to support the operation of an information system is known as Facilitating conditions. To determine the presence of facilitating conditions, the survey respondents were asked: whether their staff intranets offered room for staff feedback, whether their staff intranets had user manuals or user help training and whether their staff intranets were easy to access.

The responses revealed that majority of staff intranets in NSE-listed companies did not offer room for staff feedback, did not have a user manual or user help training. However, majority of respondents stated that their staff intranets were easy to access.

5.3 Conclusions

From the findings, it was evident that NSE-Listed firms have Staff Intranets but that they have not fully embraced them as tools for enhancing communication, sharing knowledge and as a result, improving organisational performance. This is evidenced by the fact that majority of staff in NSE-Listed companies responded that their Staff Intranets help them to complete their tasks fast and successfully but that their staff Intranets did not include key information on; best practices, project updates as well as subject matter experts' skillset, experience, location and contacts.

The findings also show that most staff do not have an avenue to share feedback on their user experience with regard to their Companies' staff intranets, which is a critical success factor of intranets that lead to good organisational performance and that most NSE-listed Companies Staff Intranets' do not have user training manuals, another critical success factor of intranets that lead to good organisational performance.

5.4 Recommendations

5.4.1 Recommendations For Enhancing Organisational Performance Through Strategic Communication Via Staff Intranet, By Implementing Staff Intranet Success Factors

The findings of this study show that while NSE-listed companies are using their staff intranets as strategic communication channels, these staff intranets do not meet all the criteria of successful staff intranets, that is staff intranets that lead to good organisational performance. The majority of employees in NSE-listed companies reported that their staff intranets were lacking information on major company projects, best practices, project frameworks, competitive data, internal reports, project updates, subject matter experts' skillset, experience, location and contacts. The responses further revealed that majority of staff intranets in NSE-listed companies did not offer room for staff feedback and did not have a user manual or user help training.

To ensure that NSE-listed companies incorporate all the success factors of successful staff intranets, this study recommends:

1. NSE-listed companies develop and adopt staff intranet strategies that include information on; best practices, project updates as well as subject matter experts' skillset, experience, location and contacts.
2. That NSE-listed companies ensure that their staff intranets include a feedback mechanism that staff can use to express their opinion on the content that is shared on their staff intranet platforms.
3. That NSE-listed companies provide training manuals that staff can refer to when they run into difficulty when using their staff intranets.

5.4.2 Recommendations For Measuring The Benefits of A Staff Intranet

This study explores various frameworks proposed by scholars to measure the benefit of intranets to organisations including, the modified MARKOR scale (Prendergast et al., 2002), The Corporate Intranet Effectiveness Framework (Masrek et al., 2006), The Intranet Pen and Pencil Checklist (Murgolo-Poore et al., 2002) and the UTUAT Model (Venkatesh, 2003).

1. This study recommends that Business Executives and scholars alike, review then modify existing or develop new frameworks for measuring the benefit of an intranet as a strategic communication tool, to their organisation.
2. This study recommends that Organisations take an iterative/continuous improvement approach to modifying or developing frameworks for measuring the impact of their staff intranets.

5.4.3 Recommendations For Gauging Staff Perception of Staff Intranets

The findings of this study reveal important information about how employees in NSE-listed companies perceive their organisations' staff intranets. To ensure that Management in NSE-listed companies, keep their fingers on the pulse of their employees' perception of their staff intranets, this study recommends that:

1. NSE-listed companies incorporate quarterly polls or surveys into their intranet strategies. These polls can be brief and cover select areas of various aspects of their intranets.
2. This study recommends that these polls/surveys be deployed and shared with employees via the staff intranet and the results be used to modify the features and content shared on the intranet, so that it can adequately meet the needs of staff in an organisation.

5.5 Suggestions for Further Research

Despite the great benefits of intranets illustrated in the background and literature, this study's findings reveal that most respondents (79%) stated that the main source of communication in their organisation is Email followed by 20.8% who said the intranet. This suggests that NSE-listed organisations are not fully utilising their intranets to enhance communication and are more reliant on email to communicate and share information. This reveals an opportunity for an interesting area to explore and carry out further research on; to research the motivations and diffusion drivers of e-mail popularity as a communication channel in Corporate Organisations in Kenya. Is it security concerns, is it easier to use Email or is it more convenient to use Email when working remotely or in different geographic locations? These would be interesting questions to explore in future studies.

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APPENDICES

Survey Questions

SECTION A: DEMOGRAPHIC DATA & MODERATING FACTORS

1. Is the company that you work for listed on the Nairobi Stock exchange?

- Yes
- No

2. If yes, which industry do you work in?

- Agriculture
- Banking
- Commercial & Services
- Automobiles & Accessories
- Construction & Allied
- Energy & Petroleum
- Insurance
- Investment & Investment Services
- Manufacturing & Allied
- Telecom & Technology

3. What age range are you in:

- 18 – 25 years
- 26 – 30 years
- 30 – 40 years
- 40 – 50 years
- 50+ years

4. What gender are you?

- Male
- Female

5. How long have you been in the workforce?

- 0 – 2 years
- 3 – 5 years
- 6 – 10 years
- 10 – 15 years
- 16 – 25 years
- 25 years +

6. What is the size of your organisation?

- Small (0 - 99)
- Medium (100 -999)
- Large (1000+)

7. What is your organisations' footprint?

- Local
- National
- Regional
- Multinational

8. Does your company have a staff intranet/intranet?

- Yes
- No

9. If your organisation has a staff intranet, is it mandatory to use?

- Yes
- No

10. What is the primary source of information in your organisation?

- Memos
- Emails

- Face-to-Face Meetings
- Staff intranet
- Office gossip
- Line Managers
- Other _____

SECTION B: PERFORMANCE EXPECTANCY

11. What type of information does your company post on the staff intranet (select all that apply)?

- Company News
- Company Strategy
- Effective Business Strategy
- Internal Job Vacancies
- Training Material
- HR policies
- Other (Please state) _____

12. Does senior management put the information on your staff intranet into context to make it easier to understand?

- Yes
- No
- Sometimes
- Never

13. Is the language used on your organisation's intranet clear and easy to understand?

- Yes
- No
- Sometimes
- Never

14. Does your staff intranet have information about major company projects?

- Yes
- No

15. If so, what information about company projects is shared on your staff intranet?

- Best practices
- Project Frameworks
- Competitive Data
- Internal Reports
- Project Updates

16. Does the information/resources shared on your staff intranet help you to perform tasks fast and accurately?

- Yes
- No

SECTION C: EFFORT EXPECTANCY

17. Does your staff intranet have a Staff Directory?

- Yes
- No

18. If your organisations staff intranet has a Staff Directory, does it:

- Highlight subject matter experts in various departments?
- Yes
- No

- Highlight subject matter experts' skillset, experience and location and contacts?
- Yes
- No

19. Does your staff intranet have a clear structure?

- Yes
- No

20. Is your staff intranet easy to use?

- Yes
- No

SECTION D: SOCIAL INFLUENCE

21. Do your co-workers often use the intranet?

- Yes
- No

22. Does senior management in your organisation encourage the use of the company intranet?

- Yes
- No

23. If you have trouble using/ finding information on the intranet, who do you call to assist?

- IT Department
- A trusted co-worker
- Other _____

SECTION E: FACILITATING CONDITIONS

24. Does your staff intranet have/offer room for staff feedback?

- Yes
- No

25. Does your staff intranet have a user manual or user help training?

- Yes
- No

26. Is your staff intranet easy to access?

- Yes
- No

Budget

	Item	Estimated cost
1.	Promotion of Survey on the various social media platforms.	10,000
2.	Internet Data (70GB)	3,000
3.	Printing & Stationery	12,000
	Total	25,000

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