

Internal Corporate Communication as an important branch of Communication Studies: A literature review

Salome Mukolwe Adhiambo Okong'o

Rongo University College - School of Information, Communication and Media Studies (INFOCOMS)

Abstract: *This paper presents a review of theoretical and research literature on Internal Corporate Communication (hereafter ICC). The paper first introduces Corporate Communication as an important branch of Communication, then situates it within the field of Communication Studies (CS). The paper then narrows into the concept of ICC, reviews the strategies of ICC and recent research on ICC. The paper concludes by highlighting certain gaps in the literature on ICC that could be explored by researchers in the discipline. The main relevance of this paper is the recognition of the peripheral role Corporate Communication is assigned in many corporations and also the lack of prominence in academic publications, especially in the developing countries. It is not uncommon to find many Marketing, Advertising and Human Resource Management books with chapters or sometimes sections of a few pages on Corporate Communication. Such publications are much more than clearly distinct publications or reviews on corporate communication. Hence the need for a review of Literature in the manner done in this paper as a step towards reclaiming the place of Corporate Communication not only as a critical aspect of organizational success, worthy of recognition as a distinct Department but also as an academic subject worth publications on its tenets and strategies.*

Keywords: *Communication, Corporate communication, Internal corporate communication.*

I. Introduction

In this paper, I define Internal Corporate communication from an academic point of view. Inevitably though, it cannot be analysed without reference to its functional role within corporations. The functional roles of ICC have become so important that it is always subsumed within the broader branch of Corporate Communication, which is in turn a branch of Communication studies (Cornelissen (2004). Therefore, to give the review in this paper a context, it is essential that we first define Corporate Communication.

Definition of Corporate Communication

Corporate Communication (CC) may be defined as the sharing of messages for interaction and other functions to achieve the corporate goals/objectives generally - and specifically in the implementation of corporate policies and programmes. It involves communication of management matters to employees (such as philosophy, policies, strategies and procedures) advertising, marketing, corporate branding and public relations. In relation to this, it in turn involves communication from both the internal and external stakeholders among themselves and with the management of a corporation. All these are often geared towards a satisfaction of all the stakeholders and corporate success (Hirsch & Goodman, 2012; Van Riel, 2007). Defined in this manner, corporate communication has considerable overlaps with a closely related branch of communication studies called organizational communication. Therefore in this paper, the words corporation and organization are used interchangeably.

Corporate communication is basically considered as a management function that offers a framework for the effective coordination of all means of communications within a corporation. Its overall purpose is to establish and maintain favourable reputations with stakeholder groups upon which the organization is dependent. Argenti (2012) states that companies that have strong corporate communication strategies, plans and programmes are usually better recognized, well run and have better capacity to react to crises and changes. He argues that the way an organization communicates with its employees, stakeholders, the media and clients affects its reputation; hence, companies of all sizes should consider corporate communications an essential component of their business.

Cornelissen (2004) explains that in many organizations, the contribution of corporate communication is far from being fully understood. In such organizations, communications practitioners feel undervalued their strategic input into decision making is compromised. The effect of this is that managers do not fully understand the events that are taking place in the company's environment and how these events may affect the company's operations and profits. He suggests that communications practitioners and managers therefore need to be able to take a critical perspective on corporate communications. That is, they need to be able to recognize and diagnose

communication-related management problems, and have an understanding of appropriate strategies and courses of action for dealing with these.

Cornelissen (2004) and Van Riel (2007) advise that such an understanding, and the learning and application in practice, is not only essential to an effective functioning of the corporation, but also in itself empowering – it allows communication practitioners and managers to understand and take charge of events that fall within the remit of Corporate Communication. Communications practitioners will also be able to determine which events are outside their control; how they can contribute to other functional areas within the company and discover new strategies that the company could have used successfully and will be able to use in the future.

The evolution of communication disciplines and techniques that are used by organizations to promote, publicize or generally inform relevant individuals and groups within society about their affairs began many years ago. It is the product of the dependencies and ties between business and society, with communications having changed over time in its scope and practices because of altered perspectives on the role of business in society. Historical conditions and circumstances led to the emergence of Corporate Communication as a discipline concerned with managing and practising communication as a vital part of the total quality management effort of organizations in today's organizational climate and society (Cornelissen, 2004). He further notes that research in the recent years has been supporting the view that organizations need to increasingly approach their communications through the lens of CC. He explains that this involves a greater consolidation of communications tasks in an organization as the responsibility of a single communications manager instead of being dispersed over an organization or delegated to other functions such as finance and human resources.

Holtz, (2003) and Riel, (2007) reiterate that Corporate Communication has taken a gradual role in organizational management and programme implementation. Holtz explains further that a variety of factors have led to the emergence of CC and effectively continued to drive its widespread use in organizations around the globe. The most significant factor is the need for a more robust business arena in which CC comes in to effectively help management in communicating issues that relate to organizational policies and programmes. Many organizations now notably use coordination mechanisms to enhance employee and general organizational performance and it is within these organizational hierarchies that Corporate Communication practitioners have put in strategic involvements in decision making.

In relation to the connection of corporate communication with organizational success, many organizations in various contexts all over the world now have functional Departments of Corporate Communication, which characteristically merge various communications functions such as public relations, corporate media relations, corporate - government relations, employee relations communications, community relations, advertising and marketing. This greater consolidation not only emphasizes the expanded communication scope but also looks at a more holistic view of corporate communications that most corporate organizations are now taking (Obong'o, 2009).

Even in corporations where there are no distinct corporate communication departments, there is always an officer attached to the Human Resources Division, Marketing Division or the Chief Executive Officer charged with the responsibility of managing communications in such organizations. However, this merger of Corporate communications activities within other managerial functions has not only substantially reduced the potential and impact of corporate communication in such organizations but have also tended to reduce the status of CC to a mere aspect of the management function or the function of the branch in which the role is situated. (Opiyo, 2006).

Perhaps one of the reasons for the continued relegation of Corporate Communication to some subordinate functions within other departments has been caused by the lack of robust literature and research in many contexts on corporate communication. It is not uncommon to find many Marketing, Advertising and Human Resource Development books with chapters or sometimes sections of a few pages on Corporate Communication. Such publications are much more than clearly distinct publications or reviews on Corporate communication. Hence the need for a review of Literature in the manner done in this paper as a step towards reclaiming the place of Corporate Communication not only as a critical aspect of organizational success, worthy of recognition as a distinct Department but also as an academic subject worthy of publications on its tenets and strategies. Thus, next I situate Corporate Communication within its mother field of Communication Studies.

Situating Corporate Communication in the field of Communication Studies

Communication Studies is an academic field that deals with the process of human communication commonly defined as the sharing of symbols to create meaning. In this context, Communication is recognized as a dynamic and complex process involving a range of interactions including but not limited to exchanging information, thoughts, ideas, messages through the use of verbal and/or non-verbal symbols and behavior. Communication involves meaningful exchange of information between two or more individuals and/or groups of people. It may be intentional or unintentional and may involve conventional or unconventional signals which

may be exchanged through spoken or other modes within a shared area of communicative commonality or context (West & Turner, 2000).

As a field of study, scholars concur that Communication Studies can be divided into Seven broad but overlapping branches (also called contexts): Personal Communication (Intrapersonal Communication, Interpersonal Communication and Group Communication), Intercultural (sometimes called Inter-community) Communication, Public Communication, Development Communication, Educational Communication, Mass Communication and Corporate (Organizational) Communication, and (West & Turner, 2000; Pearson and Nelson, 2005; Gamble and Gamble, 2003).

In many texts in the field of Communication studies, Corporate Communication is also referred to as Organizational Communication (e.g. Fiske, 1999). Accordingly, in this paper, as stated earlier, in this paper, the words corporate and organizational will be used interchangeably.

From the definition of Communication above, we therefore define corporate communication as a branch of Communication studies concerned with the exchange of meaningful information between two or more institutions, departments, individuals and /or groups of people. Corporate Communication can in turn be divided into two branches for purposes of a robust literature review. The branch that is concerned with communication between the organization and its external publics such as individuals or companies – could be suppliers, partners, clients, complainants etc, and communication within the organization whether it is between departments, individuals or branches. These two branches of Corporate Communication will be identified in this paper as External Corporate Communication and Internal Corporate Communication, respectively. In this paper, we shall now turn to the focus, reviewing literature strictly on Internal Corporate Communication (ICC).

Internal Corporate Communication (ICC)

ICC as defined earlier is the sharing of messages within a corporation; that is, involving mainly its internal publics. ICC could take place between individuals, individual and group or between groups, departments or branches. This form of communication is a vital aspect of corporate management. In fact, success of any organization depends upon a vivid communications system used in-house by an organization in order to keep in touch with its internal publics. Similarly organizational programmes may not thrive without effective ICC as it serves to inform, instruct, develop, motivate and control people in an organization. Knowledge, goal orientation and sharing of corporate concerns, review and monitoring, performance appraisal and training are the main issues that ICC addresses. Effective and efficient ICC helps in the creation of a better working atmosphere and increased productivity and when poorly done it can have adverse effects on the organization (Goodman & Hirsch, 2012; Namara, 2006).

Quirke, (2008) says that ICC traditionally focuses on the announcement of management conclusions and decisions without the involvement of the employees in the whole process. As the ICC function matures within the organization, it plays a wider role in facilitating conversations upwards, downwards and across the organization. People at work communicate regardless of the intentions of their managers and leaders. Managers in organizations attempt to win employees over to the organizational vision during programme implementation.

Van Riel, (2007), Cornelissen, (2004), and Buzzanell, (2000) explain the relationship between reputation, performance and internal conversations. They argue that this relationship reaches its full potential with the use of ICC strategies that meet policy implementation expectations. The efficient management of the ICC strategies of an organization is an essential factor in the implementation of programmes. It is important that all the departments and staff be informed in time and in the right manner about what they should know for efficient policy implementation. The improvement of the inner working efficiency means savings, profits and performance. An organization can be well characterized by the development of its ICC. The way the ICC channels and strategies are designed gives a picture of the organization's culture.

The importance of effective ICC is immeasurable because it commonly accounts for the difference between success and failure in managing policies and programmes. It has become clear that effective communication is critical to the successful solutions to the myriads of problems facing humanities (Buzzanell & Carbaugh, 2009). In practice, this means that in order to attribute the relevant meaning of information, managers and employees who are involved in the implementation of organizational programmes need to identify not only the message content, but the multiple levels of contexts in which the message is embedded. This is obviously exacerbated when a high volume of information passes between a high number of departments with different people, roles and value systems. At every level of communication there is potential miscommunication, loss or distortion of message content as communication between managers and employees tends to progress through a series of intermediaries (Van Riel & Fombrun, 2007; Muraya, 2012).

Argenti (2009) insists that effective ICC needs to be planned, not only to deal with specific issues, but for the long-term well-being of the organization. Some basic principles to keep in mind when creating strategic ICC are: developing a long-term focus, identifying clear values for the organization, defining the specific goals for an organization's ICC strategy, use of comprehensive pervasive methods and being consistent in the

dissemination of information with regard to all organizational policies and programs. However, successful and effective ICC stems from the implementation of the communication process (Namara, 2006).

From the above review, we may identify the key functions of ICC as: sharing important messages in the organization, a vehicle for the managerial function or articulating organizational policies, coordinating the various departments and tasks within the organization and maintenance of appropriate organizational culture and health. Next, we now turn to the strategies ICC normally uses singly or collectively to realise these functions.

Strategies of Internal Corporate Communication

Internal Corporate communication (ICC) strategies are defined in this paper as mechanisms (plans of action) chosen by an organization in order to support sharing of messages, interactions and other communication functions within the corporation so as to facilitate achievement of specific corporate objectives. Internal Corporate communication strategies are seen to be the outcome of concerted thinking processes by scholars and experienced practitioners in Communication and corporate managers (Steyn 2000). Steyn further states that the concept of strategy is well-known in management theory and practice. However, the concept of ICC strategy has received little attention in the corporate communication body of knowledge. There is mention of a strategic role for the corporate communication practitioner, but minimal explanations of what corporate communication strategy means in organizational context.

Although the corporate communication industry acknowledges that strategy should be an integral part of its communication programs, few practitioners seem to understand the meaning of strategy, as Tibble (1997: pp. 63) states: Strategy and the communications world, and particularly the ICC part of that world, seem to go together and thus gives room for development and policy implementation. It is certainly unusual to come across a memorable, cogent, sustained, and effective corporate communications strategy.

A study on the professional views of ICC practitioners in the Netherlands (Van Ruler, 1997) concluded that practitioners are not able to cope with abstract strategic planning practices. The key problem seems to lie in the application of 'strategy' to corporate communication issues (Cornelissen, 2004). The fundamental assumption regarding strategy is that an organization cannot be all things to all people. Strategy requires choices - deciding what particular kind of value an organization wants to deliver to whom. The strategy is the primary determinant of success or failure in fulfilling the mission and achieving the organization's goals and objectives in programme implementation in organizations (Digman 1990).

In developing a strategy, an important distinction needs to be drawn between the process, content and context within which strategy formulation takes place. Context refers to the environment within which the organization operates and develops its strategies. It could also refer to the substantive issues tackled in strategy formulation – the specific means by which corporate functional goals are to be achieved. The different levels of strategy formulation typically refer to the content of strategies and process is the method by which strategies are derived, referring to specific steps or phases through which strategies are formulated and implemented (e.g. environmental analysis, strategic thinking, strategic planning, implementation and control). The process indicates how the actions link /interact as the strategy unfolds against a changing environment (Lynch, 1997). Roebuck (2006), clusters strategy definitions into three groups: Linear strategy, Adaptive strategy and Interpretive strategy. These are elaborated below.

Linear ICC Strategy

It is sometimes referred to as the emergent strategy. The linear strategy focuses on planning, and consists of integrated decisions, actions, or plans that will set and achieve viable organizational goals. This model assumes that organizations are structured hierarchically, that they are operating in stable environments, and that managers act rationally. Lynch (1997) a supporter of this approach, views strategy as a linear and rational process, starting with 'where-we-are-now' and then developing new strategies for the future. Objectives have been defined in advance and main elements developed before the strategy commences. The objective may be adjusted if circumstances change significantly.

Argenti (2009), one of the biggest critics of the prescriptive approach, developed the emergent approach to strategy formulation. In this view, the final objective of the strategy is unclear and elements still develop as the strategy proceeds, continuously adapting to human and organizational needs – the emergent strategy are evolving, incremental and continuous. More recent approaches to emergent strategy emphasize that people, politics and culture of organizations all need to be taken into account.

Adaptive ICC Strategy

It is concerned with the development of a viable match between the opportunities and risks present in the external environment and the organization's capabilities and resources for exploiting these opportunities. It is also referred to as the prescriptive strategy by some scholars. The environment is seen to consist of trends, events, competitors and stakeholders to which the organization must adapt. According to Moss & Warnaby

(1997), this view of strategy assumes that the environment is much more dynamic and less susceptible to prediction. Strategists such as (Argenti 2009) emphasize the learning approach to strategy, i.e. encouraging managers to undertake a process of trial and error to devise the optimal strategy. The organization's strategy is derived as a result of negotiation, discussion, trial, repeated experimentation and small steps forward. Implementation does not follow strategy development, but is an integral part of the development.

In summary, the Adaptive strategy anticipates how the environment would change in order to meet future needs ahead of competing organizations. Adaptive strategies are content with an understanding of the environment (Lynch 1997). Furthermore, whereas the linear approach takes the view that the three core areas (process, content and context) are linked together sequentially; the Adaptive approach regards the three core areas as being interrelated.

Interpretive ICC Strategy

This strategy views the organization as a collection of co-operative agreements entered into by individuals with free will. The organization's existence relies on its ability to attract enough individuals to cooperate in mutually beneficial exchange. The focus here is on desired relationships, symbolic actions and communication, and emphasizes attitudinal and cognitive complexity among diverse stakeholders in the organization. This strategy corresponds to the 'stakeholder approach' to strategic management. Various authors who support this strategy see strategy as a pattern, namely: a pattern in the organization's important decisions and actions, consisting of a few key areas or things by which the organization seeks to distinguish itself; a pattern in a stream of actions—this pattern being the result of strategic decisions made by the organization; a pattern of major objectives, purposes, essential policies and plans for achieving those goals - stated in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be (Buzzanell, 2000).

Overall, the ICC strategies reviewed above (just like the models) are complimentary though with different emphasis. The Linear strategy views strategy formulation and implementation as a sequential and rational process, starting with 'where-we-are-now' and then developing new strategies for the future. The adaptive strategy considers formulation and implementation of an ICC strategy as a dynamic, flexible process that takes cognizance of the complex nature of the corporate world including opportunities, changes, diversity etc. in the environment.

The interpretive strategy views ICC as an interpretation of the best pattern (e.g. of communication) for a corporation at a particular time – that would yield the best results in the present circumstances. In relation to this study, it is important to emphasize that the main concern here is identification of ICC strategies used in implementation of performance contracting, how they are implemented and perceptions on their success. Hence one of the questions taken up in is whether the strategies reveal the use of linear, adaptive or interpretive strategy or features of all, to what extent. In the next- subsection I look at previous studies on ICC.

Previous Research on Internal Corporate Communication

According to Cornelissen (2004), Internal Corporate Communication (ICC) has not attracted substantial research. Nevertheless, a number of important generalizations could be made out of analyses of the practice of ICC in various contexts. Cornelissen observes that some studies have narrowly considered ICC to refer only to those few "official" channels of communication within an organization, such as internal newsletters, notice boards or staff meetings. Others have defined ICC narrowly as simply a process that goes from the top - the Chief, to the bottom - the intern. Based on this observation, he observes that ICC ought to be taken to refer to the almost constant interactions within the organization that convey meaning. That ICC encompasses both overt communication like meetings, memos etc., and more casual forms of communication such as gossip, pleasantries and body language. Cornelissen suggests further that studies of ICC ought to also explore its significance in the organization because it is the building block of the organizational culture. The organizational culture is the atmosphere of the organization based on its values, mission and work processes.

Cornelissen (2004) explains further that when every member of the organization holds the same values, understands the work policies and procedures in the same way, and is focused on the same mission, the organizational culture promotes much more effective use of resources than under a culture that is more diffuse in its interpretation. Within the corporate organizations, ICC and its effects on organizational culture is just as important as in the corporate sector, perhaps even more so. Just because the organization has what an employee believes to be a clear mission, based on basic values of human dignity and human rights, does not mean that all members of the organization interpret that mission and those values in the same way/manner.

Other scholars who have done research on ICC report findings of studies that have explored role of ICC on organizational behavior and which revealed that ICC develops a cohesive culture where everyone is focused on the same goals and has the same objectives. By working within a cohesive culture, stakeholders can work more efficiently together and collaborate more effectively. Some specific benefits seen to result from

effective ICC are that employees can make more decisions themselves since they have the tools and knowledge to know the "right" decisions in line with the organization's goals. Secondly, staff can identify better with the goals, mission and procedures of the organization, which can result in a sense of "making a difference" and increase effort and efficiency. Thirdly, programmes and departments share more resources and information resulting in less duplication of work and stronger impact as a whole organization. It also reduces the day to day conflict since a lot of conflict is the result of conflicting ideas on what is important to the organization (Hirsch and Goodman, 2012).

Argenti (2009), however, reports findings of studies which revealed that some ICC strategies may not bring about desired results for all organizations depending on the levels of consistency, the perceptions of the internal publics and the cognizance to the prevailing contextual political, social and even economic circumstances. Argenti states though that on the contrary, some studies have revealed that effective ICC can go a long way towards building an organizational culture where people work together effectively towards a common goal. Unlike with external communication, organizations often fail to strategically plan their internal corporate communication. In other words, ICC is usually either arbitrary or incomplete and if planned, tends to be planned only in reaction to specific events such as programme implementation and downsizing (Argenti, 2009). Arguably, the main necessity for ICC strategies is for successful implementation of organizational programmes. While the studies reviewed above concur on the importance of ICC for the organization's success, it is noteworthy that none of these studies has zeroed down on ICC strategies used in implementation of specific organizational programmes (Cornelissen, 2013 via e-mail). In the rest of this paper, we now review some literature that has delved into this issue.

Role of ICC in the implementation of Corporate Programmes

Strategic ICC is concerned with the translation of organizational intent or chosen action. The ways in which this is done can be thought of as the overall strategic programme of the organization. Successful implementation of the policy or programme is likely to be dependent on the extent to which the various components of the programme work together to realize the programme and achieve the strategic intent. Various communication strategies emanate from the strategic intent of the programme or policy to be implemented and it is thus important to effectively communicate to the employees and involve them in the development of these strategies and implementation of the policies (Van Riel, 2007).

Cornelissen (2004), states that specifying the role of internal corporate communications and defining communications objectives is important as it is a fundamental issue that needs to be decided upon before working out the content of communications strategy and the organizational programme. The basis of this choice is to see whether communications strategies have the full scale or subsidiary role of effectuating the corporate communications strategies being employed. From this it is then possible to determine the objectives of the policy to be implemented and then it will be possible to decipher the most appropriate strategy to be used in the effective communication of the policy and organizational intent.

According to Namara (2006) the ICC strategies as a whole would relate to each key objective necessary for the policy implementation putting into consideration the need for the internal publics to get the necessary information during and after policy implementation. He further says that this is very crucial and should be thought through how these communication strategies may be used to influence the employee's attitudes and behaviors and further test out the reality of any assumptions. It is thus important for managers in organizations to identify and plan for the key communications strategies to be used and the channels to be used in disseminating the policy information to the employees.

Many organizations plan the corporate communications strategies once the policy objectives are specified and defined. Managers ought to look at the contribution of corporate communications strategies in policy implementation and to determine the next steps to take in determining the specific elements of the policy and that the internal publics and the channels of ICC to be used (Namara, 2006; Cornelissen, 2004).

Cornelissen (2004) further says that analysis of the intended recipient carried out in the earlier stages of strategy development should involve identifying and prioritizing the key audiences (employees) that will be the focus of the organizational policy/programme. From this analysis it is then possible to further define the target audience as precisely as possible drawing on further communication channels within the organization. In policy implementation, the determination of the theme to be communicated is vital since this is what draws the employees to give response (awareness, attitude, reputation and behavior) that the policy will evoke.

In some programmes ICC plays a supportive role; for instance, a message may seek to explain the organization's position on the policy to be implemented to the employees in such a way that is credible and that which would address their interests and concerns. Thus, for organizational policies the ICC strategy should seek to demonstrate the organization's willingness and commitment to listen and be responsive to employee concerns. This may be translated into a slogan which encapsulates the organizations position - as in the case of

the organization under study, the employees have worked and contributed to the conservation of the natural environment in the offices where the PC policy has been implemented (Obong'o 2009).

Holtz (2003) argues that ICC plays a lead role in effectuating the corporate strategy, for instance the emphasis will often be placed on identifying the key meaning that the information needs to evoke, around which all other operational and policy implementation need to be based on. Once the policy information has been identified, it is then key to determine what the appropriate and effective strategies and channels are, through which it can be communicated to the employees. In developing the media or channel based elements of the organizational policy, the overriding aim is to identify the most effective and efficient means of reaching the target employees and the ability to enable dialogue and interaction with the employees.

In policy implementation it is important to adopt a 'zero - based' selection, where the most appropriate channel in the light of strategy selected rather than a pre-fixed and standard choice for the channel that may have worked in the past. That is, rather than heading straight for downward communication, a manager needs to include free publicity and use interactive meetings to help in getting the views on the selected ICC strategy and how the policy implementation will impact on their organizational wellbeing. There is also the need for coordinating or integrating the use of different ICC strategies throughout the policy implementation to help deliver the information in a consistent and therefore effective manner. This means first of all that the strategy needs to specify not only which media and channels are chosen but also how they complement each other toward the achievement of the organizational policy objectives and when each is effectively put into use within the timeline of the programme. Using a combination of media and channels also requires collaboration between the employees and managers, for organizations which intend to achieve effective ICC in policy implementation (Cornelissen, 2004).

Once the ICC strategy has been identified, it is important to consider the organizational arrangements that need to be made to carry out the policy implementation as such effectuate the ICC strategy and to put in place all the necessary programmes and structures for effective policy implementation. There is need to work together throughout the whole process of policy implementation since it is important for all the organizational mechanisms to be effectively communicated to the employees. It is also important to take into account whether the proposed ICC strategies an organization employs often builds on the existing strategies- that is, an incremental approach – or whether ,because of the inadequacy of existing strategies or because the management sees the need to change fundamentally the direction of the organization, completely new ICC strategies are employed. In case of the latter, it may be that the organization, in terms of the policy implementation and organizational structures, that support the communication strategies meant to contribute to the organizational transformation (Van Riel, 2007).

In any ICC strategy, there needs to be the provision for effective evaluation of the results – in terms of how far the implemented policy/programme has contributed to the achievement of organizational objectives. Effectiveness of the policy can be evaluated and assessed on the basis of the organizational policy in terms of the information gathered, appropriateness of the information disseminated and the organization of the channels used in the process. ICC strategies used effects include the range of cognitive and behavioral effects on the employees. It is thus important to identify suitable impact measures (i.e. changes in awareness among the employees, attitudes and reputation or behavior) rather than relying on interim measures of strategic communications (Argenti, 2009).

II. Conclusion

The review of literature on ICC above has revealed that limited research has been done on corporate communication (CC) in general, and on ICC in particular (Kobia & Mohammed, 2006). Most of the existing previous research is concerned with what could be referred to as External Corporate Communication (ECC) and CSR (Argenti, 2012/2009). Literature review shows minimal existing empirical research on ICC strategies used in the implementation of organizational programmes globally or in specific contents (Cornelissen, 2004). There was thus a reasonable gap in the existing literature which justified a study on the what, how and why of the ICC strategies used in implementation of PCs, hence the knowledge gap in my study.

References

- [1]. Argenti P. A. & Barnes C.M (2009), *Digital Strategies for Powerful Corporate Communications*: McGraw Hill /Irwin, New York.
- [2]. Argenti P. A. (2008, 2012), *Corporate Communications*,(6th ed): McGraw Hill/Irwin, New York.
- [3]. Argenti P.A &Forman J (2002), *The Power of Corporate Communications: Crafting the Voice and Image of your Business*. McGraw Hill/Irwin, New York.
- [4]. Buzzanel, P.M., (2000). *Rethinking organizational and managerial communication from feminist perspectives*: Sage Publications, Inc.
- [5]. Buzzanell, P.M. & Carbaugh, D.(2009). *Distinctive Qualities in Communication Research*. London: Routledge.
- [6]. Cornelissen J. (2004), *Corporate Communication: Theory and Practice*, London: Sage publications Inc.
- [7]. Digman, L.A. (1990). *Strategic Management*. (2nd ed). Homewood, Illinois: BPI/ Irwin.

- [8]. Elving, M.A., (2005). Importance of effective communication in the context of social development: Civil society Resource Centre, Friday 16th October 2005
- [9]. Gamble & Gamble., (2003)
- [10]. Halal, W.E. (2000). Corporate community: A theory of the firm uniting profitability and responsibility. *Strategic Leadership*, 28(2):10-16.
- [11]. Hirsch A. & Goodman P. (2012). *Corporate Strategies and Governance*: Thousand Oaks, CA: Sage Publications
- [12]. Holtz S. (2003), *Corporate Conversations: A Guide to Crafting Effective and Appropriate Internal Communications*: London, sage Publications Inc.
- [13]. Lynch, R. (1997). *Corporate Strategy*. London: Financial Times Pitman Publishing.
- [14]. Moss, D. & Warnaby, G. (1997). *A strategic perspective for public relations*. London : international Thomson business Press.
- [15]. Moss, D. & Warnaby, G. (1998). Communications Strategy? Strategy communication? Integrating different perspectives. *Journal of Marketing Communications*, 4:131-140.
- [16]. Muraya, J. (2012). *Performance contracting as a corporate policy: A case of a Kenyan organization*; Kenyatta University, school of Business.
- [17]. Namara, C., (2006). *Basics in Internal Organizational communication*, File:/ Basics in Internal Organizational Communication.html
- [18]. Obong'o S.O., (2009). Implementation of performance Contracting in Kenya: *International Public management review* vol. 10(2) 2009.
- [19]. Opiyo, H. (2006). *Civil Service Reforms in Kenya: A review of the retrenchment strategy*; Discussion paper series: Institute of Public Analysis and Research.
- [20]. Pearson & Nelson, (2003). *Human Communication*: New York, McGraw Hill
- [21]. Quirk, J.C, (2008). *Principles of Organizational Behaviour: Realities and Challenges* (6th ed), South Western: Cengage Learning.
- [22]. Steyn, B. (2002). From 'strategy' to 'Corporate Communication Strategy': A conceptualization Paper delivered at the 9th International Public Relations Research Symposium, held at Lake Bled from 4-7 July, 2002
- [23].
- [24]. Van Riel C.B and Fombrun, C.J. (2007). *Essentials of corporate communication: implementing practices for effective reputation management*. NY: Routledge.