

Importance of Group Communication in Promoting Youth Development Projects: A Case of Selected Youth Groups in Nairobi, Kenya

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Abstract: *Group communication is the interaction of group members working together to achieve a common goal. The study aimed at exploring group dynamics among the selected youth groups in Kibera, with an aim of establishing ways effective group communication can improve performance of the youth projects. Youth groups in Kibera have over the years received financial support from various sectors. Some groups do well while others remain stagnant. Development is dynamic, similarly development projects should remain vibrant. The objectives were, to find out the characteristics of youth groups in Kibera, to establish the roles played by group members and to establish how members of active and dormant youth groups exchanged information. The study applied descriptive research design. Stratified sampling where the population was divided into strata active and dormant group was used to pick a sample of 76 respondents from a target population of 920. Quantitative data was analyzed using the Statistical Package for Social Science. Thematic and pattern analysis was used for qualitative data. Focus group discussions and questionnaires were used to collect data. The findings indicated that the dormant and active groups operated differently in terms of how they communicated within the groups. The study identified that all members of active groups were involved in group decision. Lastly, the active groups had groups' rules that every member was supposed to adhere to. The study concluded that groups should have in place norms governing them. The study recommends that the group leaders should involve all the group members in the group activities.*

Keywords: Group communication, Youth, Youth groups, Development communication, Kibera, Youth development projects

1. Introduction

Youth in low-income areas of African cities have found that joining together in groups is helpful in obtaining employment and other forms of income. Good communication in the group, namely, the interaction of three or more group members working together to achieve a common goal, is essential for success of group projects. Proper interaction among group members is crucial in achieving the groups' goal (Forsyth, 2010). Kibera is presently the largest informal settlement in Nairobi with an approximate of around 200,000 people (Kenya National Bureau of Statistics (KNBS), 2010). Most of Kibera residents live in extreme poverty, and unemployment rate is high among the youth. This upsurge of youth in the slum has created a myriad of difficulties including social, economic and political problems (UN-Habitat Report, 2013b). To counter this, the youth in Kibera have formed groups that are involved in income generating activities. The government of Kenya and various development partners have paid keen interest on funding youth development projects in Kibera over a long period of time. The funding is aimed at improving the livelihoods of the youth. However, according to the UN Habitat (2013), most of the youth development projects in Kibera are either stagnated or non-performing. Development is a process that goes on. It is therefore important for the youth working on the development projects to keep them alive and functional, in order to achieve meaningful development.

Forsyth (2010) noted that development projects run by groups realize their full potential if knowledge, ideas and beliefs are shared effectively among the group members. Therefore, groups working towards development goal ought to encourage their members to interact and freely exchange information in the groups. In the case of Kibera youth groups, could effective group communication be the missing link? It is in this view that this study proposed to examine group dynamics among selected youth groups with an aim of establishing ways group

communication can improve performance of the projects.

2. Theory and Literature Review

Functional theory approach to group communication

Functional theory approach to group communication is concerned with the results of group behavior and structures. This makes communication in this context a means for group members to solve problems and make decisions. According to Salazar (2009), Gouran and Randy developed a functionalist approach model, which begins with group members identifying and assessing a problem, followed by the gathering and evaluation of information of the problem. Members also generate several alternative proposals and discuss objectives to accomplish and make choices based on agreement made by the end so as to initiate the course of action. Forsyth (2010) notes that communication functions in general deals with understanding a problem at hand, finding a possible solutions to those problems and having the ability to evaluate the appropriateness of particular solutions to the problem. It's in a similar trend that Kibera youth groups understand the problem at hand, and establish a workable solution for their development. The group members can equally establish positive and negative outcome of the solution which would make them feel part of the group and the development process towards achieving their goal and objectives.

Based on the functional approach model of decision making in the group, a case study was done on groups' discussion at a university-level on plagiarism incident. The result showed that groups who fulfilled the four aspects of functional approach model made better decisions (Littlejohn & Foss, 2010). Therefore, it is important for a group to fully understand the matters it is confronting if members are to make decisions successfully. It means several conditions must exist for group members to make well informed

decisions. These decisions are; group members being willing and ready to make the best decisions, identify the procedures to be followed in the group, review the decision making process and make necessary changes to the decisions.

Salazar (2009) noted that the functional theory has its weakness in that it provides a general model to measure decision-making effectiveness in various forms of group task communication, its emphasis is given on the conceptualization of 'group effectiveness' instead of a particular problem. However, this study aimed at having effective groups through better interactions of members in order for the groups to work together to achieve their development goals, hence the theory was adopted for this study.

In the context of groups working towards achieving goals, group structure and dynamics are part of the process towards the success of that project (Wilcox, 2010). It is therefore important for group members to meet, exchange information and ideas with the aim of getting better results for a project they are working on. Therefore, if the Kibera youth groups are going to achieve their goals, groups meetings and sharing of information regarding their project should be done.

Group Communication

The field of group communication has been in existence for more than half a century. Over the years, group communication theories, pedagogy and other practices of communication have evolved (Forsyth, 2010). Other areas of communication such as organizational development have been impacted by the study of group communication. This implies that group communication is an area of study that focuses not on group process entirely but on the communication behavior of people in groups.

According to Wilcox (2010), if all members are not participating some of the advantages of group action are lost. Both the leaders and members influence the degree of participation among group members by increasing their participation. The group will not only do better in accomplishing its goals, but it is more likely that it satisfies individual member goals. Inevitably, the more the members believe the group is capable of meeting their needs, the more attractive it will be to them and they are more likely to increase their full participation. It is then understood that the more the members behave well and operate effectively in groups, the greater the return in investment of their time. Levi (2014) noted that behaviors in groups affect the relations of group members and consequently affect the group's goals. It is therefore, important to look at the group behavior to understand how it affects the success of development project by youth.

Group Dynamics

Group dynamics is the study of behavior in groups to advance knowledge about the nature of groups, group development and their interrelations between group members (Franz, 2012). The nature of groups is affected by factors such as group size. Group size can vary from two people to a very large number of people, groups with small numbers of members are thought to be more effective

because each member has ample opportunity to take part and engage actively in the group (Gill & Williams, 2008). Due to the nature of groups, not all groups can be small, however to ensure effective communication in groups all members should be listened to and be allowed to share their ideas freely in the group (Forsyth, 2010). In the youth groups in Kibera, members should be allowed to share information, ideas that can contribute to the development of the groups' projects. A second factor that affects group behavior is group norms. Group norms define the acceptable standard or boundaries of acceptable and unacceptable behaviour, shared by group members (Carron & Eys, 2012).

Groups create norms to facilitate group survival. Group members who fail to adhere to group norms create conflicts in the group. Groups formed with the aim of achieving development goals should create norms which every members should adhere to in order to work together in realization of their goals (Gill & Williams, 2008). Group Cohesiveness is yet another factor that determines the behavior of groups. Cohesiveness refers to the bonding of group members and a desire to remain part of the group (Levi, 2010). Many factors influence the level of group cohesiveness; agreement on group goals, frequency of interaction and personal attractiveness (Carron & Eys, 2012). Cohesiveness in groups leads to members' satisfaction, low turnover and absenteeism, and higher productivity. Youth groups in Kibera should strive to be cohesive to create effective groups that will survive all groups' changes as the youth work towards successful projects.

Relationship between group members is influenced by factors such as communication, culture and leadership styles (Johnson & Johnson 2012). Therefore, categories of youth status and backgrounds are essentials segment to consider in terms of development. The youth in Kibera may have different backgrounds and status thus structuring communication that is effective and relevant can serve as platform for facilitating their understanding and participation. Most of the youth in Kibera joined youth groups with an aim of developing themselves and their communities (UN Habitat, 2013).

This therefore, makes group communication a significant factor in youth development. Group communication allows for information, perceptions and options among the various stakeholders achieve their desire goal, thereby facilitating their empowerment (Carron & Eys 2012). In this light, improving group communication is cardinal in enhancing development for young people; leads to group cohesion, improved conflict resolution and problem solving (Levi, 2014). Through group communication members of group are able to understand each other, build trust, and coordinate their work to achieve their goals (Jonson & Johnson, 2012).

Kibera youth groups should adopt the idea of regular meetings. When members meet regularly, they are able to share information and ideas and this strengthens membership bond (Forsyth, 2010). Tarricone and Luca (2002), carried out a study on success of youth groups. The youth groups were selected from 82 youth groups, the groups were developing a website. Among the 82 groups the

one whose members shared information succeeded and the other groups became dysfunctional and split. The successful group had group members who knew they had a responsibility towards the other members and the success of their project depended on each group member's contribution. Team members were always happy to help peers whenever they experienced difficulties. The group members recognized that each of them had different personalities and experienced problems at different stages. The group members felt that it was good to discuss problems or difficult issues and try to offer constructive help / criticism in trying to resolve them. They appreciated open dialogue where members would express their concerns in non-defensive manner. They were open and truthful about all aspects of the project.

The group members were all aware of the importance of everyone's role within the group. The group leaders were elected by the members and were well respected by the group, and always consulted the members before making any major decisions. The attributes the group had led to effective communication hence group success. The reviewed literature in this chapter indicate that, effective communication among group members in groups leads to success of group's hence successful development projects.

Communication is a key factor in a group setting because it provides the means by which members achieve their goal (Forsyth, 2010). The youth groups in Kibera will succeed in their projects if the group members will communicate effectively. Group communication success largely depend on communication behavior of people in groups. If all members in a group are free to express their ideas, effective decisions are made and this leads to success of the group project.

To get to a level where the group members can freely exchange their ideas, groups go through various stages of development, each stage is unique and important for group's success. The members must understand, appreciate every stage and purpose to work towards the group's goal (Johnson's & Johnsons, 2012). Group members that appreciate every development stage their group is can work together. The result of this is that there is cohesiveness leading to better group interactions hence group success.

To achieve the group goals members' attitude and behavior plays a big role. Positive behavior in a group means members willingness to perform their assigned duties and ability to work together, resulting to success of the groups' projects (Forsyth, 2010).

3. The Method of Carrying out the Study

The study used both qualitative and quantitative approaches to collect data, the sampling frame was youth from Kibera involved in income generating group activities.

This study used 76 respondents to fill the questionnaires. Stratified sampling where the population was divided into strata active and dormant group, was used. The criteria used to classify groups as active and dormant was based on the success of the group activities. There were two focus group

discussions, one for the leaders and the other for the group members. Each had 13 members who were chosen from 76 which was the sample size for this study. This was to clarify, extend and qualify data collected through questionnaires. Purposive sampling was used to choose the 13 focus group leaders and 13 group members to take part in the focus group discussion. Oliver (2006) explained that in purposive sampling, the decisions concerning the individuals to be included in the sample are taken, based upon a variety of criteria which may include specialist knowledge of the research issue, or capacity and willingness to participate in the research. The 13 group leaders were purposively picked based on their group position while the 13 group members were considered based on the level of participation in the group.

The study used focus group discussions (FGDs) and questionnaires to collect data. The questionnaires had both closed and open-ended questions. There were two (FGDs), each had 13 members. Focus groups are useful for gaining insight into the range of views held about a particular topic which is relevant to the study and participants (Kombo & Tromp, 2009). Therefore, to clarify, extend and qualify data collected through questionnaires the (FGD) members were chosen from the 76 members who filled the questionnaires. FGD helped the study to understand issues that influence communication among youth groups. The two instruments were chosen because they are standardized and objective (Chandran, 2004).

Quantitative data was analyzed using the Statistical Package for Social Science (SPSS) version 21, while the qualitative data used thematic and pattern analysis. Descriptive statistics was used for analysis and presentation of findings. Reporting of the results was largely guided by the purpose of the study undertaken and also the target audiences in this study the youth groups in Kibera.

4. The Results of the study

4.1 Age of Respondents

The study sought to assess the age of the respondents. The findings are presented in Table 1.1.

Table 1.1: Age of Respondents

	Frequency	Percent	Cumulative Percent
Valid	18 – 25	45	64.2
	26- 30	16	22.9
	30- 35	9	12.9
	Total	70	100.0

The responses portrayed in Table 1.1 above clearly indicate that most group members were youth aged between 18 and 25 (64.2%). The leaders of every group were required to fill their own questionnaire and it indicated that they were the older members, aged between 26-30 (22.9%) and 30-35 (12.9%), who had stayed the longest period of time and probably having been the founding members.

4.2 Gender of Respondents

Respondents were asked to indicate their gender and indicated as shown in Table 1.2. The study wanted to find out the gender of group members.

Table 4.2: Gender of Respondents

		Frequency	Percent	Cumulative Percent
Valid	Male	43	61.4	61.4
	Female	27	38.6	100.0
	Total	70	100.0	

From Table 1.2, it is clear that 61.4% of the group members' respondents were male while 38.6% were female. The groups consisted of more male than female. This was characterized by the activities the group engaged in such as garage activities, garbage collection, which are normally taken as masculine skills.

4.3 Level of Education

Respondents were asked to indicate their level of education and indicated as in Table 1.3.

Table 1.3: Level of Education for Members

		Frequency	Percent	Cumulative Percent
Valid	College	8	11.4	11.4
	Secondary	38	54.3	65.7
	Primary	24	34.3	100.0
	Total	70	100.0	

The majority of the group members had secondary education (54.3%), 34.3% of the respondents had primary education and 11.4% had college education. The larger percentage of the respondents had attained post primary education. This indicates that the majority of the respondents were knowledgeable to understand the concepts of group communication.

4.4 Period Lived in Kibera

The study sought to identify the period group members have lived in Kibera. The findings are in Table 1.4.

Table 1.4: Period Lived in Kibera

		Frequency	Percent	Cumulative Percent
Valid	Below 2 years	17	24.3	24.3
	2-6 years	31	44.3	68.6
	7-11 Years	22	31.4	100.0
	Total	70	100.0	

From the findings, 44.3% of the respondents had lived in Kibera between 2-6 years, 31.4% had lived between 7-11 years, and 24.3% below 2 years. This indicated that the group members were familiar with Kibera and the activities going on as the group activities involved the community.

4.5 Youth Group Status and Membership

The study sought to identify the status of the groups and also approximate number of members. The respondents were asked to approximate the number of current members in the group and results were indicated, as shown in Figure 1.1.

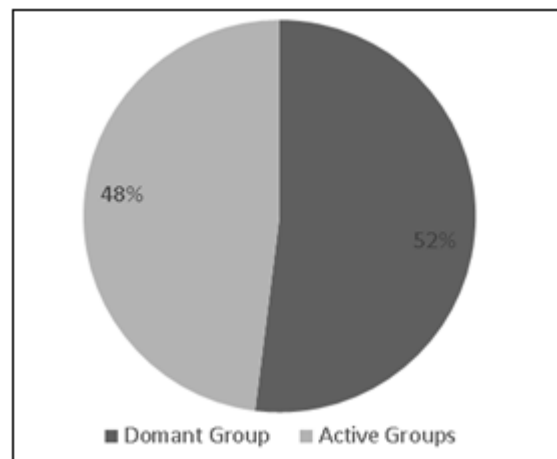


Figure 1.1: Group Membership

Figure 1.1 presents the findings of group representation. A total of 70 respondents from different groups participated in the study. From the findings, 52% of the respondents were from dormant groups while 48% were from active groups. The active group had a maximum of between 18 to 20 members while the dormant groups had a maximum of between 34 to 42 members per group. Therefore the dormant groups had many members in their groups.

Group Activities

Participants further indicated how youth groups benefit the individual youth and the community through the groups' activities. Table 1.5 indicates the activities highlighted.

Table 1.5: Main Activities of Groups

	Mean		Std. Deviation
	Statistic	Std. Error	Statistic
Income generating (running a garage)	4.59	0.193	0.503
Creative Arts	3.22	0.112	0.568
Community Service(garbage collection)	4.35	0.152	0.646
Sports and games Valid N (list-wise)	4.14	0.185	0.834

Table 1.5 categorized groups' activities, from which the most common activity, income generation had attracted an approximate mean (4.59), followed by community service (4.35), sports and games (4.14), and creative arts (3.22). This shows the youth were interested in activities that would increase their income hence improvement of livelihoods. The Problems Associated with Group Communications for Development

Sharing Information among the Groups

The respondents were asked to indicate how they share information. Table 1.6 gives a summary of how groups exchange information.

Table 1.6: Ways of Sharing Information in the Active Groups

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Meetings	33	4.48	0.135	0.501
Social media	33	4.09	0.117	0.868
Calls/Text messages	33	4.2	0.114	0.69
Valid N (listwise)	33			

The respondents from active groups were 33. The research revealed that most of the active youth groups exchanged ideas in their groups during meetings by liaising with others (4.48). This shows that face to face discussions result to effective decision making leading to success of group's project.

Table 1.7: Ways of Sharing Information in the Dormant Groups

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Meetings	37	3.84	0.156	0.481
Social media	37	4.12	0.109	0.563
Calls/Text messages	37	4.07	0.113	0.61
Valid N (list wise)	37			

Table 1.7 shows the findings on the ways of sharing information in the dormant groups. From the data received from the respondents, the dormant groups rarely held group meetings to discuss the progress of projects (mean of 3.84). Social media and call/text messages were used to a small extent with a mean of 4.12 and 4.07 respectively. The less group meetings probably led to the groups' failure and hence dormancy.

The respondents were asked to indicate how group members who did not adhere to group norms were punished.

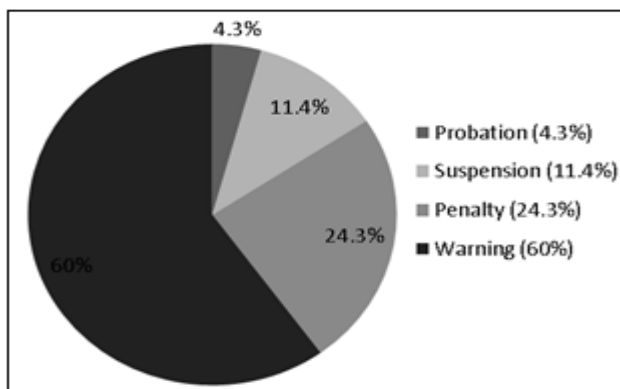


Figure 1.2: How Group Members were punished in Active groups

There were several penalties given to members who broke group rules. These included being warned (60.0%), paying a penalty fee (23.3%), suspension (11.4%) and probation (4.3%).

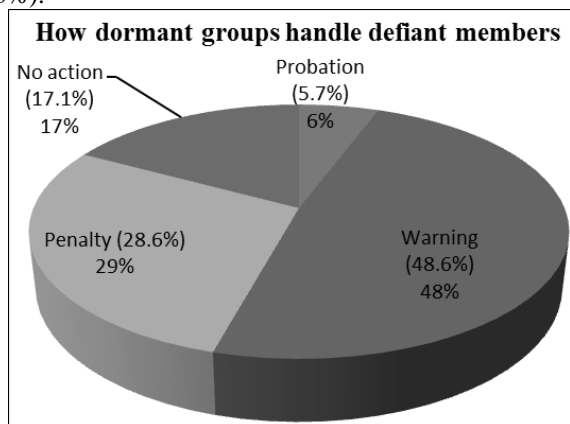


Figure 1.3: How Group Members were punished in Dormant groups

Figure 1.3 indicates the kind of measures taken by dormant groups to punish defiant members who did not perform their duties or adhere to group norms. Unlike active groups, there were fewer punishments including no action (17.1%) making members reluctant. The active group indicated that the penalties included being warned (60.0%), paying a penalty fee (23.3%), suspension (11.4%) and probation (4.3%). This is different from the dormant group where there was less punishment to members who did not perform their duties. This could have been due to the fact that groups did not have strict rules.

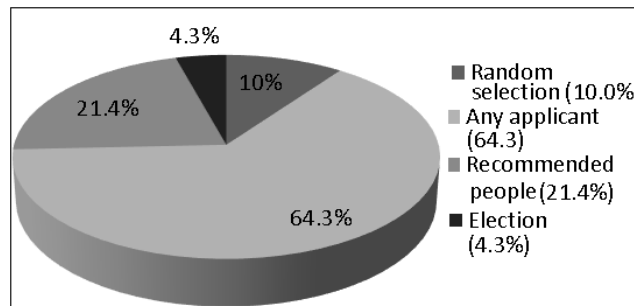


Figure 1.4: Who was allowed to Join the Group in the Active Group Category

The higher percentage, 64.3%, of respondents indicated that any person who applied to join the group was automatically accepted as long as they were ready to abide by the constitution. Group members also recommend some people to be recruited (21.4%). Random selection (10.0%) and election (4.3%) was rare but was also applied as a criteria for accepting new people. In the dormant groups, the respondents explained that it was the leaders who solely admitted new members. This could have been as a result of the groups not having strict rules and committed members.

Roles of the Group Leaders and Group Members

Role of Youth Group Leaders

Group leaders had a big role in ensuring the success of a group. They ensured group rules and regulations were adhered to, assigned duties were performed, acted as role models and gave members a chance to give suggestions and views in addition to allowing members to mold their projects.

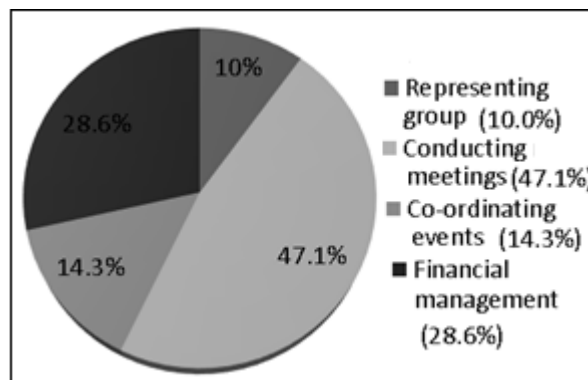


Figure 1.5: Role of Youth Leaders in the Active Groups

The respondents indicated that the roles of youth leaders were conducting meetings (47.1%), financial management 28.6%, coordinating events (14.3%), and representing group

(10%). The respondent from the dormant groups indicated that the leaders ran the group, without indicating specific activities. This led to poor decisions making as the members did not contribute by giving their views.

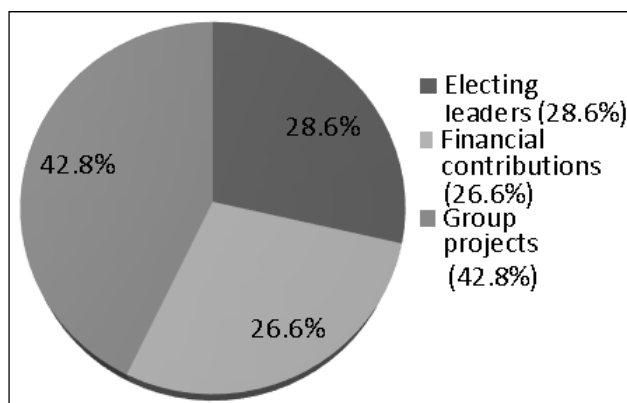


Figure 1.6: Role of Youth group Members in Active Groups

The findings in Figure 1.6 show that the role of group members in dormant group was group project (42.8%), electing leaders (28.6%), and financial contribution (26.6%). Roles were given to group members, however, not all the groups had all the members participate. Members of active groups indicated that they cooperated and united to help in the groups' growth. They also stated that they performed assigned group activities, and participated in all group activities including attendance of meetings. Majority of dormant group members did not answer this question in the questionnaires. However, when asked during the focus group discussion they said that they left their leaders to make key decisions in the groups. This showed lack of awareness of what was expected of them as group members. The possible reason for lack of awareness could have been poor communication. Members of the dormant group rarely attended meetings hence did not get information about their groups.

Group Norms

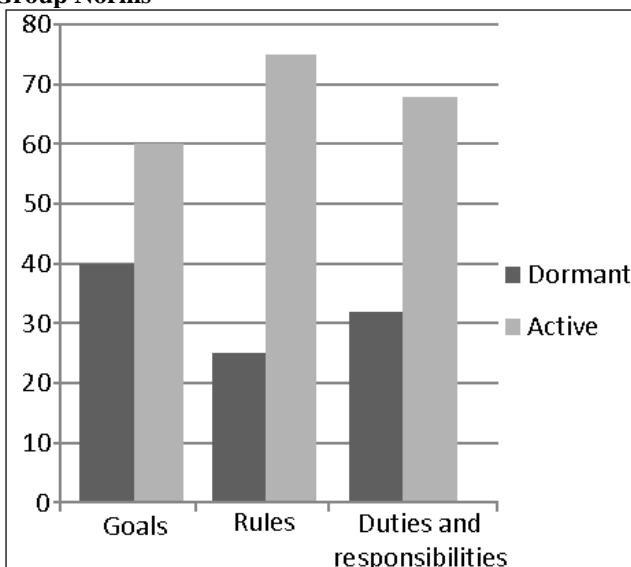


Figure 1.7: Group Norms

The group leaders of active groups indicated that the groups had norms which included clear goals (60%) and rules for the group (76%), duties and responsibilities were defined

(68%). The group leaders from the dormant group indicated that the group norms were hardly followed even though they existed (24%). The norms included group goals were set (40%) and segregation of duties and responsibility (32%). The leaders further noted during the focus group discussion that some of the members were not familiar with the norms. This could have been due to poor group communication.

The study further sought to establish what happens to group members who did not adhere to the groups' set rules. The leaders from active groups stated that conflicts were solved through negotiation and the leaders mediated to ensure they reached an agreement. The leaders also stated that Indisciplined members were given warning letters and those who did not change were dismissed from the groups. Majority of the active group leaders stated that they had group meeting once a week. The dormant group leaders indicated that they only met when they had serious issue to discuss.

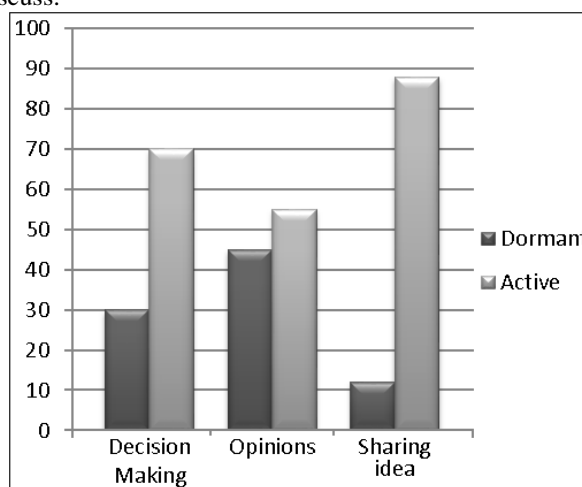


Figure 1.8: Group members' Involvement in Decision Making

The study sought to identify how members were involved in the groups. The leaders of active groups indicated that members were free to share their views (87%). The leaders of dormant group stated that most members were always absent during meetings hence decisions were usually made by the leaders (30%). The study further identified that leaders of active groups worked collaboratively (54%) while dormant group had (46%). The active group had a high percentage of 88% in sharing ideas with members during decision making and encouraged members to own responsibilities for the outcome of activities, while dormant group had 12% in sharing ideas. The active groups performed well since they had good communication system while the dormant group rarely met for decision making.

Group Meetings

The respondents were asked whether they held group meetings. The findings are in Table 1.8.

Table 1.8: Group Meetings

	N	Percentage
Yes	61	87
No	9	13
Valid N (listwise)		

From the findings, majority of the respondents agreed that they usually had group meetings (87%), while 13% indicated that they did not have group meetings. Lack of group meetings meant that members were not involved in group decision making.

How Members were involved in Meetings

Respondents were asked if they were usually involved in meetings. The respondents indicated as shown in Table 1.9.

Table 1.9: Members Involved in Meetings

		Frequency	Percent	Cumulative Percent
Valid	Yes	56	80.0	80.0
	No	14	20.0	100.0
	Total	70	100.0	

As shown in Table 1.9 above, majority of the respondents agreed that they were involved in group meetings (80%). 20% of the respondents indicated that they were not involved in group meetings. They further indicated that they contributed in decision making by giving ideas. When members provide their views during decision making, it helps in reaching good group decisions.

Implementation of Ideas in groups

Respondents were asked if the ideas they contribute in groups were implemented. The respondents indicated as shown in Table 1.10;

Table 1.10: Implementation of Ideas in Groups

		Frequency	Percent	Cumulative Percent
Valid	Yes	46	64.7	64.7
	No	24	35.3	100.0
	Total	70	100.0	

The majority of the respondents (64.7) agreed that the ideas they gave in groups were implemented while 35.3% indicated that the ideas they gave in groups were not implemented.

5. Discussion and Conclusion

This study sought to explore group dynamics among the selected youth groups in Kibera, with an aim of establishing ways effective group communication can improve performance of the youth projects. The study had three objectives. The first objective was to find out the characteristics of youth groups among the selected youth groups in Kibera. The second objective was to establish the roles played by group members in the selected youth groups in Kibera, and finally to establish how members of the active youth groups and dormant youth groups exchanged information in their respective groups. In addition, this section of the paper provides a direction for further studies and gives some recommendations for policy making by the relevant authorities. Questionnaires and (FGDs) were used to gather primary data. The questionnaires comprised of both closed and open-ended questions. Both primary and secondary information was used to determine the findings of the study.

The results of the study

The study sought to find out the characteristics of youth groups, secondly the roles played by members of the youth groups and lastly how members of the active youth groups and dormant youth groups exchange information in their respective groups. These were the findings from the study:

Characteristics of youth groups among the selected youth groups in Kibera

Some of the group characteristics included group norms and group size, groups norms, groups had set of rules that guided them on members' behavior and new membership registration. There were several penalties given to members who broke group rules. These included being warned (60.0%), paying a penalty fee (23.3%), suspension (11.4%) and probation (4.3%). The active groups strictly adhered to their constitutions as a way of streamlining members. On new membership, the active groups had higher percentage, 64.3%, of respondents indicated that any person who applied to be a group member was automatically accepted as long as they were ready to abide by the constitution. The dormant groups indicated that the leaders had the mandate to decide who joined the group. Carron and Eys (2010) noted that groups create norms to facilitate survival. Groups formed with the aim of achieving development goals should create norms that every member should adhere to in order to realize their goals. Groups that fail to adhere to group norms create conflict within the groups.

From the study findings, the active groups appeared to have set rules/norms governing the groups, whereby rules such as ways of punishing deviant group leaders were specified and criteria for membership admission was clear. The dormant groups had the group leaders solely decide who joins the group and the group norms were not generally followed as the respondents indicated that some group members did not know of the existing group rules. The findings clearly agree with Carron and Eys (2010) that groups that create group norms and adhere to them are successful and those that do not adhere to group norms end up in conflict and consequently fail. This explains why some of these groups were active and others dormant.

Gill and Williams (2008) also agreed that the nature of groups is affected by factors such as: group size, group size can vary from two people to a very large number of people. Groups with small numbers of members are thought to be more effective because each member has ample opportunity to take part and engage actively in the group. Many factors influence the level of group cohesiveness: agreement on group goals, frequency of interaction and personal attractiveness (Carron & Eys, 2012). The active groups had small number of members, ranging from 18 to 20 per group. The fact that the groups were active in their development projects could be attributed to the fact that each member was able to take part in group activities, share ideas freely and engage actively in all other group activities. The members of the dormant groups had their group membership range between 34 to 42 members per group. Dormant groups having many members per group, made it impossible for each member to air their views during group discussions. This made some members feel left out, as a result trust was lost leading to group dormancy.

Roles Played by Group Members in the Selected Youth Groups in Kibera

The study revealed that in the active groups members were involved in activities such as; electing their leaders, making decisions, financial contribution, attendance of group meetings and performing group assigned duties. The dormant group members indicated that most of the group decisions were made by their group leaders. According to Gouran and Hirokawa (2003), functional theory states that, for a group to make effective decisions the group interactions should give room for all the views from its members, this creates cohesiveness in the group leading to tangible achievement in the groups' projects. The study agree with this theory in that, active groups involved in the study were found to be successful in their projects, as the leaders involved the group members in group activities. Forsyth, (2010) further noted that, in order for groups to make effective decisions, the group interactions should give room for all the members. In groups where members are fully involved in groups' activities, groups realize success in their projects. The study found out that active groups had a higher percent of its members involved in group activities and the dormant groups indicated that most of the group activities were carried out by their leaders. This shows that when group members are actively involved in the group activities, the groups remain vibrant leading to tangible results in groups' activities.

How Members of the Active Youth Groups and Dormant Youth Groups Exchange Information in Their Respective Groups

The study aimed to identify how members of the dormant and active groups communicate within the group. The two categories of the groups indicated that to exchange information they used various means; face- to- face discussions, social media, calls and text messages. The active groups stated that the groups mainly held meetings to discuss group issues, social media, telephone calls and text messages were less used. The dormant groups leaned more on social media, telephone calls and text messages to communicate. From the research it is clear that face- to- face communication yields better results compared to other ways of communication. The active groups had successful projects and mainly used face to face discussions, while the dormant groups who mainly communicated via social media and telephone calls had stagnant projects. This study therefore agrees with Forsyth (2010) argument that, personal discussion is the foundation of communication and once it is established, it enables all other forms of communication.

Moreover, the leaders from the active groups said that the lines of communication were clear. The leaders of dormant groups stated that most members were always absent during meetings hence decisions were usually made by the leaders. The study further identified that leaders of active groups worked collaboratively, shared ideas with members during decision making and encouraged members to own responsibilities for the outcome of activities. The findings are in agreement with Forsyth (2010), who noted that for a group to effectively interact, its members should be able to communicate freely and openly within the group.

In conclusion, it is clear from the study findings that, groups should have in place norms that members should adhere to and every member should be made aware of the norms and encouraged to participate in decision making. In groups with less members; communication is efficient since it is possible to actively engage every member during the group meetings .Face –to- face form of communication among the group members certainly leads to groups' success as seen with the active groups. Group leaders should work collaboratively, share ideas with members during decision making and encourage members to own responsibility for the outcome of group activities.

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