
ADOPTING ONLINE INTERNAL COMMUNICATION WITHIN PUBLIC ORGANISATIONS IN KENYA: AN OVERVIEW

Paul Waititu

County Government of Nakuru, Kenya
waititup@yahoo.com

ABSTRACT

Due to the rapid growth of digital technologies and the dynamics in the global business milieu, organisational communication has experienced complex changes as organisations become knowledge-based, in a bid to enhance their competitive advantage. Consequently, internal communication has metamorphosed to accommodate emerging online communication tools, platforms and linkages. In response to this, online internal communication (OIC) is being engrained in the organisational culture and employees are now expected to adopt the same for their internal interactions. Certainly, the extent of online internal communication in the public organisations determines the level of employees' online interactions, their performance and productivity in this digital era. Consequently, effective adoption of online internal communication (OIC) tools enables public organisations to operate more efficiently and successfully in the changing business environment. However, the efficiency of OIC depends how well these public organisations are able to manage their employees' online interactions for information and knowledge sharing and managing relationships. This conceptual paper highlights the adoption of OIC in public organisations in enhancing internal communication in the Kenyan context.

Keywords: *Employee, internal communication, online internal communication, online internal communication tools, e-government, Kenya.*

INTRODUCTION

Recent studies have shown that the dynamic global business environment, compounded by the complex technological changes has resulted in acute demand for online services (Jurado, Moral, Viruel & Uclés, 2018; Nugraha & Setyanto, 2018) in public organisations. Various scholars (see, Linke & Zeffass, 2012; Page, Firth & Rand, 2015; Zeitel-Bank & Tat, 2015) have pointed out that the proliferation of new media technology has changed the way public organisations operate. Modern technological devices are being integrated with internal communication settings, giving employees more opportunities to interact online. The integration of new media technologies also permitted employees to communicate both vertically and horizontally without restriction. In particular, the Internet and World Wide Web (WWW) has brought about speedy innovations in organisational communication that

has changed how public organisations communicate as they thrive to provide efficient and effective services in the public sector.

There is evidence from theoretical and empirical literature (Gaál, Szabó & Obermayer-Kovács, 2015; Davardoost & Javadi, 2019) that the adoption of OIC has significantly increased the demands for online communication and services posed by the online market and as demanded by both internal and external stakeholders. As in developed economies, most public organisations in Kenya are now expected to adopt online internal communication (OIC) and integrate its tools into their respective organisations' operations and processes, as dictated by the emerging changes. Emphasising the need for promoting OIC, Sigalaa and Chalkiti (2015) have recognised that integrated OIC tools are creating channels for employees in public organisations to interact and share knowledge through the ensuing relationships and linkages. However, despite the great efforts being undertaken by public organisations in Kenya to implement new media technologies to facilities OIC activities through e-government, employees are still experiencing some barrier in their attempt to adopt OIC tools for internal communication (Wamoto, 2015). Hence, despite the availability, the increasing popularity and usefulness of OIC tools, their use has not been fully embraced by employees for their internal communication in most public organisations in Kenya.

INTERNAL COMMUNICATION IN PUBLIC ORGANISATION

This work is anchored on the Technology Acceptance Model (TAM). Seminal author such as Davis (1989) premised the model on the assumption that the adoption of new technology in public organisations is influenced by users' perceptions. In fact, the adoption of new technologies is dependent on how well employees perceive and share information on new innovation. Various studies (Davis, 1989; Alomary & Woollard, 2015; Tang & Hsiao, 2016; Dube & Gumbo, 2017; Lai, 2017; Mugo, Njagi, Chemwei & Motanya, 2017) identify the three TAM determinants of perceived ease of use, perceived usefulness and attitude as important factors in determining whether employees will adopt or reject new technology. Hence, this makes TAM relevant in describing employees' perceptions on their willingness to accept or reject OIC tools. The theoretical basis of this article mainly focuses on the two concepts of internal communication and online internal communication (OIC).

Internal Communication

The existing literature offers several definitions for the concept of internal communication and its effects on communications in the organisation. For example, Chmielecki (2015:26) defines it as "all formal and informal communications taking place internally at all levels of an organisation." On the hand internal communication is defined by Ali, Nyambuga and Adams (2018:61) as "the communication transactions between individuals and/or groups at various levels and in different areas of specialisation that are intended to design and redesign organisations, to implement designs, and to coordinate day-to-day activities" in public organisations. In this article, internal communication can be viewed as all forms of formal and informal communication that occurs within the organisation's setting.

Internal communication is a critical component in organisational communication, which acts as the lifeblood that controls and coordinates all the activities, besides binding together the various units and functions in an organisation (Yeomans & FitzPatrick, 2017). It is considered as a catalyst, aimed at enhancing effectiveness and cohesion within public organisations

(Zondi, Cassim, & Karodia, 2015). Some of the functions of internal communication are identified by Holá and Pikhart (2014), Yeomans and FitzPatrick (2017), Davardoost and Javadi (2019) and Mishra et al. (2019) as enhancing work performance, increasing employees' engagement, supporting knowledge sharing, supporting innovations, promoting employees' retention, enhancing employees' commitment and loyalty, and mitigating any crisis, among others. Other authors (see, Chmielecki, 2015; Yeomans & FitzPatrick, 2017) have argued that through internal communication, employees are provided with the necessary context to interact and collaborate, thus helping them to develop interpersonal relationships that are necessary for achieving the organisation's objectives. Internal communication can therefore be viewed as a management function that helps in developing and maintaining internal interactions among employees by motivating them to engage and openly deliberate on issues (Yeomans & FitzPatrick, 2017).

In other studies, Zivrbule (2015) and Zondi et al. (2015) have stated that internal communication can help employees to modify their behaviours by evaluating their perspectives, emotions and relationships in the organisation's favour. Hence, internal communication reflects to all employees' interactions based on their roles and ability to establish sound relationships. However, this can only be achieved when employees can recognise their roles and responsibilities in consistent with the organisation's mandate, mission and vision, which is not the case in many instances. In view of this, employees' obligations and responsibilities should be well outlined through effective internal communication. Thus, internal communication should ensure that all functions and responsibilities are synchronised and aligned with the organisation's values, plans, goals, vision and mission (Zivrbule, 2015).

A study by Yeomans and FitzPatrick (2017) acknowledge that internal communication comes in handy when a public organisation is undertaking any change or transformation. When implementing changes, internal communication is considered essential in disseminating the prerequisite information as well as enhancing employees' trust, confidence and morale in acceptance of the anticipated changes. Thus, internal communication can be used to prepare employees in adjusting to the impending innovations or changes and to address the fears or concerns that may lead to change resistance. Some communication scholars (e.g., Chmielecki, 2015; Holá & Pikhart, 2014; Davardoost & Javadi, 2019) have posited that internal communication empowers employees in making informed decisions in line with the public organisation's strategies and interests. On the contrary, ineffective internal communication has been cited as a major cause of conflicts in public organisations. Previous literature (e.g., Šárka, 2014; Zivrbule, 2015; Kartikey, 2017) have suggested that these conflicts may lead to negative perceptions, attitudes and emotions, such as fear, mistrust, anger, poor relationships and insecurity among other factors and which are detrimental to organisational performance. To avoid this situation, Shaharuddin and Ahmad (2017) have pointed out that effective internal communication is necessary in ensuring that employees have access to adequate organisational information to prevent them from using grapevine as the main source of information.

In another study, grapevine is defined by Kartikey (2017:56) as "the informal transmission of information, gossip or rumour from person to person." It is argued that grapevine contributes to disjointed communications where employees are unable to interact, share factual information or make adequate consultations that are necessary for decisions making (Kartikey, 2017; Shaharuddin & Ahmad, 2017). On the contrary, Kast (2019) recently postulated that grapevine also has its benefits, as it enhances employees' proficiency,

independence and productivity by promoting partnerships and relational experience through bonding and uncensored sharing of information. Therefore, effective internal communication can help to control the reliance on grapevine for information but this will depend on the nature, worth and level of numerous relationships among employees. In this regard, strategies for enhancing effective internal communication should be formulated and implemented to ensure that employees at all levels are well informed and motivated to adequately interact with each other and especially in the online environment.

Overall, the use of appropriate OIC tools increase employees' accessibility to knowledge resources thus enhancing their desire to interact virtually to share diverse information (Ma & Chan, 2014; Alhadlaq, 2016; Waititu, 2019). Moreover, OIC system provides employees with synchronous and asynchronous OIC tools for their interactions, making it easier for them to communicate regardless of place and time. Importantly, the degree of how employees' perceives OIC tools helps to evaluate the efficiency of OIC within public organisations (Alhadlaq, 2016).

Online Internal Communication

It seems that the rapid evolution in the online environment has made it difficult for scholars to adopt a universally accepted definition of OIC before sufficient literature is created to support such definitions. The concept of online internal communication (OIC) has not been extensively discussed in the literature, thus, a working definition is necessary. In view of the above, this article adopts Waititu's (2019:24) definition, which describes OIC as that communication "used by employees in their internal communication efforts within the organisation by using specific Internet resources to perform specific actions." Results of recent studies (e.g., Al-Jenaibi, 2015; Van der Waladt, 2016; Mawela, Ochara & Twinomurizi, 2017; Twizeyimana & Andersson, 2018) have indicated that countries in the advanced economies have instituted new media technologies to empower their public organisations to adopt information communication and technological (ICT) in providing services and to enhance communication. In addition, a noteworthy portion of public organisations in the developing economies are also devoting a substantial part of their resources in the implementation and modernising of their online communication systems to ensure that they are at per with current technological developments (Ibrahim & Zakaria, 2016; Imbamba & Kimile, 2017; Chipeta, 2018; Twizeyimana & Andersson, 2018).

Previous studies (Ganapathi, 2016; Jurado et al., 2018; Mishra et al., 2019) have shown that an effective OIC contribute to organisational growth, performance, productivity, profitability, market value and sustainability. Internally, OIC tools can significantly increase employees' online interactions by improving online communication. This scenario also increases their efficiency when undertaking their duties, thus enhancing an organisation's competitive advantage. Besides, research by Mishra et al. (2019) shows that OIC has the ability to ease the bureaucratic chains, enhances networking and the ensuing relationships in public organisations. However, to achieve the desired results, public organisations must adopt and integrate OIC in their communication strategy. Indeed, OIC need to be integrated in the various operations and processes for them to cope with the acute demand for online services (Gaál et al., 2015). Over time, public organisations need to embrace the emerging OIC tools in building employees' capacity to use these tools to enhance their competitive advantage. OIC can be enhanced by supporting and expanding employees' online interaction

through the integration of the various platforms in a single multi-media system with a suite of features (Zhu & Liang, 2018).

EVOLVING ONLINE INTERNAL COMMUNICATION TOOLS

The advancement in online communication has resulted in the development of various OIC tools and platforms in a bid to satisfy the escalating demand for online services. OIC is essential in enhancing effective communication in the modern public organisation setup (Matthews, 2010). This perspective is reinforced by Vasquez and Velez (2011), who advocate the use of OIC tools to improve public sector employees' interactions. Some of the OIC tools have been identified by scholars (see, Vasquez & Velez, 2011; Abdullah & Antony, 2012), examples being the e-mail, corporate website, mailing lists, newsgroups, video conferencing systems, chat systems, social media tools such as blogs, wikis, podcasts, among others. Besides, employees can use various OIC tools and platform to increase their interactions and linkages. Recent studies by Ibrahim and Zakaria (2016) and Waititu (2019) amplifies the important of OIC tools in ensuring effective online communication in public organisations by providing employees with numerous channels for information sharing and as a platform for online interactions. Hence, the role of OIC as a platform for internal communication during employees' online internal interactions is imperative in public organisations. OIC tools can be valuable in improving employees' interactions, to increase their potential to communicate in the online environment and enhancing sound relationships. However, despite the vast potential of the new OIC tools, they are useless if they are not acceptable to employees (Waititu 2015).

Certainly, the effectiveness of internal communication depends on how well employees are able to utilise the existing OIC tools in their online interactions. Nevertheless, some authors (Nyirenda-Jere & Biru, 2015; Kende, 2016) have indicated that employees may also abuse those tools by using them for private endeavours while on duty, which is detrimental to the organisation's performance. It is evident that despite the available of OIC tools in public organisations in Kenya, the use of traditional communication by employees in their internal communication is still rampant (Media Council of Kenya, 2016). Additionally, Zhu and Liang (2018) have posited that OIC tools need to be integrated into a unified multimedia channel rather than using each tool as a stand-alone. In this regard, there is a need to motivate employees to adopt the use of various OIC tools in their internal communication. This article focuses on some of the commonly used OIC tools that are essential and applicable to internal communication in public organisations.

Internet and World Wide Web

Earlier studies such as Zeitel-Bank and Tat (2015) and Page et al. (2015) consider the Internet as the greatest innovation in the last two decades and which has revolutionised the world in a way that was never imagined there before. It can be said that the impact of the Internet in the field of communication is much more than that of Gutenberg's printing press in 1450. The Internet has impacted on all spheres of life such as communication, cultural, commercial and educational among other sectors (Castro & Atkinson, 2014; Gaál et al., 2015; Jinyang, 2015; Page et al., 2015). In a previous study, the Internet is defined by Castro and Atkinson (2014:1) as "a global network that is fundamental to commerce, communication, and culture." In their studies, several authors (see, Page et al., 2015; Zeitel-Bank & Tat, 2015) has attributed

the surge in demand for online services across the globe to the popularity and acceptance of the Internet and its main component, the World Wide Web (WWW). As it is clear, today, most services are now offered through the various online platforms and tools thus shifting the popularity of traditional communication to virtual interactions. Consequently, online users are busy forming various online social networks to cater for diverse interests (Castro & Atkinson, 2014; Zeitel-Bank & Tat, 2015).

Besides communication, online services are being utilised by individuals and organisations either for work, educational and other social and personal services. Increasingly, employees are now able to share every nature and form of information either as documents, videos and photos among other formats (Jinyang, 2015; Zeitel-Bank & Tat, 2015; Zivrbule, 2015). The Internet, which was invented in the 1960s by the US military and christened the “ARPANET” is considered by Nyirenda-Jere and Biru (2015) as the backbone of OIC. Initially, it was exclusively used by the military, before its use was extended to academia. As stated by several scholars (Rose, Eldridge, & Chapin, 2015; Balan & Ponnuthuramalingam, 2016), it was not until 1994 that the Internet was made accessible to the general public and this was made possible by the advancement of the WWW or “the Web”. Indeed, WWW was made popular by its first version, the broadcast oriented Web 1.0 (read-only web), invented by Tim Berners-Lee in 1989. However, this one-way communication channel only supported static websites (Choudhury, 2014; AlJeraisy, Mohammad, Fayyoubi, & Alrashideh, 2015). Although there was significant interest in the of Web 1.0 among computer experts, it was not until the year 2004 that the interactive, versatile and user-friendly Web 2.0, also known as “read-write web”, was introduced in the market and which gradually replaced Web 1.0. Certainly, Web 2.0 has revolutionised online communication as it embraces the user-generated content, which form the base for social media. The more recent developments in Web 2.0 has spurred interactions and collaboration by allowing the exchange of massive information through the aid of more powerful search engines, which are linked to various sites (Broughton, Foley, Ledermaier & Cox, 2013; Choudhury, 2014; AlJeraisy et al., 2015).

Due to its versatility, Web 2.0 has allowed the convergence and integration of various multi-media platforms and extended its use to the web-enabled mobile devices. Moreover, Choudhury (2014), Page et al., (2015) and Poushter, (2016) have reported a tremendous growth of WWW world over, due to the falling Internet cost and the affordability of Internet-enabled devices. This situation has triggered a soaring demand and usage of portable devices such as tablets, laptops and smartphones (Dunahee & Lebo, 2016; Poushter, 2016). Even though web 3.0 is not in the scope of this article, its entry into the online market is expected to revolutionise the Internet further. Despite the positive impact of the Internet, earlier studies (e.g., Nyirenda-Jere & Biru, 2015; Zeitel-Bank & Tat, 2015; Kende, 2016) designate that some negative behaviours are being experienced, examples being insecurity and cybercrimes. Commonly reported cases of cybercrimes and insecurity includes online hacking, money laundering, fraud, child pornography, human trafficking, online bullying, viral attacks, cyberstalking and terrorism, among other vices. Consequently, most users and organisations are now wary of their online safety with the realisation of the lurking danger on the Internet, hence, affecting their freedom to fully use the online services (Kende, 2016; Media Council of Kenya, 2016).

Intranet versus Extranet

The intranet and extranet are other popular OIC tools that are used in many organisations for internal communication. Whereas the intranet is solely used for internal interactions, the extranet is assessable to other authorised users from outside the outside organisation (Netanda, Rugbeer, & Naidoo, 2014; Roshan & Rao, 2016). The intranet is defined as “a network which is used by any organisation for its internal working and is used only by an organisation’s authorised members” (Srivastava & Pandey, 2016:25). Another definition of the intranet is given in a recent study by Waititu (2019:28) as “a local network that is used by an organisation for internal communication exclusively for its employees.” Despite the emergence of various OIC tools, the intranet is still considered favourably for internal communication due to its immense benefits (Morschheuser, Henzi, & Alt, 2015). As indicated by some authors (e.g., Netanda et al., 2014; Srivastava & Pandey 2016), the intranet provides employees with a two-way communication channel for interaction and sharing information and knowledge. It also allows them to create, edit and manage contents within the platform.

The intranet is also accredited for supporting organisational learning and corroboration in the organisation, with the benefits including flexibility, efficiency, speedy performance and cost-effectiveness (Muhtadi, 2013; Morschheuser et al., 2015; Roshan & Rao, 2016; Srivastava & Pandey, 2016). Even though this article mainly focuses on internal communication, a mention of the extranet is also necessary as the two are closely related. In a recent study, Waititu (2019:29) describe the extranet as “a virtual private network whose use goes beyond an organisation’s internal communication, but which is not accessible to the public the way the Internet is.” For those organisations wishing to provide a private and controlled communication channel to a section of their external stakeholders, the extranet would be considered the appropriate OIC tool. Some of those stakeholders who can be authorised to use the extranet include contractors, consultants, suppliers and partner organisations among others (Muhtadi, 2013).

A corporate website is frequently used to inform users about the undertakings of an organisation (Garcia, Carrillo-Durán, & Tato-Jiménez, 2017; Jurado et al., 2018). It is a useful OIC tool that provides employees with a portal for obtaining and sharing information, besides providing online services to other stakeholders. Similarly, a study by Egerová and Eger (2017) have shown that corporate websites provide a variety of information in different formats such as images, text and other interactive links to users. However, the management should ensure that a quality website is created, with attractive, interactive and well graphically designed multimedia pages. Moreover, the content on the corporate website should be adequate, strategically placed and well integrated in the organisation’s objectives (Garcia et al., 2017). This will ensure that the website easily attracts and effectively communicate with employees and other existing and potential stakeholders. E-mail is another OIC tool, which according to Dunahee and Lebo, (2016), is an integral element of the Internet. It provides the user with a multi-media channel for sending messages to individuals, groups or organisation instantaneously. These messages can be accessed on real time or later, depending on the convenience of the user.

Indeed, the popularity of the email has remained steadfast despite the evolving of other contemporary online communication media, as it is mostly used for official communication (Alhadlaq, 2016; Waititu, 2019). However, despite several reported cases of breach on the email system, its use is quite secure and confidential, as it provides the encryption, scanning for viruses and other online security measures before messages are sent or received (Dunahee

& Lebo, 2016). The latest advancement in mobile telephony and the surging demand for online services has seen an exponential demand for web enabled mobile devices, for instance smart phones and iPad (Page et al., 2015; World Newsmedia, 2015; Zeitel-Bank & Tat, 2015; Dunahee & Lebo, 2016; Poushter, 2016). One such service is the social media, which serves both individuals and organisations alike to receive or transmit information. Social media is defined by Omar, Dahalana and Yusoff (2016:316) as “computer-mediated communication technologies that are typically used to connect people, as well as to produce and share user generated content.” Due to the increasing demand for social media service, the extent of virtual social networks has also increased. The result is the emergence of numerous social media tools and networking sites in a bid to meet the users’ increasing demand (World Newsmedia, 2015; Page et al., 2015; Poushter, 2016; Sulaiman, Ghazali, Zabidi, Omar, & Alias, 2016; Omar et al., 2016). These tools allow users to form virtual communities, depending on different interests such as business, education and social interactions among others.

Recent studies (see Sulaiman et al., 2016; Oostervink et al. 2016), have indicated that the implementation of social media has been adopted by many organisations to increase their online presence and which are labelled by Oostervink et al. (2016) and Yeomans and FitzPatrick (2017) as Enterprise Social Media (ESM). Besides being used for external communication, various social media tools can also be used by employees in their internal interactions. Some of the EMS are explained below:

- **Corporate blog**
A blog is described by Waititu (2019) as an online personal diary that is used by organisations to build online customer communities. It helps to enhance dialogue and contribute to information sharing among employees in the organisation. Corporate blogs include blog press room, product blog, corporate blog and review blog.
- **Microblogging**
Microblogging allows posting of short messages, sharing images and hyperlinks to a large number of online users (Netzley & Rath, 2012). An example of microblogging is Twitter, which uses a hashtag (#) to define a topic. It is very popular for external online communication.
- **Vlog**
Unlike a blog, Vblog (video blog) allows users to receive messages in the video format (Nugraha and Setyanto, 2018). Vlog allow employees to share information, especially for those working in different location or under the flex programme (Fidan & Debbağ, 2018; Nugraha & Setyanto, 2018). Employees are able to shot video, edit and upload them to the Internet environment for viewing by other users. An example of Vlog is the YouTube channel, which is a very popular socio media platform for infotainment.
- **Podcast and vodcast**
A Podcast is a digital sound objects while a vodcast is a digital video object which are created and posted to a Web site or blog through a feed or what is referred as RSS 2.0 envelope (Fernandez, Sallan, & Simo, 2015). The two objects provide a convenient way of sharing information due to their portability, flexibility and choice options. They integrate various electronic formats such as video, audio, or portable document format (PDF), which can be downloaded or streamed online through a computer or

mobile devices (Abdulrahman, Basalama, & Widodo, 2018). Within OIC, employees can use these tools to share audio and graphical information through the intranet.

- **Social networking site**
These are web-based services that enable a large group of people to create and share content through a connection using a public or semi-public profile. The two best example of social networking site that is popular among users are Facebook and Google Plus. Facebook, which is an open social networking website, enables users to add friends, create and sharing content in various formats and to participate in various group discussions (Ndavula & Mberia, 2012). Social networking sites can also be used in the organisation to enhance employees' interactions and sharing of information.
- **Wiki**
Likewise, a wiki may be a single or several web pages which provide users with the opportunity to contribute to its contents by enabling them to add or edit what is on the web pages (Netzley & Rath, 2012). This enhances content ownership, as well as adding value to the website. In the organisation, wiki allows employees who may be in diverse location to work together by creating, adding or editing the content asynchronously, so long they have access to the Internet.
- **Instant messaging**
A previous study by Pielot, De Oliveira, Kwak and Oliver (2014) describes instant messaging as an online service from which employees can send and receive short text messages. These messages include audio or video images and text, which are sent or received instantaneously via computer or mobile devices. The service enables users to either decide to immediately respond to them or attend to them later on.
- **Online discussion forums**
According to Biriya and Thomas (2014), online discussion forum (ODF) can be referred to as a web-based application that allows people with similar interest to share information. It is a form of OIC, which supports employees' online interactions. It has the potential of transforming internal communication by providing employees with an opportunity to discuss the various issues within the organisation.
- **Visual communication and Voice over Long Term Evolution (VoLTE)**
The rapid growth of visual communication and Voice over Long Term Evolution (VoLTE) has been accelerated by the development of the Internet Protocol Multimedia Systems (IMS) as well as the accessibility and availability to quality computer and mobile devices (Archibald, Ambagtsheer, Casey, & Lawless, 2019). VoLTE and Voice over Internet Protocol (VoIP) allow the use of video conference technology to enhance interactions through the Internet. Example of the social media tools in this category in include the Skype, FaceTime and Zoom among others.

THE SITUATION OF THE ADOPTION OF ONLINE INTERNAL COMMUNICATION IN KENYA

A study by Nyirenda-Jere and Biru (2015) reveals that the use of OIC has not been taken serious by most developing countries despite the huge investment in online communication systems. Recent studies by Wamoto (2015), Kende (2016) and Ndung'u, Lewis and Mothobi (2019) have disclosed that Kenya is among the most progressive countries in Africa in the

implementation of new media technologies through the e-government framework. Already, Kenya has connected all its entities to the internet as compared to Zambia, which according to Chipeta (2018) has only managed to connect a few of its public entities. Another research by Imbamba and Kimile, (2017) have indicated that the e-government initiative in Kenya has neglecting internal communication for employees as its main priority in providing quality public services to external stakeholders. An example of such public organisations is Kenya power, which has a vibrant online communication for external communication but lacks an OIC platform for its employees (Waititu, 2015). The resultant is that its employees are losing on the benefits associated with a sound OIC thus eroding the organisation's competitive advantage.

Indeed, OIC tools give employees the opportunity to freely communicate with each other, besides motivating them to offer other services to stakeholders. These benefits are confirmed by a study by Mugo et al. (2017), which indicates that OIC provide employees with communication tools that are cheap, useful, ease to access and that can easily be integrated with other traditional methods for internal communication. On the contrary, Singh and Travica (2018) show that OIC tools can also pose some negative experience to employees if the implementation is not well-planned and managed. The greatest disadvantage of a deficient OIC is that it denies employees in public organisations the opportunity to freely interact in an online environment. Moreover, due to the fast changing environment in the new media technology, most employees in the public organisation in Kenya are not well trained and motivated to successfully adopt OIC tools in their internal communication (Wamoto 2017; Imbamba & Kimile, 2017; Waititu, 2019).

The resistance to adopt OIC for internal communication may also result from negative perceptions of employees who may feel incompetent and demotivated. Furthermore, some employees may feel threatened by the emerging innovations and prefer for the status quo to maintain. Consequently, those employees are unable to adequately embrace the use of OIC tools in their internal interactions, a situation that may cause apathy for those tools. Therefore, it is necessary for public organisations in Kenya to keep pace with the emerging innovations and to ensure that OIC tools are up to date and that their employees are competent on their use and are updated on regular basis. This act as a motivation to help employees build confidence on the adoption of OIC tools in their internal communication (Nkwe, 2012; Wamoto, 2015).

Indeed, the success of public organisation such as Kenya power could be increased by enhancing its OIC. In comparison, study done in South African (Mawela et al., 2017; Van der Walddt, 2016) have shown that public organisations in South Africa have embraced ICT tools for internal communication as well as giving employees the much need online platforms to interact freely though not with the expected success. South African has adopted Facebook, corporate website among others for OIC. Based on the above argument, it is important for the management of public organisations in Kenya to implement suitable policies and mechanisms necessary for the implementation of new innovations that are employees' friendly to avoid their lethargy. Furthermore, the ensuring changes need to be well managed, thus, the need to review the existing communication strategy and to mitigate any threat to the existing organisational structures as public organisations in Kenya are inclined to bureaucratic and centralised structure.

CONCLUSION

The dynamic media technologies have not only changed how public organisation in Kenya operates, but also the way employees communicate and interact within organisations. Due to the rapid technological advancement and the changing trends in communication, public organisations in Kenya have had also the opportunity to adopt different OIC tools and platforms. OIC tools such as the Internet have revolutionised online communication due to their easy installation, cost-effectiveness and their ability to be integrated into a unified multimedia system. While most Kenyan public organisations have enhanced their online communication with their external stakeholders, consequently, they are being forced to address online communication with their employees. The resultant is the need for a speedy and robust online communication in the organisation for enhancing effective communication and productivity at all levels. Therefore, the current market environment requires public organisations in Kenya to accept and adopt emerging digital technologies besides other changes. Indeed, public organisations that are unwilling to adopt changes will become obsolete sooner than later. In other words, public organisations must keep abreast of the technological developments for them to survive in the turbulent market.

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