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**UNDERSTANDING COMMUNICATION EXPERIENCES AND JOB
SATISFACTION OF EMPLOYEES AT A STATE INSTITUTION**

A research report presented to the

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by

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ABSTRACT

There is a growing recognition of the role internal communications play in the overall functioning of an organisation. Scholars link effective internal communications with business performance and in the context of a government institution it means that in order to improve service delivery they must pay attention to the effectiveness of their communication practices. To execute its mandate effectively the Government Communications and Information systems (GCIS) as an entity responsible for managing communications on behalf of government has to ensure that it leads by example in this regard. The purpose of this study is to explore and describe communication experiences of GCIS employees. To answer the research question a cross-sectional survey of $n=40$ randomly selected employees was conducted at the GCIS head office. The survey resulted in initial findings which were further explored by interviewing nine ($n=9$) purposefully selected individuals.

Results indicate that employees are satisfied with communications in general. Evidence suggests that not all communication channels are considered reliable however, perceptions of trust or reliability regarding channels is influenced by an inherent culture at the GCIS that equates authority and rank with trust. Concerns were raised with official channels in particular which are perceived as slow, outdated and irrelevant, blamed in part on bureaucratic processes. Findings show that there is a strong positive relationship between communication satisfaction and job satisfaction in line with findings from other studies. This underscores the importance of effective internal communication practices in state institutions. If communication is effective, evidence suggests that it will lead to employee job satisfaction. It is therefore recommended that the GCIS conducts a strategic review of its internal communication systems and practises in order to evaluate their effectiveness in helping to achieve communication goals of the organisation. A follow up study be conducted at the GCIS to measure the implementation of recommendations made in this study. Furthermore, research is recommended within the government sector as this will provide a holistic view of communication experiences within state institutions in South Africa, in particular the influence of bureaucratic systems.

KEY WORDS:

Organisational Communication, Internal Communication, Communication Satisfaction, Job Satisfaction, Government Communication, Public Sector, Bureaucracy, Job Description Index, Communication Satisfaction Questionnaire.

OPSOMMING

Daar word toenemend erkenning gegee aan die rol wat interne kommunikasie speel in die algemene funksionering van 'n organisasie. Geleerdes koppel effektiewe interne kommunikasie met ondernemingsprestasie, en in die konteks van 'n regeringsinstelling beteken dit dat hulle, ten einde dienslewering te verbeter, moet let op die effektiwiteit van hul kommunikasiepraktyke. Om sy mandaat effektief uit te voer, moet die Regeringskommunikasie- en Inligtingstelsels (GCIS) as 'n entiteit wat namens die regering verantwoordelik is vir die bestuur van kommunikasie verseker dat dit 'n voorbeeld hiervan is. Die doel van hierdie studie is om kommunikasie-ervarings van werknemers van GCIS te verken en te beskryf. Om die navorsingsvraag te beantwoord, is 'n deursnee-opname van ($n=40$) lukraak geselekteerde werknemers by die GCIS-hoofkantoor gedoen. Die opname het gelei tot aanvanklike bevindings wat verder ondersoek is deur nege ($n=9$) onderhoude met doelgerigte geselekteerde onderhoude.

Die resultate dui daarop dat werknemers oor die algemeen tevrede is met kommunikasie. Bewyse dui daarop dat nie alle metodes as betroubaar beskou word nie, maar dat persepsies van vertrouwe of betroubaarheid ten opsigte van kanale beïnvloed word deur 'n inherente kultuur by die GCIS wat gesag en rang met vertrouwe vergelyk. Daar is ook kommer uitgespreek met amptelike kommunikasiekanale wat gesien word as stadig, verouderd en irrelevant, en deels die skuld op burokratiese prosesse. Bevindinge toon dat daar 'n sterk positiewe verwantskap bestaan tussen kommunikasiebevrediging en werkstevredenheid, in ooreenstemming met bevindings van ander navorsers. Dit onderstreep die belangrikheid van effektiewe interne kommunikasiepraktyke by staatsinstellings. As kommunikasie effektief is, dui die getuienis daarop dat dit tot werkstevredenheid van die werknemers sal lei. Daarom word aanbeveel dat die GCIS 'n strategiese oorsig van sy interne kommunikasiestelsels en -praktyke uitvoer om die doeltreffendheid daarvan te evalueer om die organisasie se kommunikasiedoelwitte te bereik.

'N Opvolgstudie word by die GCIS uitgevoer om die implementering van die aanbevelings wat in die studie gemaak is, te meet. Verder word navorsing binne die owerheidsektor aanbeveel, aangesien dit 'n holistiese siening bied van kommunikasie-ervarings binne staatsinstellings in Suid-Afrika, veral die invloed van burokratiese prosesse.

SLEUTELWOORDE:

Organisatoriese kommunikasie, Interne kommunikasie, Kommunikasie tevredenheid, Werkstevredenheid, Regering Communications, Openbare Sektor, Burokrasie, Job Description Indeks, Kommunikasie Tevredenheid Vraelys.

DECLARATION

I, **Margaret - Ann Limakatso Dingalo**, declare that this research report is my own, unaided work. It is submitted in the partial fulfilment of the requirements of the Master of Arts in Communications degree at the University of South Africa. It has not been submitted before for any degree or examination at any other university or educational institution.

M.L.Dingalo

30 AUGUST 2020

Margaret-Ann Limakatso Dingalo

Date

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LIST OF ACRONYMS

Acronym	Description
COMTASK	Communication Task Group
CSQ	Communication Satisfaction Questionnaire
DG	Director General
GCIS	Government Communication and Information Systems
JDI	Job Description Index
PAIA	Promotion of Access to Information Act
PDMS	Management and Development System
SHRM	Society for Human Research Management Performance
CA	Cronbach's Alpha

CHAPTER 1 INTRODUCTION TO THE RESEARCH

1.1. Introduction

"I believe that a guarantee of public access to government information is indispensable for any democratic society". (Sissela Bok, 1982. Swedish philosopher).

The right to access government information is crucial to participation in a democratic process (Birkenshaw 2006:177). Transparency, accountability and trust in a government is closely connected with how public officials use information to further public objectives (Brandsma 2012:74;Naurin 2007:90). The role government communicators play in the transparency realm is informed by how communicators value and implement its ideals, and to this end transparency in government has to do with enabling access to information in as clear and accurate a manner as possible, making it possible for citizens to judge the work of government (Holzner & Holzner 2006:1;Hawes 2010:377;Ruijers 2013:8). This study examines communication experiences of employees in a state institution, it does not only focus on communication and information access, it also looks at internal communication practices and how they are perceived by employees.

Government communications as a field is not yet well understood despite its importance for 21st century politics (Canel & Sanders 2012:93). The complexity of government communications and the unique environment within which it is practiced has become a subject of interest for many public sector investigations (Mbhele 2016:v; Mukhudwana 2014:v;Nhlapho 2000:1). Extant literature on government communications tends to focus on roles and functions (Montsho 2013:1), performance and quality (Vos 2006:250) as well as excellence in government communications (Grünig & Jaatinen 1999:218), very few investigations look at practices and methods which is a key focus of this study.

There is a growing interest in understanding government communications in general and how communication is practised within state institutions in particular (Mukhudwana 2014:v;Mbhele 2016:v). This research aims to enhance understanding on the subject in South Africa. This chapter therefore discusses the background to the study, aims of the research and the methodology that was used to conduct the research. The discussion concludes with a brief summary of the research findings.

1.2. Background to the research

Public institutions are large and complex organisations that operate in highly regulated environments because of political and public mandates they carry (Hyden, Court & Mease 2003:2). The responsibility they have to a variety of stakeholders who often have different and competing interests puts public institutions in general, and government communicators in particular under constant scrutiny compared to their private sector counterparts (Olsen 2008:16). Public administration scholars argue for the need to distinguish between public and private sector organisations when conducting communication investigations because of distinct differences in their operating environments (Graham 1994:361;Kaplan 2009:197). Mukhudwana (2014:v) argues that the distinctiveness of the public sector makes public sector communications substantially different. Public sector communication is often viewed as more complex because it has to deal with much broader issues in managing the ever changing expectations of different constituencies (Liu & Levenshus 2008:1;Boyne 2002:97). Mukhudwana (2014:v) further suggests that the unique environment within which public institutions operate has a bearing on how they practice communications.

Weber's (1947:1) theory of bureaucratic management has a big influence on management philosophies and practices of public institutions. Principles espoused in his theory do not only relate to issues of governance and administration, rules that determine policy and procedures in public institutions also influence internal communication practices (Dues & Brown 2001:22;Waters & Waters 2015:10).

Vos (2006:257) argues that there is a need to consider factors that influence how communications in government institutions is practiced when seeking to understand employee attitudes and behaviour. Mbhele (2014:v) concludes in his study that indeed the environment within which public sector institutions operate influences internal communication practices. This research examines employee perceptions and attitudes while taking into consideration these institutional realities. In addition, the study examines whether there is a link between communication satisfaction and employee job satisfaction in this context. In order to provide a context to the study concepts central to studies on government communications are discussed below:

1.2.1. Public sector administration

Piere and Peters (2005:6) refer to public sector administration as an act of governance concerned with the relationship between public institutions and society in pursuit of common interests, while Khan (2008:1) describes it as “management of government affairs or “business of government” as Osborne and Gaebler (1992:xviii) suggested. Public sector theorists insist on making a distinction when analysing management practises of public sector organisations (Bogdal 2013:7;Dunleavy & Hood 1994:9). Hood (1995:94) argued for the need for a distinction to be made for two reasons (1), to ensure accountability of government by differentiating the work of government from the private sector and (2), to maintain separation between the political and administrative functions of government. In this regard, the ethos, methods of doing business and how government organisations operate is distinctly different from private sector organisations (Anderson 2010:137; Fredriksson& Pallas 2018:149). The public sector is for the most part seen as ineffective when compared with the private sector as a result of bureaucratic constraints (Desmairais & Chatillon 2010:128). It is worth noting that the focus of this study is not on public administration in general, but on communication management within public institutions, understanding the environment within which government communication occurs is very important however.

1.2.2. Management of communication in the public sector

Canel and Sanders (2012:1) assert that in practice government communication is fundamental to a functioning democracy and cannot be separated from the act of governing. Central to governing according to Heize, Scheider and Ferie (2013:370), is the ongoing exchange of information and interaction between those that are governed and those that govern. In this regard, scholarship on governance and democracy tends to find resonance in communication studies (Mukhudwana 2014:1). It is in this context that a crisis in democracy is often associated with declining public interest in politics, politicians and governments (Canel & Sanders 2012:10). Young (2008:1) posits that declining interest in public participation and a corresponding increase in negative perceptions about governments is a result in most cases of poor government communications. It is for this reason that Glenny (2008:153) recommends that investigations in government communication be viewed with a different lens. Existing communication models do not sufficiently address the uniqueness of the public sector in general and government departments in particular, even though their operating environments are distinctly different (Liu & Horsely 2007:377). Canel and Sanders (2012:94) propose that government communication should ideally reflect the principle of 'publicness' because of the responsibility governments have on those it governs. Public organisations are required to be accountable to political and public constituents, which is why they are subjected to significant amounts of scrutiny when compared with their private sector counterparts.

Ruijter (2013:xiii) alludes to the concept of transparency in government as a critical part of government communication because literature always assumes an automatic link between transparency and trust in government. Citizens need information to understand what their government is up to and how decisions they make affect them (Meijer, Curtin & Hillebrandt 2012:10). Ruijter (2013:xiii) concludes his study that government communicators who prioritise transparency tend to generate stakeholder support for the work of government.

The GCIS, as an entity that manages communications between government and citizens in South Africa is required as part of its mandate to be transparent in how it engages with its employees and by implication citizens. The Open Government Directive (2009:1) suggest that there is a direct connection between transparency and participation as cornerstones of democratic societies. Openness of government refers to constant societal engagements about matters that are important to citizens (Christensen & Langer 2009:129). The constructs of openness and transparency in the context of this study refer specifically to effective and efficient dissemination of information within government itself (Ruijter 2013:3). Fairbairn, Flowman and Rawlins (2007:25) refer to transparency as the accountability of government institutions to enable access for both its employees and citizens in order to make it possible for them to participate and contribute to decision making. Although government in South Africa has made an effort to enable access through the promulgation of The Promotion of Access to Information Act, Act no 2 of 2000 (PAIA act), consistent application and implementation of the act was identified as a big challenge (Lor & Van As 2002:101). Legal and formal controls which state institutions depend on to regulate their operations unfortunately render access and transparency in the public sector virtually impossible according to Pandey and Garnett (2006:46). Government communicators struggle to maintain a healthy balance between striving for efficiency in communications and maintaining democratic values because of these institutional limitations (Gelders, Bouckart & van Ruler 2007:327). Based on these arguments it is clear that government communicators are confronted with a variety of challenges which often impede their ability to be effective as communicators. The section below reflects on some of these challenges.

1.2.3. Challenges confronting government communicators

Some of the challenges facing government communicators are identified as lack of transparency and the secrecy they have to uphold as a result of bureaucratic systems and rules (Hesse 2017:1;Khale & Worku 2013:61; Morodu & Halsal 2017:2).

Lattimore, Baskin, Heiman and Toth (2009:311) allude to the complexity of government bureaucratic processes and systems as the biggest challenge by far because of the impact these have in worsening the gap between management and employees in an organisation. Nzimakwe (2010:58) and Khan (2008:85) highlight the difficulties encountered by communicators working in the public sector when marketing what they consider to be a non-tangible product. Furthermore, government communicators have to contend with complicated politics and power relationships which affects their ability to be effective as communicators (Khan 2008:9). Government communicators operate in a political environment and from time to time have to contend with conflicting agendas (Canel & Sanders 2012:86;Pallas & Fedriksson 2016:1).

Legal constraints in particular limit their ability to be transparent and open with their own employees (Liu, Horsely & Levenshus 2010:191). Often subjected to internal bureaucratic processes, the timing and planning of government communications follows a rigid political programme (GCIS 2018:1). The complexity of their roles and the responsibility they have to a variety of stakeholders make it difficult for them to leverage communications as a strategic function in this regard (Liu et al 2010:209). Notwithstanding some of these challenges, there is a legal and moral obligation for government communicators to keep their employees and the public informed about government policy decisions and how these decisions will affect them (Yeomans 2009:578). They still have to meet expectations of stakeholders including their own employees who often expect more from them than they would private sector communicators based on the notion that public sector organisations are essentially established to serve (Fredriksson & Pallas 2016:149; Gelders et al 2007:237; Gelders & Ihlen 2010:34). Their employees therefore play an important role in acting as an interface between the bureaucracy and society in this regard (Edes 2000:455).

1.2.4. *The role of government communicators*

Government communicators are people employed to facilitate communications between government entities and the public they serve (Ruijter 2013:8). Within government organisations, employees spend a lot of time communicating about policy decisions and how best to implement them (Liao, Chang & Wu 2010:92). Communicators working in public institutions make a valuable contribution in the promotion of democracy and societal well-being (Edes 2000:455). Facilitating effective communication practices within government itself becomes key (Fairbanks et al 2007:23). Although the GCIS in its role as a co-ordinator of a government communication system in South Africa has a robust external mandate, its ability to execute this mandate effectively depends on its ability to manage communications with its employees. GCIS employees are critical to the delivery of its mandate because they act as an interface between government and citizens in South Africa. This study examines experiences of GCIS employees as an institution expected to lead in providing best practises in government. The history and background of the GCIS as an institution is discussed below.

1.2.5. *The GCIS: history and background*

South Africa had its first democratic elections in 1994, after which a new government was formed. This created a need in line with the new dispensation to review how government engages and communicates with citizens to make sure there is alignment between what the new constitution prescribes and how government communicates (Rasila & Mudau 2012:138). It was in 1996 when the then Deputy President Thabo Mbeki decided to set up a structure whose mandate was to review communications in government with a view to assessing how the goals of open, transparent and accessible government can be achieved as prescribed in the new constitution. An eminent group of specialist communicators which is today known as the task group on government communications (ComTask) was created (GCIS 2018:1). Emanating from the work of this group a report was produced (GCIS 2018:1).

One of the ground breaking recommendations from this report was the establishment of a government communication entity whose mandate will be to co-ordinate communications on behalf of government and manage a system that will ensure an integrated approach to government communications. This gave birth to the GCIS. How the GCIS is structured and functions today is informed largely by recommendations of that report. The role of the GCIS in government is to help articulate government policy across three spheres, local, provincial and national, this includes helping to ensure coherence and consistency in implementation of policies (GCIS 2018:1). The institution provides strategic communication support to government by ensuring that information from government is widely accessible to the public, thus enabling government to remain constantly engaged with citizens around issues people care about. This makes it possible for citizens to participate in shaping government policies as well as take up opportunities that will help improve their lives (GCIS 2019:1).

Government communicators operate in a political environment, and as a result wrestle with complexities as they seek to balance their civic duty with political imperatives (Canel & Sanders 2016:1). They tend to juggle what appears to be conflicting agendas as they try to shape communications to better serve democratic processes, while having to balance that with objectives set by their political masters (Aji, Tsuroya & Dewi 2017:1; Sanders & Canel 2013:9). Challenges notwithstanding, entities such as the GCIS are still compelled to view communications as a strategic element of service delivery (Canel & Sanders 2012:89). The real test will be in their ability to respond to the many challenges while remaining a reliable source of information for key constituencies they serve (Aiken 2018:1).

The GCIS continues to serve as an agency that co-ordinates government communications in South Africa with a mandate to inform and educate citizens about the work of government (GCIS 2015:3). The GCIS develops guidelines and frameworks which inform how communications in government departments should be managed. To lead effectively in this area the GCIS has to ensure that its own internal communication practices are effective.

Employees at the GCIS are an important resource in helping the organisation achieve its mandate because they spend the majority of their time at work collaborating and sharing information which is critical to the execution of their tasks (Marsick & Watkins 2003:132).

The role communications plays in the effective functioning of an organisation is without question (Liao et al 2010:92). It is imperative for the GCIS to be at the forefront of advocating best practices in government communications because of this transversal mandate. Effective internal communication and service delivery have become issues of exceptional importance for state institutions (Montsho, 2013:iii). Gondal and Shahbaz (2012:133) link internal communications with business performance and in the context of a government institution this implies that to improve service delivery, they should pay attention to the effectiveness of their internal communication systems. The GCIS has a staff complement of 442 and operates from their headquarters in Pretoria where 150 of their employees are based. It discharges this mandate through a network of nine regional offices and community service centres located in different provinces in South Africa where the rest of their employees are based. To assist the organisation execute its mandate effectively, GCIS employees located in this wide network of offices need to be informed constantly about information that need to be shared with citizens. Internal communications at the GCIS is centralised at head office in their human resources department where content received from different divisions in the organisation is repackaged and distributed through different channels to staff.

It is important for this information to be vetted by those in authority before being distributed to employees because of political and legal implications of information shared with the public (GCIS: 2019). This centralised approach to communication is considered important at the GCIS because it guarantees that the organisation retains control over what is communicated on behalf of government while ensuring that information shared with the public is not only accurate, but credible (GCIS 2018:1).

Disseminating correct information on time to employees located in different parts of the country is very challenging at the moment because this centralisation impacts the flow and the speed with which information can be distributed in the organisation. It takes time for important messages to reach employees located in different parts of the country and by implication citizens who depend on this information to access government services. This creates a challenge for an organisation whose reason for existence is information dissemination. This study assesses perceptions of GCIS employees given this context.

1.3. Problem statement

A problem statement is an important step in research because it enables researchers to put what will be investigated in context and demonstrates why the issue is important while highlighting objectives of the research (Hofstee 2006:20; Miles 2017:2). The issue at hand is employee experiences with internal communication at the GCIS. Given that the environment of public institutions have a bearing on their internal communication practices as alluded to above, the environment within which communication at the GCIS occurs is taken into account when examining attitudes and behaviour of employees as suggested in literature (Vos 2006:257; Mbhele 2014:v). Bureaucratic processes of government and legal constraints imposed by the system do not only affect the effectiveness with which government institutions communicate with their own employees, scholars suggest that these constraints also limit their ability to be transparent and open, this has the potential to discourage employee participation and as a result create a gap between management and employees (Dues & Brown 2001:22; Waters & Waters 2015:10).

In spite of these challenges, the GCIS like other government institutions is still obligated legally and morally to keep their employees informed in order to help enhance understanding of the work of government. Employees can only help the GCIS execute its mandate effectively if they are empowered with knowledge and information.

The purpose of this study is to explore and describe experiences of employees with communication and job satisfaction at the GCIS from a pragmatic word view. Pragmatists are not married to anyone perspective because they believe there are many different ways to interpret the world (Plano Clark & Ivankova 2016:4;Creamer 2018:12). In that regard a mixed methods approach is adopted where both quantitative and qualitative methodologies are employed through a cross-sectional survey and partially-structured face-to-face interviews.

1.4. Research questions

Research questions force the researcher to be specific about what they want to find out, they have to be formulated so that they can be investigated and answered empirically (Alvesson & Sandberg 2013:76). In order to explore experiences of GCIS employees with communications and job satisfaction a key question to ask is;

How do employees experience communication and job satisfaction at the GCIS?

This main question is supported by following secondary questions:

- **Research Question 1:** What are current internal communication methods used by the GCIS?
- **Research Question 2:** To what extent are employees satisfied with communication at the GCIS?
- **Research Question 3:** Is there a relationship between communication satisfaction and job satisfaction ?

Linked to the questions above, the following assumptions were made:

- **Assumption 1:** The awareness and use of internal communication channels by employees is central to their perceptions of communication at the GCIS.
- **Assumption 2:** Employees are satisfied in various degrees based on their perceptions across eight organisational communication dimensions proposed by Downs and Hazen (1977:69); organisational climate, personal feedback, organisational integration, supervisory communication, corporate information , co-worker communication, media quality and subordinate communication.
- **Assumption 3:** There is a significant and positive relationship between communication satisfaction and job satisfaction (Byrne & LeMay 2006:149; Ehlers 2003:25; Hopper 2009:74; Sharma 2015:3).

1.5. Research objectives

Fouche' and De Vos (2011:94) define research objectives as activities or steps taken by researchers to reach a specific goal. Babbie (2007:79) suggests that objectives and goals inform the type of research methodology to employ in a study. Maxwell (2013:13) differentiates between objectives and goals and states that a goal is a plan one seeks to achieve, while objectives are specific activities undertaken towards the realisation of that goal. In this regard, the goal of this study is to understand communication experiences and job satisfaction of GCIS employees . Based on this, the following objectives were formulated:

- **Research Objective 1:** To explore and describe current internal communication methods used by the GCIS.
- **Research Objective 2:** To explore and describe levels of employee satisfaction with communication at the GCIS.

- **Research Objective 3:** To examine the relationship between communication satisfaction and job satisfaction.

1.6. The research methodology

The methodology that was used in this study is discussed in detail in Chapter 3, the discussion below provides a summary. The study explores employee experiences with communication in a state institution from a pragmatic world view. Pragmatists believe that knowledge is shaped by human action, meaning that what people know about the world is shaped by what they do and that human action cannot be separated from their beliefs and experiences (Kaushilk, Walsh & Lai 2019:3).

This study focuses on employee attitudes and behaviour in order to understand their experiences better. The fundamental premise of the pragmatic position is based on the need focus on the practical implications of any research rather than abstract concepts which are very hard to grasp and understand (Denscombe 2008:274). Abstract concepts such as communication satisfaction and job satisfaction can only be understood by examining employee perceptions, opinions, views and attitudes. A pragmatic researcher makes observations and based on these, is aware of possible applications of the developed knowledge which makes it suitable for future application (Goldkuhl 2012:135). In this study it will not be enough to say interpretations from findings of the research make sense, they must make sense practically in terms of how they help to answer the research problem. In trying to answer the research problem, pragmatists recognise that there are many different ways of interpreting the world and of doing research, and that no single point of view can ever provide the entire picture of the issue being investigated (Morgan 2014:1045; Teddie & Tashakkori 2009:99).

Which is why they integrate more than one research approach and research strategies within the same study, often drawing from both quantitative and qualitative assumptions in order to understand the research problem holistically (Creswell 2016:301; Greene 2015:606; Plano Clark & Ivankova 2016:10).

To answer the research problem a sequential mixed methods design is employed. The use of different data collection methods does not only help to improve the validity and reliability of the research, each method contributes to the realisation of the objectives of the research. The study was conducted in two stages, a literature review and empirical research.

1.6.1. Literature review

A full discussion on the literature reviewed for this study can be found in chapter 2. This section provides a summary. The review starts by focusing on organisational communication in general and how it relates to communications in state institutions in South Africa.

The literature explaining the unique environment within which communication in state institution occurs and its influence on internal communication practises was also reviewed to better understand experiences of GCIS employees. Sources dealing with organisational communication theory as well as internal communications in state institutions in South Africa were consulted. This includes previous research conducted at the GCIS. The following data bases were consulted to ensure availability of material for this study.

- UNISA Library catalogue
- SAGE Knowledge repository
- SAGE Research methods on-line
- Web of Science Core Collection
- Directory of Open Access Journals
- Sabinet Open Access Journals

- Open Access Theses and Dissertations
- Directory of Open Access Repository (Open DOAR)

This study explores experiences of employees with organisational communication in a state institution. Research on organisational communication in state institutions in South Africa is still at its infancy. Heise (1985:199) lamented the lack of interest in government communication research in the past. Abugre (2011:8) highlights that this remains a problem today because global theoretical frame works on organisational communication tend to focus more on western economies, which explains why literature in Africa is limited.

Out a few studies conducted in state institutions in South Africa, the researcher was able to identify three which are of particular relevance to this study. The first two were conducted at the GCIS. The first was a study conducted by Montsho (2013:115), it helped to enhance understanding the role of the internal communication function at the GCIS. More importantly, the study provided valuable insights in terms of understanding how the function is currently perceived by employees, which provides a basis for understanding the nature, challenges and the context within which internal communications happens at the GCIS. The second study conducted by Nhlapho (2000:43) at the GCIS found a link between dimensions of communication climate and supervisor-subordinate communications with job satisfaction in line with findings of this study. The third study conducted by Mukhudwana (2014:v) to investigate communication management by government departments in the Kwazulu-Natal province of South Africa was useful in helping to understand the context within which communication in state institution occurs by highlighting in particular the distinctiveness of public institutions and its influence on internal communication practices. Scholars highlight the need to acknowledge the distinctiveness of public institutions when conducting public sector investigations and more importantly, the need to recognise factors that influence communications in state institutions when seeking to understand the behaviour and attitudes of employees (Mbhele 2014:v; Mukhudwana 2014:v; Waters & Waters 2015:10).

It is in this context that bureaucratic theory was also reviewed to help understand how bureaucratic processes of government institutions influence internal communication practices. This was useful in explaining the environment within which communication at the GCIS occurs. From this review three key concepts were identified which were tested empirically namely; internal communication methods, communication satisfaction and job satisfaction.

1.6.2. Empirical research

The study uses a sequential mixed methods design where quantitative and qualitative methodologies are employed. Creswell (2015:75) describes a sequential mixed-methods design as an approach dealing with how one brings together quantitative and qualitative results in a mixed methods study or the way the researcher decides to integrate methods based on the needs of the study. A quantitative survey and partially-structured interviews were conducted for the empirical part of the research. Each of the methods are briefly discussed below:

1.6.2.1. Method 1: Quantitative survey

The survey instrument utilised was the adapted version of the Communication Satisfaction Questionnaire (CSQ) developed by Downs and Hazen (1977) as well as the adapted version of the Job Descriptive Index (JDI) developed by Smith, Kendall and Hulin (1969). The reliability and validity of the CSQ was tested over the years by numerous researchers under different settings (Downs & Hazen 1977;Clampitt & Downs 1987:245;Clampitt & Girard 1993:89; Crino & White 1981:831; Gray & Laidlaw 2004:425). The questionnaire was used to serve two purposes. First, to identify internal communication methods used by the GCIS by testing awareness and usage. Secondly, questionnaires were used to explore perceptions of employees with communication as well as to determine whether there is an association between feelings expressed about communication at the GCIS and employee views about their jobs.

Prior to the administration of the survey, a pilot study was conducted with a smaller representative sample of GCIS employees. Self-administered on-line questionnaires constructed in English were distributed to randomly selected employees ($n=109$) based at the GCIS head office. The GCIS head office was selected for accessibility reasons.

Employees based at head office were also known to have access to emails and telephones, which was important for the administration of the questionnaire. The survey yielded (40 usable) responses which represents a 37% response rate. The survey resulted in initial findings which were further explored through partially-structured interviews.

1.6.2.2. Method 2: Partially structured interviews

Before interviews were conducted, a pilot was done with three purposefully selected individuals to help explain statistical results of the survey. Interviews were considered appropriate for this study because they allowed for in-depth exploration of the issues (Auston & Sutton 2015:226; Johnson & Christensen 2012:29; Leedy & Ormrod 2014:141). Issues identified as requiring further exploration from the survey were used as a starting point to develop the initial interview schedule and the final schedule was developed using input received from the pilot. Face-to-face interviews were conducted with nine purposefully selected individuals consisting of three lower level employees, three middle managers and three senior managers. Data collected from the survey was analysed using the Statistical Package for the Social Sciences (SPSS version 24) and data from the interviews was analysed using a thematic analysis method.

Findings from the research indicate that employees are generally satisfied with communication at the GCIS although dissatisfaction was expressed with formal communication channels in the main, which are viewed as outdated, slow and irrelevant blamed in part on bureaucratic processes in the organisation. Evidence suggests that informal communication is trusted more and carries greater credibility.

Findings suggest that bureaucratic systems of government have an impact on internal communication practices of state institutions in South Africa. The results also support findings from previous research that found a strong and positive link between communication satisfaction and job satisfaction (Abugre 2011:7; Bakanauskienė, Bendaravicienė & Krikstolaitis 2010:21; Byrne & LeMay 2006:149; Ehlers 2003:25; Hopper 2009:74; Nhlapo 2000:10; Sharma 2015:3).

This means that organisations need to prioritise internal communication because of its association with employee job satisfaction. It is important to not only examine methods of communication in organisations but to also assess their effectiveness in the workplace in order to enhance communication and job satisfaction. Based on the findings of this research, it is therefore recommended that a follow up study be conducted at the GCIS to measure the implementation of the recommendations made in the study. Further research to be conducted on important subjects of job satisfaction and communication satisfaction at the GCIS with a bigger and more inclusive sample for a longer period to see if there are changes in perceptions over time. This will enhance understanding of the factors that contribute to communication satisfaction the most. This insight will be valuable when developing strategies in the future. Furthermore, it is recommended that a similar study be conducted within the government sector as this will provide a holistic view of communication experiences in state institution in South Africa, in particular researchers could investigate further the influence of bureaucratic systems of government on internal communication practices of state institutions to enhance understanding of the subject in the field. In this regard, the study has opened a new area of research for academics and government communication scholars.

1.7. Definitions of key terms

Organisational communication: Organisational communication means different things to different people depending on their context. Quirk (2008:10) defines it as “a field that involves the analysis of the role of communication in an organisational context”.

Organisational communication in this study refers to all forms of communication occurring within and outside the GCIS, which define how the organisation interacts and engages with its various stakeholders.

Internal communication: Dolphin (2005:175) defines internal communication as “a corporate function”, with Smidts, Pruyn & van Riel (2001:1051) referring to it as “employee communications”. West and Turner (2014:33) assert that it entails different levels of interpersonal encounters in organisations.

Communication satisfaction: “Communication satisfaction is satisfaction expressed by people when communicating with others or being communicated with” Thayer (1968:144). Communication satisfaction is viewed as a “socio-emotional outcome resulting from communication interactions” Gray & Laidlaw 2004:426). Traditionally, it had to do with employees expressing satisfaction with organisational communication in general, meaning that it was “considered to be one dimensional” (Ramirez 2012:13). This view changed when Downs and Hazen (1977:64) found that it reflected the level of satisfaction individuals have with the various aspects of communication in the organisation, giving it a multi-dimensional perspective. This view has been supported consistently over the years by organisational communication scholars (Carrieré & Bourque 2009:29;Crino & White 1981:831; Downs & Adrian 2004:155). Communication satisfaction affects all the different areas where interaction happens within organisations (Alsayed, Motaghi & Osman 2012:2250).

Job satisfaction: Sempene, Rieger and Roodt (2002:40) define job satisfaction as “relating to people’s own evaluation of their jobs against those issues that are important to them”. One of the original definitions was offered by Locke (1976:1297), who viewed it as an “affective feeling” an employee has towards their job or put simply an “emotional response to one’s job”. “Job satisfaction is important to overall employee productivity because it deals with people’s attitudes towards their jobs” (Madlock 2012:8).

Government communication: “government communication refers to the aims, role and practise of communication implemented by officials of public institutions in the service of a political rationale” (Canel & Sanders 2012:86). In the context of South Africa the term is used to refer to facilitation of communication between government and its various constituencies by entities entrusted with the responsibility. Government communication is therefore used as an umbrella term to refer to all communications conducted on behalf of government in order to bridge the information gap between citizens and government.

Public Sector : The term public sector refers to “government” Mukhudwana (2014:21). The public sector consists of “publicly controlled or publicly funded agencies or enterprises that deliver public programs, goods and services” (Dhliwayo 2017:153).

Bureaucracy: Generally, “the term bureaucracy is used interchangeably with the world of public service” (Dahlström, Lapuente & Teorell 2010:8). Although the term has existed as a universal concept, it was only given substance by Max Webber (1947:1) in his study on bureaucracy and bureaucratic organisation. He contrasted the relationship between power and authority by emphasising the role authority and control play in ensuring that organisational goals and targets are met. Hyden et al (2003:1) referred to it as “any large organisation of appointed officials whose primary function is to implement policies of decision makers”. Bureaucratic systems are present in both private and public institutions, they are not unique to public organisations contrary to popular belief (Dahlström et al 2010:8).

Communication Satisfaction Questionnaire : Downs and Hazen (1977) developed an instrument known as the Communication Satisfaction Questionnaire (CSQ) which is used to assess communication satisfaction in organisations. “It is credited with originally putting forward a proposition of organisational communication as a multi-dimensional construct” (Ali & Haider 2012:38; Clampitt & Downs 1993:5; Downs & Adrian 2004:102).

Job Description Index (JDI): The JDI is an instrument developed by Smith et al (1969) to help assess job satisfaction in organisations. “It assesses job satisfaction on the basis of five facets; pay, promotion, supervision at work, co-worker communications and work environment” (Lake, Gopalkrishnan, Sliter & Withrow 2017:1).

1.8. Scope of the study

The study only focuses on employees based at the GCIS head office in Pretoria and does not cover all GCIS offices located in different provinces in south Africa. Findings of the research can only be generalised to this group and not the GCIS as a whole. These findings are also limited to the GCIS as an institution and cannot be generalised to all government institutions in South Africa. Feasibility was the main consideration for the demarcation of the scope of the study. The researcher works in Pretoria and the GCIS head office is convenient and accessible. More importantly, the time required to complete a Master’s dissertation is very limited. Although the focus of this study is not on public sector administration per se, but on communication management within public institutions, understanding the environment of government institutions is important. It is also important to note that the research is not looking at all communications at the GCIS, the focus is on communication satisfaction and job satisfaction.

1.9. Relevance

The study has both practical and theoretical significance in that it seeks to enhance understanding in the field, particularly on the role played by communication satisfaction on perceptions about jobs in state institutions. More importantly, the study will provide academics and government communication researchers with an understanding of factors that impact internal communication practices in state institutions in the context of government in South Africa. On a practical level, the study provides important insights that the GCIS could use to enhance their internal communication practises.

Although studies have been conducted extensively on the subject, investigations on factors that influence internal communication practices in the government sector particularly in South Africa are limited. Existing literature on organisational communication in the country largely focuses on private sector organisations. Furthermore, literature on communication management in state institutions in Africa is hardly observed in global theoretical frameworks according to Abugre (2011:8).

1.10. Chapter layout

This dissertation is divided into five chapters and each chapter focuses on specific aspects of the study as follows:

Chapter 1: Introduction to the research: Outlines the introduction and background to the study, research problem, aims of the study and gives a brief description of the research design and methodology.

Chapter 2: Literature review: This chapter provides a review of literature focusing specifically on the theoretical framework that informs the study and related concepts.

Chapter 3: The research methodology: The chapter discusses the research design and the methodology used to collect and analyse data.

Chapter 4: Research findings: The chapter discusses findings from the quantitative data collected from the survey and qualitative data collected from interviews.

Chapter 5: Recommendations and conclusions: The chapter provides summary findings from the research, recommendations and conclusions from the study.

1.11. Conclusion

This study seeks to understand communication experiences of employees in a state institution. The focus of this chapter is to outline the background to the research by briefly discussing the public sector in general and the environment within which communication in the public sector occurs. This involves looking at factors that influence internal communication practices in state institutions in order to understand GCIS employees' context better. Furthermore, the aims and objectives of the research as well as the methodology that was employed to collect and analyse data are explained.

The chapter concludes by briefly discussing findings from the research. The next chapter looks at the literature reviewed in conducting this research by focusing on the theoretical framework that guided the study and related concepts.

CHAPTER 2 LITERATURE REVIEW

2.1. Introduction

The first chapter outlined the background to the study and objectives of the research. This chapter focuses on the literature reviewed for the study. Scholars argue that factors that influence communications in government institutions cannot be ignored when seeking to understand the behaviour and attitudes of their employees (Fredriksson & Pallas 2018:149;Graham 1994:364;Kaplan 2009:197; Vos 2006:257). Studies recommend in particular the need to recognise the distinctiveness of public institutions in seeking to understand how they manage and practise communications (Mbhele 2014:v; Mukhudwana 2014:v). In this context, bureaucratic theory as a framework chosen for this study is central to understanding the environment within which communication at the GCIS occurs. The review begins by looking at the field of organisational communication, how it has evolved over time and its relevance to the public sector in general and government communication in particular. This is followed by an exploration of the framework that guides the study and related concepts. The chapter concludes with a discussion of three constructs central to the study; internal communication, communication satisfaction and job satisfaction focusing on material written on the subject over the years. A literature review provides a theoretical and conceptual basis or justification for the study and specifically looks at the theory and concepts that guided the study (Walliman 2011:59; Winchester & Salji 2016:308). The theoretical framework that guides this study is discussed next.

2.2. Theoretical context

Given that the unique environment within which public institutions operate has a bearing on their internal communication practices as alluded to in the previous chapter, scholars highlight in particular the influence of bureaucratic systems of government on the effectiveness of their internal communications (Dues & Brown 2001:22; Waters & Waters 2015:10). Organisational communication scholars argue for the need to recognise the differences between public sector organisations and the private sector when conducting communication audits because of distinct differences in their approach (Dunleavy & Hood 1994:9; Mukhudwana 2014:4). This is important because bureaucratic systems of government do not only impact how they communicate with their employees, they also have an indirect impact on their ability to carry out their mandates effectively (Khale & Worku 2013:61; Morudu & Halsal 2017:2). Furthermore, literature suggests that understanding the environment within which communication in state institutions occurs helps to contextualise the behaviour and attitudes of employees as alluded to above (Fredriksson & Pallas 2017:149;Graham 1994:361;Kaplan 2009:197; Vos 2006:257). This supports the notion that organisational communication in government institutions is not only complex and nuanced, it must be viewed with a separate lens (Canel & Sanders Canel & Vilma 2019:1;2012:86). This review therefore starts by focusing on the field of organisational communication more broadly, how it relates to government institutions in general and the management of communications by government in South Africa . In that regard literature on concepts of government communication and internal communication is also reviewed. Figure 2.1 below presents a theoretical framework or lens through which internal communications at the GCIS will be assessed.

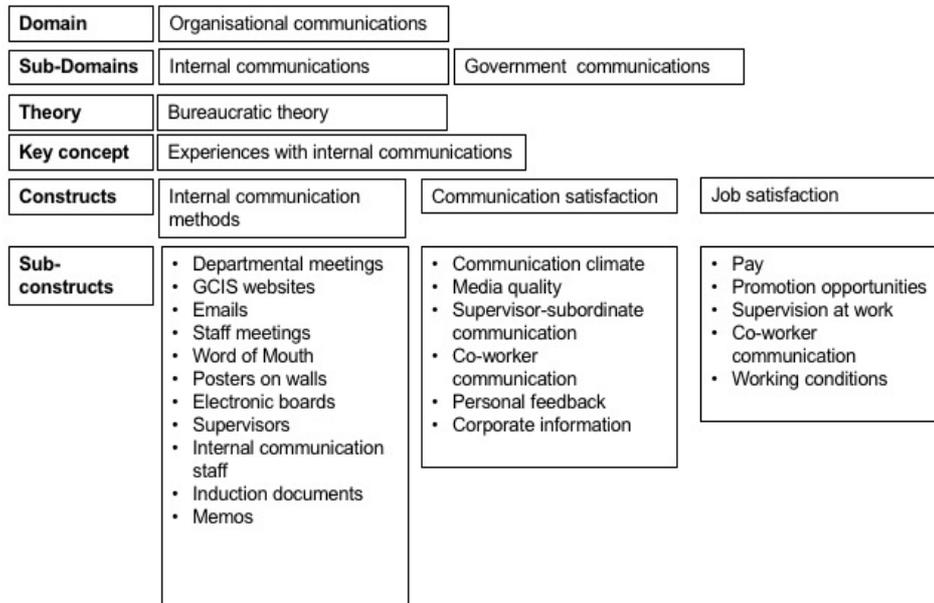


Figure 2.1: Theoretical framework for the study (Researcher)

Since organisational communication is the focal point of this study, it is important to look at the origins of the field, how it has evolved over time and its relevance to this research.

2.2.1. Organisational communication

While many studies confirm that organisational communication is crucial to the survival of many organisations, the field is considered relatively young (Hahn, Lippert & Payton 2018:1). Its origins can be traced to early business communication approaches which focused more on the applied aspects of communication emphasising writing and presentation skills (Littlejohn & Foss 2009:1ii). It was not until the early 60s, that the focus shifted from these narrow business-oriented approaches to accommodate different perspectives (Littlejohn & Foss 2009:1ii).

In the early development of the field communication was viewed narrowly as a single-dimensional construct, today however researchers are interested in exploring all levels of interactions in organisations and as a result tend to consider different perspectives when seeking to understand employee behaviour (Creswell 2015:301;Greene 2015:606; Hesse-Biber & Johnson 2015:607). This desire to bring different perspectives to bear in an inquiry saw the rise of multi-method approaches which offer researchers a more expansive and holistic understanding of issues being investigated (Plano Clark & Ivankova 2016:1). The study of organisational communication today can be investigated from a variety of research traditions and disciplines because of its broad and complex nature (Keyton 2017:501;Littlejohn & Foss 2009:1ii). Scholars continue to adapt and respond to the changing landscape in terms of what is taught, researched and practised (Canel & Vilma 2019:1;Canel & Sanders 2012:308). Contemporary approaches allow researchers to understand organisations as a whole (Hahn et al 2018:22).

Hahn et al (2018:2) highlight three important elements in attempting to describe organisational communication which are relevant to this study (1), it occurs within organisations and is influenced by its internal environment (2), it involves messages and their flow and (3), it involves interactions between people who work together. The field of organisational communication is very broad and diverse and traverses a variety of disciplines (Johansson 2007:93; Jones, Watson, Gardner & Gallois 2004:722). As an academic discipline it covers a variety of subjects which include the study of symbols, relationships, messages, interactions, media and networks within the context of a broader discourse in an organisation; an organisation in this case could be a corporate entity, social movement or public institution (Johansson 2007:93). Traditionally, organisational communication incorporates a number of sub-fields such as public relations, investor relations, marketing, corporate communications, government communication and internal communication among others (Van Riel 1995:1).

This holistic approach to organisational communication is premised on an understanding that organisations influence or are influenced by the larger economic, social, cultural, technological and political contexts within which they operate, it is in this context that its sheer breadth and diversity makes it impossible to review as a whole (Jones et al 2004:723). This study focuses on two of these sub-fields; internal communication and government communication. The study examines experiences of employees with communication in a state institution while acknowledging their unique environment. Interpersonal interactions are by far the largest part of communication that occurs within organisations, which is why organisational communication researchers tend to focus more on internal communication practises and employee attitudes towards them in their investigations (Littlejohn & Foss 2009:1ii). Although the importance of employee communications in organisations is well documented, public institutions in general, and government departments in particular do not yet appreciate the role internal communications plays in enhancing the work of government (Dolphin 2005:171;Montsho 2013:1). The next section looks at the concept of internal communication in this context.

2.2.2. Internal communication

Internal communication as a field of study looks at the role of employee communications in organisations (Dolphin 2005:171). Although it is considered an important component of corporate communication studies, it is still not prioritised in public institutions (Montsho 2013:1; Nhlapo 2000:1). Internal communication is defined as all internal communication practices and methods organisations use to share information with employees, create a distinct culture and mobilise them behind an organisational vision (Grunig & Jaatinen 1999:218;Quirk 2008:10; Welch 2013:615; Torp 2015:34). Hargie and Tourish (1999:xviii) expressed a concern with the limited way scholars view internal communication and argued for the need to view the concept more broadly as the management of all interactions between stakeholders within an organisation.

For the purposes of this study internal communication is described as all communication practises and methods used in an organisation to facilitate exchange of messages, create mutual understanding while enhancing the realisation of mutually articulated visions and goals (Self 2015:75; Verwey, Duplooy & Cilliers 2003:158). Employees are the engine that keeps organisations functioning, in this regard communication serves as a bridge that keeps them connected to the organisation's vision (Hahn et al 2018:2). It is in this context that internal communication reinforces mutual understating between organisations and their employees (Seitan 2017:119; Vercic, Vercic & Sriramesh 2012:223). Communication management is concerned with the construction of relationships between the organisation and its publics (Carrieré & Borque 2009:29; Dolphin 2005:71;). This is the reason why internal communication plans and strategies must be structured in a way that strengthens inter-organisational relationships (Welch 2011:335). If practised effectively, internal communications has been known to enhance other positive organisational outcomes such as loyalty and commitment (De Ridder 2004:21; Forman & Argenti 2005:257). To be successful in organisational environments, people need to be earnest participants as well as active listeners (Deetz 2006:300). The GCIS is expected to provide leadership in government on these issues. The question is how do employees currently view internal communications at the GCIS?.

Extant literature on the benefits of effective internal communications highlights its important role in enhancing effectiveness and productivity (Alsayed et al 2012:2250; Sadia, Mohd, Kadir, & Sanif 2016:93). Literature shows how communication used within organisations differs from one organisation to another based on their context and type of organisation (Montsho 2013:ii). Factors such as organisational culture and leadership style have also been known to influence internal communication practices (Sebastião, Zulato & Trindade 2017:6; Sherriton & Stern 1996:27). In state institutions internal communication tends to take on a bureaucratic character.

Weber's (1947:1) theory of bureaucratic management continues to influence management philosophies of state institutions such as the GCIS, which is why bureaucratic theory was chosen as a frame to help explain the environment within which communication at the GCIS is practised.

Given the fact that an effective internal communication system is considered critical in helping to translate the vision, mission and objectives of an organisation into reality, the selection of channels of communication has to be managed with care according to Montsho (2013:ii). If channels used to convey information to staff are effective, work related instructions can be delivered more effectively (Forman & Argenti 2005:257). Organisations tend to make use of different channels or methods to communicate with their employees, preferences on which channels to use depends largely on the purpose, content to be communicated and target audience needs according to Mmope (2010:41). The organisational context will determine the suitability of certain channels over others. Since the context of the study is government communication as a sub-domain of organisational communication, internal communication is discussed in that context. Internal communication methods or channels are one of the three main constructs identified for the study in section 2.2. figure 2.1 above.

2.2.2.1. *Internal communication methods (channels)*

Communication methods are channels used by organisations to convey important messages to employees (Suthers 2017:14). Methods can take on different forms and their effectiveness depends on how they are employed. Communication channels or methods are an important component of the communication process in organisations such as the GCIS as they provide a medium through which messages can be disseminated and important information shared with employees (Pham 2014:20).

The communication guide developed by the Health Foundation United Kingdom (2019:1) suggests that there are three important questions organisations must answer when making a choice on which communication channels to employ: (1), which channels do target audiences already trust and use? (2), what is the purpose of communications? and (3), what type of resources do organisations have?

Which channels do target audiences use and trust?: organisations need to consider sources of information their target audiences already respond to (Braun, Hernandez Bark, Kirchner, Stegmann & van Dick 2019:50). They need to think more about existing behaviour of their target audiences (Ledbetter 2014:456). Organisations are advised not to invest in channels that their audiences will not use or trust (Stephens, Barret & Mahometa 2013:230).

What is the purpose of your communications?: some channels are great in communicating complex information such as one-to-one meetings, events and induction workshops because of the physical presence. This includes mediums such as telephones, webinars and social media because they are personal and interactive (Vlahovic, Roberts & Dunbar 2012:436). Other channels are efficient in delivering short pieces of relevant information such as emails (Ishii, Lyons & Carr 2019:1). Organisations may need to use different channels depending on the need or might have to use them to complement one another. For instance, they can be used to reinforce messages; as an example, one-to-one meetings may need to be reinforced by regular news updates through email for better effect (Daft, Lengel & Trevino 1987:355).

What resources do organisations have?: “existing organisational websites, e-news or normal newsletters might be free but may need to be set up and maintained, mediums such as events, posters, brochures and other printed material need time, money or specialist skills” (The health Foundation UK 2019:1). The choice on which channels to use will need to take into consideration resources the organisation already has.

Based on arguments presented above, channels organisations choose to employ in order to reach and engage their employees should depend on what they want to achieve with their communications, the preference of the target audience and resources available. Organisations may need to use a range of channels to achieve all of the objectives. Jackson and Farzeneh (2012:523) caution however that using a range of channels simultaneously could have unintended consequences, as the volume of information increases, employees might become overwhelmed by the amount of information and this can affect productivity and performance. Overload often occurs when information provided fails to provide added value from different sources used (Simpson & Prusak 1995:413). Too much information can become a hindrance rather than help even if the information is potentially useful (Bawden, Holtham & Courtney 1999:249). Decisions about how many channels to deploy and for what purpose should be taken with care according to The Health foundation UK (2019:1).

Richard L. Daft and Robert H Lengel introduced a theory in 1984 called media richness theory. It deals specifically with the effective use of communication channels in organisations. The important premise of the theory is that different mediums of communication are rated differently based on their perceived richness in the information they provide, and that the richness of the media is the basis for media choice in management communication (Daft & Lengel 1986:554). The theory puts emphasis on how to address what is referred to as uncertainty or lack of information, and equivocality, which is the lack of understanding in information processing in organisations (Daft et al 1987:355). Daft & Lengel (1986:554) suggested that the best way to respond to lack of information is through the amount of information provided, while in contrast lack of understanding can be addressed by the quality of the information. According to Daft and Lengel (1986:554), organisations can judge the richness of a medium by using the following criteria;

Capacity to include personal focus: a medium is considered to have a personal focus if it includes aspects such as emotions and personal feelings.

It is believed that messages get communicated better face to face as compared to through email because emotions involved can also be interpreted by those receiving messages to enhance their understanding (Vlahovic et al 2012:436; Sheer & Chen 2004:77).

Immediate feedback: a communication is more effective if people are given an opportunity to react to what is being communicated as in the case of one to one meetings. This way, any mistakes made in the communication process can be corrected in time. This ultimately allows users or receivers of the information to respond to what is being communicated (Ishii et al 2019:124).

Use of multiple cues: a medium is also considered rich if it incorporates the use of multiple cues in the communication such as symbols, physical presence and gestures where appropriate, these are often present when meetings are conducted.

Use of natural language: if normal language understood by all is used, it can help in explaining a broad set of ideas or complex concepts. This can apply to the language used in official correspondence, publications or company websites.

If a medium incorporates any or all of these attributes, it is considered as rich (Ishii et al 2019:124). For instance, meetings conducted face to face are considered rich because during meetings people can give immediate feedback, communicators can use a variety of cues for emphasis and in most cases they are conducted in the language all people understand (Daft & Lengel 1984:191). The theory suggests that the equivocality of the task will most often than not, influence the choices managers make on appropriate mediums to use (Sheer & Chen 2004:76). Effective managers are the ones who will select mediums to match the need, where information richness determines how best to deploy the media based on the complexity of the information to be communicated (Ledbetter 2014:456). This means that for complex information where interpretation could be a problem, managers are likely to resort to a richer medium, while for a clearly defined task they will use a leaner medium (Vlahovic et al 2012:436).

Critics of the theory argue that it might be difficult for managers decide when to use rich or lean mediums because the information intended to be shared could have varying degrees of complexity (Sheer & Chen 2004:76). The fundamental premise of media richness is about understanding information needs of an organisation and selecting communication mediums that will be most effective (Ledbetter 2014:456). Below are some of the internal communication channels (methods) the GCIS uses to communicate with employees (GCIS 2018:1).

Departmental meetings: departmental meetings are scheduled broader meetings convened by those in the executive (Minister or The Director General and heads of directorates). The Minister or the Director general convenes meetings with staff at the beginning of the financial year to share the vision of the organisation and at the end of the year to assess organisational performance. Different directorates convene meetings headed by the head of that directorate once a week or twice a month in some cases to discuss program specific issues with staff in the directorate.

Staff meetings: staff meetings are held at different levels in the organisation. There are staff meetings that are held twice a year with the DG or the Minister or both where the vision and mission and plans for the next year are discussed and reviewed with specific branches in the organisation. Once a quarter various branches within the GCIS hold meetings with employees in the different units falling under a specific branch and once a month different directorates host meetings to deal with matters specific to the directorate.

GCIS websites: there is an internet site that is used to provide publicly available information about the GCIS which is accessible to external stakeholders, while the intranet site is used internally by employees to access information such as policies, business plans and strategic documents. All the websites are managed by the internal communication unit which is responsible for content management.

Emails: management at the GCIS tends to use emails for a variety of purposes which include reinforcing messages shared on other channels, informing staff about new developments in the organisation and sending out urgent notices as and when required.

Word of Mouth: although it is not officially recognised institutionally, word of mouth at the GCIS like in many organisations occurs when employees communicate between themselves about issues that affect them in an unregulated and unscripted fashion.

Posters on walls: posters are used within the GCIS to popularise information about ongoing projects and initiatives including upcoming events that staff need to take note of. The GCIS use posters mainly inside offices where employees work and in the passages to draw their attention to important information.

Electronic boards: electronic boards situated in the entrances and exits of all GCIS offices are used to reinforce information communicated through posters above.

Supervisors: supervisors according to the standing protocol at the GCIS are expected to host weekly meetings with their subordinates, monthly performance review meetings as well as quarterly and annual performance feedback sessions as prescribed in their Performance Management and Development System (PDMS) policy.

Internal communication staff: internal communication staff is a unit responsible for managing all communication platforms at the GCIS which include staff newsletters distributed both in print (KM Newsletter) and electronic format (Hot news). They are also responsible for managing the suggestion box system which is used to solicit ideas and suggestions from employees. They manage all staff forums and engagement platforms including all interactive sessions. At the time of conducting the study the GCIS was in the process of finalising the social media policy and experimenting with different social media platforms for internal use.

Induction documents: in line with the GCIS Human Resources policy, induction workshops are conducted within the first three months of an employee joining the organisation. This is where employees are inducted on the vision, mission and objectives of the organisation and the role employees are expected to play. New employees are provided with policies and procedure manuals to help them integrate into the organisation.

Memos: memos are used mostly by employees on the level of management to communicate and share details on programs, initiatives, new policies and protocols that have been approved for noting and implementation.

Internal communication channels used by organisations are divided into two categories: formal and informal (Pham 2014:20).

2.2.2.2. *Formal communication channels*

Organisations are designed according to principles that follow a particular hierarchical structure to help manage the flow of information (Pham 2014:20). Formal channels are considered more important by organisations because they are set up by organisations themselves and are used to convey information that is considered important such as policies, procedures, goals, vision and mission (Pham 2014:20). Some of the formal channels organisations use are letters, memoranda, policy documents, procedure manuals and strategy documents.

2.2.2.3. *Informal communication channels*

Informal channels on the other hand do not follow a hierarchical structure and refer to informal exchanges of information between people who work together. Information that is exchanged informally can be work related or concern social or personal matters (Steinberg 1999:162). Word of mouth also known as the 'Grape vine' is regarded as a universal form of communication in organisations, a method preferred by people who work together because it allows the flow of information unrestricted (Pham 2014:21).

Informal channels play an important role in day to day activities and employees tend to prefer them because formal channels do not always carry all the information they need (Robinson & Thelen 2018:2). These channels are determined by relationships people have with another and relationships often determine the type of communications employees choose to rely on (Robinson & Thelen 2018:1). In exploring the relationship between employees in an organisation and their tools of choice from the relationship theory perspective, Erden (2013:95) identifies the grapevine as a rich and powerful tool in this regard. Wagner (2013:31) argues that informal channels become even more prevalent in state institutions due to the rigidity of their systems and the tight control they maintain on communication processes. The section below looks at the management of communications in state institutions or the concept of government communication and how it has evolved over time.

2.2.3. Government communication

Organisational communication scholarship in the public sector has influences from the work of fourth century Eastern scholars who were interested in investigating problems of communication within vast government bureaucracies and how governments communicated with their constituencies (Murphy, Hildebrandt & Thomas 1997:4). Ancient scholars traditionally focused more on issues of information flows and message accuracy in government communications and these still remain key areas of focus for public sector investigations (Hahn et al 2018:2). Abugre (2011:8) argues that even though the subject of organisational communication receives a lot of interest in public sector investigations due to its significance to society-government relations, literature in the context of Africa is limited because theoretical frameworks tend to focus more on Western economies. The ability to tap into new management approaches and practices is equally important for public institutions in Africa if they want to be taken seriously (Teitel 2005:444). The term government communication is often used to refer to communication by governments targeted at citizens (Canel & Sanders 2012:7).

It can also be used to refer to institutions established by government to do its work on a national, regional or local level (Canel & Sanders 2011:1).

2.2.3.1. Definition

Government communication literature uses different terms to refer to the exchange of information between government and its various stakeholders such as 'public information' (Weiss 2002:625), 'public sector communications' (Canel & Vilma 2018:1;Graber 1992:1), 'administrative communication' (Garnett & Kouzmin 1997:1), 'government public relations' (Lee 2008:1), or simply 'government communication' (Canel & Sanders 2016:1;Grunig 2008:21;Liu et al 2010:189). In order to understand the concept of government communication it is important to reflect on the term 'government' and its role as an institution in society. Government communication scholars view government as a system through which policies are enforced and people are governed (Canel & Sanders 2012:85; Sanders, Canel & Hotlz-Bacha 2011:523). Society has an inherent need to create entities that manage resources and exercise authority on their behalf, people need to assign 'agency' or co-opt a government that acts on their behalf (Canel & Sanders 2012:86). This means that people need to have confidence that a government they choose will always act in their best interests, therefore the responsibility government has and the accountability it has to those who elected it is always inferred (Graber 2003:13). A responsible government in this regard is the one that always consults and shares information on how this public mandate is being executed (Sanders et al 2011:523). Canel and Sanders (2012:86) argue that governments are almost always constituted on the basis of people's direct or indirect consent regardless of political realities. This means that even the most authoritarian regimes can be regarded as 'government' as they are also expected to govern on behalf of their people. The term can be used broadly to refer to legislative, executive and judiciary branches of a state or more narrowly to refer to a group of people that exercise executive authority (Canel & Sanders 2016:1;Grunig & Jaatinen 1999:218).

In the context of South Africa, government is responsible for crafting legislative frameworks which are used to regulate the work of government and monitor implementation of policies (GCIS 2018:1). Government in South Africa also has the responsibility to enact policies and laws that deal with rights and responsibilities of citizens (Structure and functions of the South African government 2018:1). An effective government is the one that constantly engages with citizens on its policies and decisions, educating them on how these policies will impact their lives (Morudu & Halsal 2017:1; Sanders et al 2011:523). The GCIS emphasises the responsibility of government in ensuring that the public is constantly informed of government implementation of its mandate (GCIS 2018:1). In this regard, governing is an act of constant communication between those that govern and those that are governed (Heinze et al 2013:370). Scholars offer different perspectives on the role of government communication in this context. Canel and Sanders (2012:86) define government communication as:

“The practice of communication by public officials in order to effect change in people’s lives”.

Seminal authors such as Yudof (1979:865) focused more on its role in promoting democratic values in society, emphasising its role in empowering people to make rational choices about issues that matter to them. Ruijer (2013:xiii) focuses on its constitutive role in promoting transparency and accountability in government, which are an important foundation in a democratic society. The GCIS as an institution tasked with the responsibility of managing government communications in South Africa views its role as that of informing, educating and empowering citizens to access government information (GCIS 2018:1). In this regard it can be said that government communicators play an important role in society (Ruijer 2013:Xiii).

2.2.3.2. *The role of government communication*

The justification for government communication from an organisational communication perspective is based on two premises; the first premise is that a democratic government is legally required to share information with citizens on issues that affect them and the second premise is that an effective administration needs to encourage participation by citizens on decisions that impact their lives (Cutlip, Center & Broom 1985:567). Public administration scholars highlight the complexity of government policies and rules often blamed for delays in sharing information with citizens as contributing to some of the difficulties government communicators face (Lattimore et al 2009:311). Although Weber (1947) associated structure, rules and centralised authority with positive organisational outcomes such as improved productivity and effectiveness, public sector investigations express a different view and lament the negative impact of bureaucratic systems on communication practices in public institutions (Montsho 2013:115;Nhlapo 2000:57). The GCIS acknowledges that centralising communication and retaining tight control over what is communicated with employees might affect their ability to do their jobs effectively, but believes that this needs to be balanced with the need to ensure that information they share with the public is accurate (GCIS 2018:1). The complexity of government communications and the unique environment within which it is practised has become a subject of interest for many public sector investigations (Mbhele 2016:v; Mukhudwana 2014:v; Nhlapo 2000:1). The section below looks at some of the research conducted on the subject.

2.2.3.3. *Government communication research*

Despite its key importance for 21st century politics, the study of government communication finds itself in a kind of theoretical 'no-man's' land according to Vos (2006:250). Government communication as a field is not yet well understood and currently traverses a variety of disciplinary traditions (Canel & Sanders 2012:93).

Although its roots can be traced to political communication studies, the field has been linked to a variety of disciplines which include among others public administration, public relations and more recently corporate communications (Glenny 2008:153). The field is concerned with the obligations of securing a steady flow of information about matters of societal relevance concerning institutions (Christensen & Langer 2009:129). Developing a framework for evaluating government communications is an area many government communication researchers have an interest in pursuing (Canel & Sanders 2013:3). Evaluating citizen perceptions of government actions and being clearer about the reasons governments have for monitoring public opinions, including evaluating perceptions of people employed in these institutions is particularly important for government communication researchers because of its important role in society (Canel 2007:1). Furthermore, evaluating employee perceptions in state institutions allow important connections to be made between effective internal communications and their ability to communicate effectively with external stakeholders (Jacobs & Burns 2009:536). Thus examining employee perceptions of communication within state institutions may be considered helpful input for developing effective internal communication frameworks and strategies for government institutions (Canel 2007:1). The complexity of government communications and the unique environment within which it is practised as alluded to in the previous paragraph makes it a subject of interest (Canel & Sanders 2016:1; Graber 2003:13). Literature on government communication tends to focus on roles and functions (Montsho 2013:1), performance and quality of government communications (Vos 2006:250), strategic communications and excellence in government communications (Grunig & Jaatinen 1999:218). Very few investigations look at practises, systems and methods, which is a key focus in this investigation. Although the complexity of government rules and practices makes government communications different and distinct as alluded to earlier, theories on organisational communication do not sufficiently distinguish between public and private sectors (Liu & Levenshus 2010:269; Mukhudwana 2014:v). Government communication is made more difficult because it has many different and complex layers to it which are often not that well defined (Aertsen & Gelders 2011:281).

The field of government communication is changing faster than organisations and scholars can adapt (Hahn et al 2018:1). What worked during the industrial age is no longer relevant in the 21st century (Konieczny 2009:162). Miller (2003:116) highlights the impact of globalisation on the changing face of the workforce as people become more disposable and work processes more streamlined. New technologies are not only expected to transform the way governments deliver services, they are also expected to have a profound impact on organisational systems, practices and how people within government institutions communicate with each other, more importantly how information is transmitted and consumed including the speed with which information is shared (Badimo 2018:1). The much anticipated Fourth Industrial Revolution (4IR) is expected to completely eliminate the human element and transform work and organisational structures, shattering stereotypes about the need for structure and hierarchies in government. The full impact of these innovations on internal organisational communication systems in government is not yet known (Liu & Yuan 2015:65). This constant change means that new directions in research are emerging, forcing government communicators to re-examine internal communication practices relative to changing dynamics in their environments. An interesting opportunity this presents is the potential to examine and address some of these “grand challenges”, which often calls for new theories, concepts and methods according to Canel and Sanders (2012:93). New media technologies put more pressure on government communicators as employee information needs change (Canel & Sanders 2012:90). Organisations are expected to cope with these unprecedented changes as employees are exposed to alternative ways of finding information and become motivated to bypass internal processes to communicate with each other (Konieczny 2009:162; Phillip & Young 2009:154).

Innovations brought about by some of these technologies are expected to increase this pressure both from within and outside as the environment within which government communicators operate continues to evolve (Badimo 2018:). Given this context, how GCIS manages its internal communication practises ultimately influences the effectiveness with which it communicates with external stakeholders (Montsho 2013:1).

Montsho argues that in order to ensure that government communicates effectively with the public, the GCIS must first ensure that its employees within the organisation communicate effectively. This study examines employee experiences in this context.

The effectiveness of organisational communication in public institutions such as the GCIS is often constrained by rigid regulations and bureaucratic processes which in many instances have been blamed for poor service delivery (Canel & Sanders 2012:92; Montsho 2013:120; Nhlapo 2000:57). Weber's (1947:1) bureaucratic management theory seems to be an appropriate framework for this study given that structural policies, procedures and regulations that influence the management of public institutions have a bearing on the management of the direction and flow of information and how individuals interact with one another in these institutions. How bureaucratic theory frames and contextualises the study is discussed next.

2.2.4. Bureaucratic theory

The bureaucratic approach brings valuable insights in understanding the environment within which public institutions operate and its influence on how people within these organisations communicate (Waters & Waters 2015:10; Weber 1947:1; Taylor 1911:1). Bureaucracies are large scale organisations that are common in both the public and private sectors (Olsen 2008:16). The most widely recognised system of public administration is based on Weber's theory of bureaucratic management (Dues & Brown 2001:20; Dahlström et al 2010:21). Hyden et al (2003:1) define bureaucracy as rules and regulations which guide how policies are implemented in large organisations. Dahlström et al (2010:9) refer to it as "any large organisation of appointed officials whose primary function is to implement policies of decision makers". Rules that determine procedures in bureaucratic organisations whether formal or informal largely influence how public institutions operate (Hyde et al 2003:3). In Weber's view, bureaucracy plays an important role in ensuring effective and efficient execution of policies.

Weber (1947:1) offered three different meanings in his definition of bureaucracy: (1), it refers to specific institutions (2), it is a method of allocating resources within large organisations and (3) it is a distinct quality that distinguishes bureaucracies from other organisations. Although different scholars view the concept differently, what is common among the different interpretations is the understanding of how hierarchy and authority are exercised within large organisations in order to ensure consistency in the execution of policies (Dhalström et al 2010:1; Hyde et al 2003:1). It is important to understand which bureaucratic rules and processes matter because organisations cannot always be regarded as entirely bureaucratic. Among the many rules that matter which are relevant to this study are highlighted by scholars as accountability, access and transparency. Transparency in this regard refers to ability to guarantee access to information within the realm of accountability public officials have (Kaplan 2009:197). Public officials are accountable to constituencies they serve by virtue of being in the civil service (Olsen 2008:13). The right to access information on the work of government is enshrined in the Constitution of the Republic South Africa and serves as a basis for the GCIS's existence and it is central to its mandate (GCIS 2019:1).

Bureaucratic theory makes important assumptions about the role of 'structure' and 'regulations' in the management of large institutions, Weber (1947:1) believed that effective structure and 'centralised authority' are important for the effective and optimal functioning of organisations. Scholars highlight distinct differences in how bureaucratic principles are applied in public and private organisations (Graham 1994: 361; Kaplan 2009:197). The complex and highly regulated environments within which public sector institutions operate makes them inflexible and unresponsive when compared to their private sector counterparts (Liu & Levenshus 2008:1). The GCIS like many government institutions in South Africa operates in a highly regulated environment, this has a bearing on its approach to communications and the decision to centralise internal communications. The examines attitudes and perceptions of employees given this institutional reality.

Literature on the role of bureaucracy in the early twentieth century during the period of rapid growth in Asian economies supports the view that bureaucratic organisation was a key contributor in the success of many governments globally (Dahlström et al 2010:4). Although scholars argue that bureaucracies structurally differ from country to country as a result of historical factors and administrative traditions, institutional features and the framework that guide the relationship between state and society remain the same (Olsen 2008:13; Peters 2008:119). African countries adopted bureaucratic models later on in their development hoping to reap the benefits provided by the regularity and certainty of a system which guarantees consistency in services provided by government institutions. African scholars believed that this approach had the potential to improve social and economic conditions of citizens in the continent (Goldsmith 1999:520; Olowu 1988:215; Okoli 2010:6). Although this was the initial belief, it is interesting to note that during the period of colonisation in Africa, bureaucratic practises inherited from colonial states were not really centred on issues of governance and administration as expected, but more around issues of belonging and identity (Dahlström 2009:217). In this context, bureaucracy was used to define traditional systems of governance, in the context of South Africa this referred to an early form of government system which focused more on the protection of culture, traditions, customs. It was a system where traditional leaders were considered to be political and administrative centres of government (The role of traditional leaders...2019:1). These traditional authorities were more interested in providing guidance on matters dealing with traditions and not so much on efficient administration as was initially intended.

It was only in the 19th century when the concept started gaining traction in the industrialised world, that the term was used universally to describe a system of public administration. African countries started changing to adopt western models of governing (Hyden et al 2003:16). Post colonialism, African countries started viewing the concept differently and appreciated its potential to enhance the effectiveness of governments. Given this context, it is interesting to note that lately, the literature on African bureaucracies is characterised more by stereotypes relating to inefficient government and poor service delivery contrary to its original intentions (Evans &

Rauch 2000:49; Schrire 2007:147). Scholars lament the negative impact of bureaucratic systems on policy implementation and service delivery in Africa (Morudu & Halsal 2017:2; Heese 2017: 1; Khale & Worku 2013:61).

In South Africa citizens rely on information received from government to access government services. In this regard, it is imperative for government departments to have communication systems that not only work optimally but are effective to enable this access. Inefficient communication systems in government have a negative impact on service delivery ultimately (Nhlapo 2000:1). The next section looks at how bureaucratic systems of government affect how they communicate internally, more importantly how regulations, hierarchies and policies of government affect the effectiveness with which information is disseminated within these institutions.

2.2.4.1. Regulations and structures of government and the impact on information dissemination

South Africa has seen an unprecedented increase in public protests recently due to the lack of service delivery blamed in part on inefficiencies in government systems (Morudu & Halsal 2017:2). Makhafole (2018:1) claims that a total of 144 service delivery protests were recorded in the country in 2018. Among the many reasons suggested for this sudden spike in protest activity is the lack of access to information according to Heese (2017:1). Morudu and Halsal (2017:2) identify in their study a strong link between levels of service delivery by government and the number of protests in South Africa. Khale and Worku (2013:61) points to the lack of transparency and accountability as some of the contributing factors. Although these scholars cite inefficient bureaucratic systems as responsible for the slow pace of service delivery in many of these cases, public institutions in South Africa in general, and government departments in particular still believe in Weber's novel ideas. Olsen (2008:14) asserts that this seemingly undesirable organisational form has managed to weather relentless criticism over the years regardless.

While the theory of bureaucratic management emphasises the need to retain centralised control in order to guarantee regularity in implementation of policy, this needs to be balanced against unintended consequences of rigid processes on service delivery according to Hyden et al (2003:5). The GCIS believes that although it is important to prioritise service delivery, centralising communications is equally important in order to ensure consistency in how policies of government are communicated. The GCIS maintains that single-mindedness in pursuing objectives of government is just as critical even though there is a risk involved (GCIS 2019:1). Political scientists support this view and remain convinced that regulated systems in government are necessary because they directly impact policy making by helping to provide the certainty needed in service delivery (Dahlström 2009:217; Marier 2005:521). Public administration scholars continue to defend bureaucratic organisation in government for similar reasons arguing that the existence of clear rules often relates to how the public views government and that these rules are important in helping to hold public officials accountable (Dahlström et al 2010:3; Rauch & Evans 2000:49; Peters 2008:119). Scholars today predict the 'rediscovery' of bureaucracy as a preferred model by governments and argue that bureaucratic processes that guaranteed certainty in policy making historically continue to have relevance today (Dahlström 2009:217; Marier 2005:521). The GCIS believes that having complete control over what is communicated on behalf of government is important because it helps them to hold government officials accountable (GCIS 2019:1).

2.2.4.2. Centralised control and message management

Weberian principles of centralised control are central to the management of public institutions in South Africa because of the accountability they have to a broad range of stakeholders who need assurances that information they receive from their government is not only credible but can be trusted (GCIS 2018:1).

This notion of centralism in the context of GCIS refers to a system where GCIS as a custodian of government communications oversees and provides prescriptive communication frameworks for government departments to ensure consistency of government messages (GCIS 2018:1). The institution controls how information flow is managed within departments including how channels are selected.

The bureaucratic perspective highlights the significance of hierarchies and centralised authority in message management (Weber 1947:1). In Weber's view, hierarchical structures are designed to help manage message accuracy and consistency, believing that gate keeping by management is important in order to lend credibility to communications. Message control is crucial in government communications because of the legal and social implications of the information shared on behalf of government (GCIS 2018:1). The GCIS maintains tight control over what is shared with employees internally and what is communicated externally because government communicators are subjected to a certain amount of scrutiny because of the position they hold in society. All government departments in South Africa are guided by policies and regulations in executing their respective mandates (GCIS 2019:1). These policies and regulations also provide a framework on how communications in government institutions should be conducted.

2.2.4.3. Policies and regulations that govern communications in government institutions

The policy on communications for South African government institutions approved by Cabinet in 2017 sets out rules, processes and procedures on how communications will be managed within government departments across three spheres, National, Provincial and Local (South Africa. Communication Policy for Government institutions 2017:9). It serves as a framework for communications in state institutions in order to ensure consistency, coordination and coherence in how the work of government is presented to the public. More importantly, it sets out regulations and procedures government departments must follow when setting up internal communication systems.

In bureaucracies rules and regulations are used to ensure effective and efficient execution of policies as well as to guarantee consistency in how these policies are implemented (Dhalström et al 2010:1; Hyden et al 2003:1; Weber 1947:1). The policy takes its cue from the Constitution of the Republic of South Africa which provides an overarching legal framework (South Africa. Policy on communications for government institutions 2017:8).

The Constitution of the Republic of South Africa, Act 108 of 1996 provides a framework for government communications particularly on issues dealing with information and access. As promulgated in the Act, government communication has to be driven by democratic principles of openness and participation. Central to government communication are principles of transparency, accountability and consultation. Section 16 (1) deals with freedom of expression as it relates to citizen rights to receive information, section 32 (1) deals with access to information. The constitution also sets out terms of reference for the GCIS. How the GCIS is structured and operate as a premier communications co-ordinating agency is largely informed by the constitution. Legal prescripts are important for bureaucratic organisations because they help to establish order especially for large and complex organisations in order to enable efficiencies that Weber (1947:1) advocated for. The Act further pronounces on citizens' rights to access information . In this regard, the Act prescribes for appropriate legislation to be enacted in order to give effect to these rights. It was in this context that the Promotion of Access to Information Act , No 2 of 2000 was enacted.

The Promotion of Access to Information Act (PAIA), Act no 2 of 2000 as amended by Act 54 of 2002, gives effect to the constitutionally protected right to information. The intent of the Act is to foster a culture of transparency and accountability by public and private institutions in order to enable citizens access to information on issues that they deem important. The GCIS as a state institution tasked with the responsibility of co-ordinating communications on behalf of government in South Africa is expected to not only lead by example in this area, but to also ensure that all state institutions comply with these prescripts.

Canel and Sanders (2012:85) opined that the consistency with which governments engage citizens ultimately matter for their wellbeing and that the quality of these engagements is what differentiates effective governments from others. The GCIS acknowledges its obligations in giving expression to constitutionally guaranteed rights to information, open and transparent government. The concept of openness and transparency also applies to how it manages its internal communication practices.

2.2.4.4. *Transparency and accountability in government communication*

In the GCIS context, the concept of openness and transparency also applies to how it manages its internal communication practices (GCIS 2018:1). To be able to keep citizens informed and empowered in line with their mandate, GCIS employees need to be constantly informed themselves to be able to discharge this mandate effectively. Transparency in this context refers to the freedom with which GCIS employees themselves can access information. The link between transparency, trust and accountability is influenced by how information is used to further public objectives (Brandsma 2012:74;Ho & Cho 2017;228; Naurin 2007:90). The role of government communicators in the transparency realm is determined by how communicators value and implement its ideals (Ruijter 2013:v). Ruijter concludes in his study that communicators who work in an environment that supports principles of transparency tend to provide more information, solicit feedback and encourage participation by all stakeholders. It can be argued therefore that government communicators play an important role in either enabling or constraining transparency in government. The concept of transparency is based on the presumption of disclosure, meaning that government communicators are required to err on the side of 'openness' based on the principles espoused in the PAIA Act No 2 of 2000 (GCIS 2019:1).

The Open Government Partnership, an organisation launched in 2011 as a global effort to promote transparency in governments, refers to making available legally releasable information about a government organisation in a manner that is accurate, timely, complete and clear, making it possible for the public to judge the work of government. In support of the right to access information as espoused in the PAIA Act, the GCIS understands that all citizens have a right to access information, the right to know how government functions and how decisions taken by them may affect their lives (GCIS 2019:1). Christensen and Langer (2009:129) view freedom of information as the backbone of transparency. Citizens' rights to access government information is an important principle in democratic societies according to Jaeger and Bertot (2010:371). Accountability and transparency are a foundation on which democracies are built and sustained (Obama 2009:1).

In democracies citizens are alert, engaged and are able to understand and use information given to them based on the level of transparency (Dawes 2010:377; Holzener & Holzener 2006:1). Informed citizens contribute to government processes intelligently (Birkenshaw 2006:177). Constructive interactions between citizens, civil society and public officials ensure that balance, stability and social change is maintained (Castells 2008:79). The GCIS view transparency and accountability of government as an imperative for citizen empowerment (GCIS 2019:1). For the GCIS to demonstrate commitment to principles of transparency when dealing with external stakeholders, it has to ensure that its internal communication processes are subjected to the same amount of scrutiny.

Although the literature on transparency assumes an automatic link between transparency and accountability by governments, Naurin (2007:90) and Brandsma (2012:74) argue against the need for transparency in government based on the assumption that it could draw too much attention to government mistakes unintentionally. Some of the challenges government communicators face in the transparency realm have to do with legal constraints and bureaucratic processes that limit their ability to be transparent and open even with their own employees (Liu et al 2010:191).

The planning of a government communication program follows a rigid political program which determines what is communicated, when and how much information can be shared at any point in time (GCIS 2018:1). Proponents of transparency and accountability in government claim that trying to be too transparent even though it is important for accountability, might have unintended consequences if not managed properly (Fung & Weil 2010:105; Grimmelikhuisjen 2012:1). Meijer et al (2012:10) disagree with this view however and insist that the risk of unintended consequences should not stop governments from pursuing transparency as an ideal, arguing that the benefit of being able to account to those who put them in power far outweigh the risk of potential negative side effects. Transparency not only ensures citizen access, it is also about opening up systems of government so that people employed in these institutions can communicate with each other unrestricted.

If openness and transparency is encouraged in the way employees communicate with each other, they will be motivated to pursue transparency as an ideal (Ruijter 2013:68). The aim of this study is to understand employees experiences with communication by assessing their perceptions of communication at the GCIS while examining whether perceptions about communication affects how they view their jobs. The section below looks at the construct communication satisfaction.

2.2.5. Communication satisfaction

Crino and white (1981:831) define communication satisfaction as “satisfaction with various aspects of communication in an organisation”. The two main aspects relating to communication that occurs within organisations have to do with relationships and information (Pincus 1986:395; Gray & Laidlaw 2004:425). The bond and trust build between supervisors and their subordinates or between employees themselves deal with the relational aspect (Pravitt & Johnson 1999:313), whereas the informational aspect refers to the role communication plays in information and knowledge sharing in work environments (Landman & Angelopulo 2006:78).

Downs and Hazen (1977:63) views communication satisfaction as “a feeling employees express when they are satisfied with the way an organisation communicates with them”. Communication satisfaction refers to overall satisfaction derived from the social connections people make in organisations and information they receive to help in the execution of their tasks (Pincus 1986:395). Scholars agree on the importance of communication in the overall functioning of organisations and attest to the positive impact of effective communications on organisational success (Hargie & Tourish 1993:276; Gray & Laidlaw 2004:425). Notably, communication satisfaction has been attributed to performance indicators such as organisational identification, productivity and commitment (Carrieré & Bourque 2009:29; Clampitt & Downs 1993:5; Nakra 2006:41).

The concept of communication satisfaction is premised on a view that if organisations communicate effectively with their employees they are likely to be viewed positively and that perceptions about communication have a bearing on how employees view their jobs (Nhlapo 2000:10; Sharma 2015:354). Literature on communication satisfaction in state institutions in South Africa is still at its infancy. Heise (1985:199) highlighted the lack of interest in government communications in particular, while Abugre (2011:8) laments the fact that theoretical frameworks in organisational communication still have a western and private sector bias. Out of the few studies conducted in state institutions in South Africa the researcher was able to identify two which are of particular relevance to this study. This includes a qualitative study conducted by Nhlapo (2000:43) at the Department of Communications in South Africa (a different name used for the GCIS then). The big limitation of this study however, was the fact that only a sample of 12 people was used in interviews out of a population of 450, making it difficult to make reasonable inferences from it. On the other hand, a quantitative investigation done by Montsho (2013:115) at the GCIS specifically focused more on understanding the role of the internal communication function in the organisation and not so much practices, systems and methods, which is the main focus of this study.

The study provides valuable insights for this particular investigation however, more importantly it provides a greater understanding of how the function is currently perceived across different levels in the organisation, this provides an important theoretical basis for understanding the nature, challenges and the context of the internal communication function at the GCIS.

2.2.5.1. *Measuring communication satisfaction*

During the early stages of the field, communication satisfaction was regarded as one-dimensional, meaning that investigations on the subject had a much narrower focus (Clampitt & Girard 1993:84). Current perspectives however, recognise the complex nature of organisational communications and acknowledge its multi-dimensionality (Deetz 2006:300; Downs & Adrian 2004:155).

Downs and Hazen (1977:63) developed the first well-known communication satisfaction measuring instrument with a multi-dimensional focus. The instrument focuses on four broad dimensions which include satisfaction with (1), information, (2), relationships (3), channels and (4), the climate (Crino & White 1981:831). As with most multi-dimensional constructs, certain dimensions are considered more important in fostering satisfaction depending on the context (Carrierè & Bourque 2009:29).

2.2.5.2. *Communication satisfaction dimensions*

In assessing communication satisfaction at the GCIS, focus was on six communication satisfaction dimensions identified for this study as adapted from the Down and Hazen model. The dimensions of communication climate and organisational integration were assessed together as one in this study because they both deal with personal and organisational level aspects. The supervisor and subordinate dimensions although clustered together for ease of reference as they both look at information flows between supervisors and subordinates, were assessed individually.

The study therefore focused on the following six dimensions: communication climate, media quality, supervisor-subordinate communication, co-worker communication, personal feedback and corporate information.

It is important to note that the internal communication function at the GCIS has a different responsibility when compared with other organisations because of its transversal mandate. The GCIS provides internal communication support to its own employees while at the same time supports 33 government departments who rely on information it provides in order to execute their own respective mandates. Although the main focus of the study is to assess perceptions of GCIS employees in particular, an attempt is also made where relevant to assess perceptions of employees on communications with their colleagues in other departments. The six communication satisfaction dimensions assessed in the study are discussed individually below;

- **Communication climate**

The construct of communication climate according to Downs and Hazen (1977:66) deals with communication that occurs within an organisation. It looks at employees' perceptions of the communication environment in general and its overall health (Jones 2006:41). Downs and Hazen (1977:72) suggest in their theory that a positive climate stimulates employees to want to achieve organisational goals and it is a reflection of the extent to which their attitudes towards communication contribute to the health and wellbeing of the organisation and its employees. The climate reflects the extent to which employees are motivated to achieve organisational goals as a result of being satisfied with communication .

Organisational integration which is assessed as part of organisational climate looks at the degree to which individuals receive information about organisational plans, personnel or staff news as well as information about the immediate work environment (Downs & Hazen 1977:67). Staff news carry information that deals with staff matters or issues of interest to staff (Clampitt & Girard 1993:87).

Communication climate in the context of GCIS explores employee experiences in an environment where communication is regulated and centralised to the human resources function where information dissemination is controlled and choreographed carefully. The gatekeeping role management plays leaves very little room for employees to influence the content and flow of information in the organisation. The construct of communication climate at the GCIS therefore looks at two concepts; organisational and personal.

Climate for organisational goals: refers to how communication can be used to stimulate employees and motivate them to achieve organisational goals (Gray & Laidlaw 2004:425). In this regard, communication assists employees to understand what they are supposed to do and their role in assisting to achieve organisational goals (Muller, Bezuidenhout & Jooste 2006:301). An ideal communication climate is where there is participatory decision making, trust, support from supervisors, the credibility of messengers and the degree of openness (Meintjies & Steyn 2006:59). Contextualising this to the GCIS, where internal communications is centralised and content development and dissemination is tightly managed, the importance of employees receiving information on time in order to keep stakeholders informed impacts their ability to contribute effectively to organisational goals, the study looks at their experiences in this context. Dolamo (2008:42) asserts that in order to perform better, employees need information to do their work. By keeping employees informed organisations are able to keep them motivated and committed (Downs & Adrian 2004:140). Given strict regulations and protocols the GCIS uses and its potential impact on the speed with which information can be shared with employees , the climate for organisational goals at the GCIS was assessed in this context. An assessment of climate for organisational goals at the GCIS looks at whether; communication in the organisation assists employees to solve work related problems, employees receive information they need to do their jobs and whether information received from the organisation helps them to understand their role in helping to achieve organisational goals. If employees are seen as knowledgeable about what is going on in their own organisation, they can affect how the organisation is perceived (Hopper 2009:15).

Climate for personal goals: looks at whether the climate at GCIS makes it possible for employees to strive and reach personal goals. A person's self-improvement through information can only be possible if the communication in the organisation makes them feel valued as members (Downs & Hazen 1977:66). This dimension is closely associated with organisational integration in that it deals with information employees receive about their work environment (Downs & Hazen 1977:70). This dimension assesses how information about individual performance is shared, whether employees know how their work is appraised and whether the organisation is open and transparent in how it assesses employee contributions (Meintjies & Steyn 2006:159). GCIS like many government departments rely on standardised procedures and performance management frameworks to provide guidance on how performance reviews should be conducted and information about such reviews shared with the aim of promoting transparency and fairness.

Given this context, assessment on this dimension looked at how employees feel about general information provided by the organisation as well as general communication on how work related problems are solved.

- **Media quality**

Media quality deals with employees perceptions of the quality of communications in an organisation (Downs & Hazen 1977:72). Media quality looks at the quality, accuracy and adequacy of information overall (Downs and Adrian 2004:54). The bureaucratic approach looks at the overall quality and reliability of information according to Karanges (2014:38). In the context of GCIS, media quality refers to the extent to which information provided to employees is perceived as timely, accurate and adequate to enable people to make informed decisions about their work. It is therefore important for government employees to receive information that is accurate on time because of the legal and social implications of the work they do, particularly as it relates to sharing this information with communities.

Downs and Adrian (2004:54) emphasise the need for organisations to provide employees with adequate information to enable them to do their work. It is the responsibility of managers to ensure information provided to employees is not only adequate, but that it is relevant and appropriate. Meintjies & Steyn (2006:152) highlight the unintended consequence of too much or too little information on employee effectiveness and productivity, as the volume of information increases, employees and organisations can be overwhelmed (Jackson & Farzeneh 2012:523). Too much information can be a hindrance if employees do not see added value (Bawden et al 1999:249). Reliability on the other hand, refers to trustworthiness of the methods/channels used to convey information as well as the credibility of the sender (Jones 2006:42). If the recipient of the information does not believe the credibility of the channel or sender, the information is regarded as unreliable (Downs & Adrian 2004:54; Downs & Hazen 1977:72).

The importance of reliability and believability is particularly important at the GCIS because if employees do not trust that the information they receive from the organisation can be trusted, it will impact their ability to service communities effectively. For the purposes of this investigation, assessment of this dimension at the GCIS looked at accuracy, timeliness, reliability and trustworthiness as well as the aspect of adequacy (not too much or too little) due to its important role in society and society's expectations from an institution which is seen as the mouth piece of government. Citizens need to feel that they can trust information they receive from the organisation because of its impact on the lives of millions. More importantly, it is important for people who work for the GCIS to have confidence that the information they receive from the organisation can be trusted. In assessing this dimension focus was on the extent to which employees feel that the information provided by the organisation is accurate, the extent to which employees feel that information shared by the organisation can be trusted, whether employees feel that the information provided by the organisation is adequate and whether they receive information on time.

- **Supervisor-subordinate communication**

Supervisory communication refers to all communication that occurs between supervisors and subordinates (Downs & Hazen 1977:66). This study looked at employee perceptions of the extent to which supervisors listen, pay attention to employees, are open to ideas including the trust employees have in the supervisors' ability to offer guidance on job-related issues. Effective communication in organisations depends on an effective supervision strategy according to Pravitt and Johnson (1999:313).

Gray and Laidlaw (2004:425) concluded that lack of sharing of meaning between supervisor and subordinate and insufficient communication could impact task achievement. Hence effective supervisors need adequate information in order to communicate the organisational vision and mission (Alsayed et al 2012:2).

Openness: this indicates the extent to which supervisors are willing to listen and are open to suggestions which is related to participatory leadership according to Robbins, Odendaal and Roodt (2003:75). Muller et al (2006:532) talk about the need to facilitate sharing of information throughout the organisation. This means that where there is openness and receptiveness there is mutual trust and willingness by employees to participate and contribute to decision making.

Attention: Meintjies and Steyn (2006:159) refer to attention as the willingness of supervisors to pay attention and listen to what their subordinates have to say. Employees need direct and personal contact with supervisors which includes being appraised at all times on matters related to their work in order for trust and respect to occur (Van Staden, Marx & Erasmus-Kritzinger 2002:15).

Trust: refers to the extent to which the subordinates trust their supervisors and vice versa. According to Robbins et al (2003:258), ability to be open, competence and integrity are critical success factors in supervision.

It is important for supervisors to be open, credible and trustworthy in order for subordinates to follow them (Robbins et al 2003:75). Kreitner and Kinicki (2007:35) agree and assert that telling the truth, keeping employees informed and providing accurate information and feedback are important in helping to build trust relationships.

Guidance: has to do with the guidance supervisors provide to their subordinates in solving job related problems (Down & Hazen 1977:67). Employees need regular guidance in dealing with everyday challenges in their jobs (Jones 2006:10).

The sub-ordinate communication dimension on the other hand looks at the confidence supervisors place in their subordinates willingness to initiate communication and their responsiveness (Downs & Hazen 1977:68). Only employees who have people reporting to them were asked to respond to this section in the questionnaire. In assessing this dimension, the researcher was interested in finding out how comfortable employees at the GCIS are with initiating upward communication.

Jones (2006:39) concludes that when employees rate their supervisors highly on this dimension, it indicates that employees are responsive to directives, anticipate supervisors need for information while at the same time being responsive to evaluation, suggestions, feedback and constructive criticism. Jooste (2009:235) suggests that communication between employees and their supervisor's where feedback is solicited enables exchange of opinions, openness and constructive engagement and more importantly encourages employees to feel confident enough to initiate upward communication. This study viewed the supervisor and sub-ordinate communication dimension at the GCIS from a perspective where these type of engagements are regulated and the researcher was interested in exploring whether given the rigidity of their systems employees are free to contribute or engage constructively with their supervisors. Supervisor-subordinate interactions were viewed from this perspective.

Assessment on this dimension looked at whether sub-ordinates understand their job descriptions, extent to which supervisors pay attention to staff, whether employees feel supervisors value their contributions, whether supervisors provide enough guidance, the extent to which employees are willing to initiate communication with their supervisors, the extent to which subordinates are responsive to communication from supervisors, whether subordinates are responsive to suggestions, criticism and evaluation by supervisors, the extent to which subordinates anticipate supervisors' need for information as well as the extent to which employees are willing to engage supervisors on issues affecting their work.

- **Co-worker communication**

According to Downs and Hazen (1977:70), co-worker communications looks at informal communications between people who work together. Organisations are urged to create an environment where employees feel free to interact with one another, support each other and collaborate on projects for productivity to be enhanced (Sharma 2015:1; Ramirez 2012:iii). This dimension also looks at how active informal networks are in an organisation (Downs and Adrian 2004:1).

In assessing this dimension the researcher looked at prevalence of informal channels and how they are generally perceived by employees (Muller et al 2006:304).

Accuracy of co-worker communications: communication between co-workers in an organisation has four main important functions: (1) project co-ordination, (2) problem solving, (3) sharing information and (4) conflict resolution (Wagner 2013:30). Project co-ordination allows people who work together to share ideas and collaborate in solving challenges organisations face. Sharing information enables employees to focus on common goals (Conrad & Poole 2002:74). Conflicts in organisations are also best resolved at lower levels by people who trust and respect each other (Jones 2006:18).

Jones argues that it is in the interest of organisations for conflicts to be resolved by employees themselves, this will save managers time to focus more on important things.

Trust in the grapevine: the 'grapevine' refers to existing informal communication networks where communication occurs between employees themselves unmediated (Wagner 2013:31). Employees regard this form of communication as important because it provides them with the much needed relief from day to day challenges of work while helping them to make sense of the world around them (Muller et al 2006:147). Organisations need to recognise that this form of communication exists and that it is important to acknowledge its importance to employees. Wagner (2013:31) suggests that the 'grapevine' or informal networks tend to be more popular in public sector organisations in particular because of their rigid and highly regulated systems. Arguably, according to Muller et al (2006:305), this method of communication is equally important to organisations because 80% of information communicated this way more often contains business related politics and is considered 90% correct on detail. Conrad and Poole (2002:74) suggests that this form of communication is considered more accurate and is trusted more because it is voluntary, uninhibited and not influenced by power relations.

Due to the transversal nature of the GCIS mandate and the responsibility it has in providing communication support to its own employees and people working in other government departments, in this dimension the researcher also assessed interactions between GCIS employees themselves as well as interactions between GCIS employees and their colleagues in other government departments who also depend on the GCIS for information in order to carry out their respective mandates. While at the same time looking at the activeness of informal channels in the organisation given Wagner (2013:31)'s arguments about their popularity in public institutions in particular. In this regard, assessment on this dimension focused on the level of employee satisfaction with informal networks, co-worker relationships, communication with co-workers within GCIS as well as communication with their colleagues in other government departments.

- **Personal feedback**

This dimension focuses on the desire of employees to know how their performance is appraised and their work or contribution is judged (Downs & Adrian 2004:1). According to Muller et al (2006:309), feedback provided to employees in this way serves to complete the communication cycle to make it two-way. It is critical for supervisors to provide feedback to subordinates on how they are doing in order to motivate them to improve performance and productivity (Jones 2006:14). Management at the GCIS is guided by a performance management and development system (PMDS), a framework used by government departments to assess employee performance. This is a standard performance assessment instrument aimed at guaranteeing consistency in how the work of employees is judged or their performance is appraised including sharing information on how employee efforts are recognised and acknowledged (Downs & Adrian 2004:1). Assessing this dimension at the GCIS looked at employee perceptions on whether they receive feedback on their performance, whether they receive feedback on the work they do in general and how their performance is judged. In this dimension feedback received from the work done with other government departments was also assessed.

- **Corporate information**

The dimension of corporate information focuses on communications shared with employees about an organisation more broadly (Downs & Hazen 1977:72). In order to assess the relationship between corporate information and communication satisfaction, it is important to assess issues pertaining to the amount of information employees receive as a whole about the organisation (Jones 2006:43). This includes information about changes occurring, financial standing of the organisation, achievements and challenges facing the organisation.

Organisational change: change is an accepted constant for organisations, it is unavoidable (Wagner 2013:35).

It is important therefore for organisations to keep staff informed of new developments in the organisation as they directly and indirectly impact them both on a personal and professional level. In order for change to be effectively managed in organisations it is important for employees to be adequately informed about reasons for change and how it will affect them in order to build relationships of trust (Meintjies & Steyn 2006:152).

Organisational performance: unlike in the private sector, it is important for public institutions such as the GCIS to know if they will have enough resources to carry out their mandates effectively. The constant lack of sufficient resources is a source of concern for many government departments in South Africa (Ramaphosa 2018:1). Employees at the GCIS need to be regularly informed about financial status and constraints that might affect their ability to carry out their jobs and execute their public mandate in that regard.

Organisational challenges: in order to have a sense of security employees need to know how their organisation is performing (Jones 2006:43). This is where transparency becomes important especially for institutions of government. Communication about the successes and failures needs to be transparent and honest in order to build trust (Nhlapo 2010:1).

Assessment on this dimension at the GCIS looked at employee views and opinions on the adequacy of the information shared about the organisation, whether the organisation communicates with them about important programmes and initiatives, whether information about how the organisation is performing is shared with employees and whether the organisation shares information with employees on important changes in the organisation.

This study also examined whether being satisfied with the way an organisation communicates with employees is associated with employee perceptions about their jobs.

The construct of job satisfaction and its relationship with communication satisfaction is explored below. Communication satisfaction is the first of the three key constructs identified for the study refer section 2.2 figure 2.1. Job satisfaction is the second concept to be discussed next.

2.2.6. Job satisfaction

Scholars describe job satisfaction as an emotional feeling employees express about their jobs (Arnold & Feldman 1986:86; Spector 2008:61; Tutuncu & Kozak 2007:1). People tend to evaluate their jobs according to issues that are important to them (Ramirez 2012:19; Sempane et al 2002:40). Robbins (2001:69) views it as “one’s general attitude towards work”. He further states that individuals who express high satisfaction levels in this dimension tend to display positive attitudes towards their jobs, on the other hand dissatisfied individuals have negative attitudes towards their jobs. Job satisfaction is important because of its significance to organisations and employees all over the world. It not only affects employee behaviour and attitudes, it affects their performance and productivity which ultimately impacts the performance of the organisation (Carrieré & Bourque 2009:29; Judge & Hulin 1993:388). Hulin and Judge (2003:255) view job satisfaction as multi-dimensional because it is influenced by a variety of different factors. Job satisfaction is not only associated with expressions of how happy employees are with their work, suggesting that there are other factors besides enjoyment of work that also contribute to job satisfaction (Taiber & Alliger 1995:101).

Spector (2003:1) supports this view and argues that it is possible for an individual to be satisfied with one aspect of the job such as work for instance while being dissatisfied with another factor such as pay. Landman & Angelopulo (2006:78) identify factors such as need for information, relationships and belonging as some of the needs identified by employees in organisations which directly influence how they feel about their jobs. Personal and work related factors can have an influence on job satisfaction (Vecchio 2000:78).

Kenny and Cooper (2003:275) assert that in many instances factors leading to job satisfaction in work environments can be related to the job itself, or interpersonal relationships between employees and management, and how management engages employees. How they relate or communicate most often influences how they feel about their jobs (Madlock 2012:8). Literature also shows that the most common aspects of a job that influence employee job satisfaction include the reward structure, which refers to issues such as pay and promotion, the work environment, relationship with co-workers and supervision (Sharma 2015:55). Job satisfaction impacts all employees across the world which is why the concept receives a lot of interest in research (Ramirez 2012:2).

2.2.6.1. *Measuring job satisfaction*

Macdonald and MacIntyre (1997:1) identify two predominant approaches in the examination of job satisfaction, the global approach and the facets approach. The global approach is a single-item measure which looks at job satisfaction as an overall feeling towards one's job, while the facets approach focuses on the different aspects of a job (Mitchell, Levine & Pozzebon 2013:1). Job satisfaction has been evaluated in the past using both single-item and multi-dimensional measures. Judge and Klinger (2008:393) expressed reservations with single-item measures however, arguing that they tend to be less reliable when compared with multi-dimensional measures. The Job Descriptive Index (JDI), developed by Smith et al in 1969 is one of the commonly used tools used in the measurement of employee job satisfaction based on the multi-dimensional approach. The JDI instrument has different versions, there is an option to use a long-item version or the short form (Lake et al 2017:1).

Mitchel et al (2013:1) recommend the use of a shorter version if the instrument is used in conjunction with another measure such as a survey. Lake et al (2017:1) believes the JDI is one of the most carefully constructed tools . Bowling, Henricks & Wagner (2008:1151) attest its validity and reliability. Its validity and reliability has been tested through the years under different conditions (Lake et al 2017:1), this is the reason why the tool was chosen for this particular study.

The JDI assesses five dimensions of job satisfaction: pay, promotion, work environment, relationship with co-workers and supervision.

- **Pay**

Reward satisfaction has to do with what employees receive as pay when compared with what they expect to receive (Beer & Walton 1990:154). Dissatisfaction arises when individuals find that their contribution in the form of skills, education, performance and the effort they put in is not congruent with the pay they receive. Scholars maintain that employee pay satisfaction is not determined by one reward, but by different rewards in combination (Madlock 2012:8). Maslow's theory on motivation views pay as the most basic need in the work environment (Maslow 1943:370).

Herzberg (1964:3) on the other hand views pay as a hygiene factor and therefore suggests that even though it will not motivate workers, it is great in preventing dissatisfaction. He argued that even though monetary incentives work sometimes, they only work in the short term. Pay is considered differently among employees depending on where they are in their career and it is rated among the top five rewards by employees in organisations (Lake et al 2017:1). At a particular stage in one's career, other rewards such as status and growth prospects may be more important than pay (Madlock 2012:8). For many employees satisfaction with pay is not determined by the amount of pay but rather the fairness with which it is distributed (SHRM 2012:1). Sometimes it is influenced more by how an individual's pay or remuneration compares to others in the same job, rather than the industry norm even though it is equally important (DeVaney & Chen 2003:1).

In their study, SHRM (2016:1) concludes that the role that pay plays in employee job satisfaction cannot be ignored. Bakotic' (2016:118) states that employees value fairness in pay systems. He also acknowledges however, that people are not motivated by money alone, factors such as a better working environment, work load as well as opportunities for growth also have an influence.

- **Promotional opportunities:**

Reward by promotion is best explained by Maslow's hierarchy of needs model. He argued that an individual's need for self-esteem and self-actualisation also acts as a motivation thereby influencing job satisfaction (Maslow 1943:1). Opportunity to grow, learn, develop and advance otherwise known as promotion, is considered a critical factor in employee job satisfaction (SHRM 2016:1). Employees are more likely to experience levels of satisfaction with their jobs if promotion policies and practices are deemed as fair (Weiss, Nicholas, & Daus 1999:17). Luthans (2005:213) highlights the different types of promotions that offer different rewards. For instance, individuals promoted on the basis of performance are more likely to be satisfied when compared with those promoted on the basis of seniority.

- **Supervision at work**

A good relationship with a supervisor is essential in a working environment (Hulin & Judge 2003:255). This concept refers to the relationship employees have with their supervisors, guidance, support and constructive input on their work which motivates them to perform better (Robbins et al 2003:75). How employees feel about supervision, support and guidance received from supervisors at the GCIS was explored.

- **Co-worker communication**

McClelland's (1965:321) theory on motivation highlights the need for affiliation, what Maslow (1947:1) referred to as the need for belonging and social connection, as a critical influencing factor. The need to belong can be satisfied through healthy and supportive relationships with colleagues (Newstrom & Davis 1997:144; Luthans 2005:222). Although Herzberg (1964:3) viewed supportive colleagues as a hygiene factor, it is a very important element in job satisfaction. Mueller and Lee (2002:222) supported the view that pay alone is not enough to sustain job satisfaction, having supportive co-workers is also very important.

A study conducted by DeVaney and Chen (2003:1) highlighted the importance of co-worker relationships as a determinant of job satisfaction. Anderson and Martin noted that information obtained by employees through communication was not sufficient alone. Employees seek interactions with co-workers to satisfy interpersonal needs. It is important to note that co-worker communication in the job satisfaction dimension is defined the same as in the communication satisfaction dimension. In this dimension, the same aspects of co-worker communications such as relationships, trust and communication between worker are assessed albeit with a different emphasis. Relational communication sometimes referred to as co-worker communication ensures that employees support one another in carrying out their duties and in so doing motivate each other to perform better in their jobs according to Pincus (1986:395).

- **Work environment**

The work environment is best explained by Hackman and Oldham's (1976:250) seminal work with their job characteristics model which suggested that work itself also has an influence on job satisfaction. The overall work environment is considered a major source of job satisfaction (Luthans 2005:212). People tend to view their jobs positively if they are given work that is challenging with a reasonable amount of autonomy (Judge & Klinger 2008:393). Employees will more than likely express satisfaction if their work allows them to apply their knowledge, skills and abilities, in an environment where they feel their contribution is valued (MacIntosh & Doherty 2010:106). Employees also seek supportive working conditions in addition to a conducive work environment (Treholm 2011:185).

Herzberg (1964:3) considered working conditions as a hygiene factor which might prevent dissatisfaction but does not necessarily lead to job satisfaction. Perceptions about a good working environment are influenced by involved and informed employee (Pincus 1986:395).

The next section explores the relationship between communication satisfaction and job satisfaction and reviews arguments from some of the studies conducted on the subject.

2.2.7. The relationship between communication satisfaction and job satisfaction

Notwithstanding the fact that how communication satisfaction relates with job satisfaction has been researched extensively by different scholars, communication satisfaction is not the only variable investigators focus on (Ramirez 2012:19). Scholars have focused in the past on how communication satisfaction relates with variables such as performance (Goris 2007:737), service quality and empowerment (Gazzoli, Hancer & Park 2009:56) and work redesign (Zeffane 2001:61). Most investigations tend to focus specifically on how communication satisfaction relates with job satisfaction because of its perceived influence in work environments (Alsayed et al 2012:2250; Bakanausskienė et al 2010:21).

Among the many studies, the researcher consulted was work done by (Clampitt & Downs 1993; Goldhaber, Yates, Porter & Lesniak 1978; Nhlapo 2000; Pettit, Goris & Vaught 1997; Ramirez 2012; Sharma 2015:). Pettit et al (1997:84) looked at elements that could be directly associated with job performance such as supervisor communication, accuracy of information, need for information, its flow and concluded that a noticeable link could be seen between feelings expressed by employees about the way organisations communicates with them and feelings about their jobs. This relationship becomes more evident when performance and productivity are enhanced as a result of employees expressing satisfaction with communication in their work (Alsayed et al 2012: 2250; Ramirez 2012:iii; Sharma 2015:1). Sharma (2015:1) concludes in his study that there is a significant positive correlation between supervisor to employee communications and job satisfaction. While Clampitt and Downs (1993:8) found that the effectiveness of communication could be attributed to lower rates of grievances and absenteeism, participants in this study rated communication with co-workers higher.

Goldhaber et al (1978:77) noted the importance of co-worker communication in predicting job satisfaction. Clampitt & Downs (1993:8) found that effective feedback about performance is associated with higher productivity, Jenkins in Clampitt & Downs (1993:9) supports this notion and alludes to the effectiveness of supervisory communication. Ramirez (2012:1) opines that if employees are satisfied generally with information received about the organisation which helps them to understand what it stands for, its goals and their roles thereof, the more motivated they will be to commit and identify with the organisation. Nhlapo (2000:43), investigated the role of communication satisfaction on job satisfaction at the GCIS and found a link between dimensions of communication climate, media quality, personal feedback, supervisor-subordinate communications with job satisfaction. He recommended for further research to be conducted to examine the role played by other dimensions such as organisational integration, personal feedback, relationship with supervisor, media quality and organisational perspective.

Ramirez (2012:iii) could not definitively link communication satisfaction with job satisfaction. Research by many other scholars concluded that there is a strong and positive relationship between communication satisfaction and job satisfaction (Abugre 2011:7; Bakanausskienè et al 2010:21; Byrne & LeMay, 2006:149; Ehlers, 2003:25; Hopper, 2009:74; Nhlapo 2000:10; Sharma, 2015:3). Hellweg and Phillips (1981:188) originally cautioned that even though there is confirmation of the link by some of these studies, the relationship is not that simple due to the complex nature of organisational communications and the context in which it is practised.

Another objective of this study was to identify internal communication methods used by the GCIS. Internal communication methods is one of the three key concepts identified in section 2.2 figure 2.1 above. Identification of internal communication methods was done by testing awareness and use.

2.2.8. *internal communication methods used by the GCIS*

Identification of internal communication methods used by the GCIS was done by assessing awareness and use where participants were given an opportunity to select from a list of existing internal communication methods used by the GCIS methods they are familiar with or aware of. This was followed by an option to select methods that they use or access information from. The list included the following methods currently used by the GCIS as identified in section 2.2.2 above: departmental meetings, GCIS websites, emails, staff meetings, word of mouth, posters on walls, electronic boards, supervisors, internal communication staff, induction documents and memos. In a study conducted by (Montsho 2013:iii) at the GCIS, he concludes that there is an inadequate understanding of the role internal communications play among different level employees.

2.3. Conclusion

The study seeks to understand employee experiences with internal communications at the GCIS. The unique environment with which state institutions operate is taken into account when examining these experiences. Given this context, the review starts with a discussion on the field of organisational communication briefly and how it relates to government communication in particular. The literature on bureaucratic theory as a framework that is used to help explain the environment within which communication in state institutions occurs was also reviewed. Scholars argue that factors that influence communications in government organisations cannot be ignored when seeking to understand experiences of people employed in these institutions.

Literature highlights in particular the need to recognise the distinctiveness of public institutions in seeking to understand how they manage communication, highlighting in particular the impact of effective internal communication practices on service delivery in government.

Three constructs identified in literature namely; internal communication methods, communication satisfaction and job satisfaction were also discussed. The chapter ends with a brief reflection on conclusions made by different studies that investigated the link between communication satisfaction and job satisfaction. Given that this chapter focused more on the literature part of the study, the next chapter focuses on the empirical part of the study, where the methodology that was used to collect and analyse data to help answer research question and respond to the objectives of the study will be discussed.

CHAPTER 3 RESEARCH METHODOLOGY

3.1. Introduction

This chapter outlines the methodology that was selected for the empirical part of the study. A research methodology comprises of a plan the researcher lays out in order to answer the research question (Walliman 2011:63; Watkins 2016:186). This includes understanding what the design will be and the approach to collecting and analysing data (Burns & Grove 2013: 44). In this regard, the chapter focuses on the quantitative and qualitative nature of the research design as well as methods of data collection and analysis. The study was conducted in two stages. The first stage is a review of literature focusing on organisational communication theory and how it relates to communication in state institutions in general and government communication in particular, refer section 2.2.1, chapter 2. Literature highlighting the impact of bureaucratic practices on internal communications in state institutions is also reviewed, refer section 2.2.2, chapter 2. Given this context, factors that influence communications in state institutions cannot be ignored when seeking to understand the behaviour and attitudes of employees (Graham 1994:361; Kaplan 2009:197; Mbhele 2014:v ;Mukhudwana 2014:v;Vos 2006:257).

From the literature review, key constructs were derived which were tested empirically. The second stage was the empirical part of the research. It was in this stage that theoretical constructs identified in literature as alluded to above were researched. The empirical part of the research was conducted in three phases which was the implementation of the sequential design chosen for the study. In the first phase, quantitative research was conducted by means of a cross-sectional survey where initial findings were generated. In the second phase, qualitative research was conducted through partially-structured interviews to help explain findings from the survey. In the third phase, findings from quantitative and qualitative research are integrated to make sense of the mixed findings.

The fact that two different methodologies were used explains the use of mixed methods research (Austin & Sutton 2015:226). Employing mixed methods research provides a much broader understanding of the research problem than would be possible when each method is used alone (Fetters & Molina-Azorin 2017:293; Maxwell, Chmiel & Rogers 2015:223). Mixing methods does not only account for the use of different methods, but also for the use of different designs, in this case quantitative and qualitative research (Fetters & Molina-Azorin 2017:293). An overview of the research design adopted for the study is presented next.

3.2. Research design

The study uses a sequential mixed methods design where quantitative and qualitative methodologies are employed. Creswell, Plano Clark, Guttman and Hanson (2003:209) refer to a sequential mixed-method design as an approach that combines quantitative and qualitative methods where data collection and analysis is done in two consecutive phases in one study. The intention with using this approach for the study is not only to improve the reliability and validity of the findings, it is also important to get a broader understanding of the issue being investigated, in this case employee experiences (Creswell & Plano Clark 2011:8; Molina-Azorin & Fetters 2019:411). While quantitative research provides a general understanding of employee experiences in general, qualitative research helps in exploring employee perceptions and views expressed during the quantitative phase more in-depth (Johnson & Christensen 2012:29; Eyisi 2016:93).

As with many mixed methods designs, researchers have to deal procedural issues in terms of deciding which method has priority in the study design, what the sequence will be in the data collection and analysis as well as where the integration of the data will occur (Almalki 2016:288; Ivankova, Creswell & Stick 2006:9). Decisions about procedure are often guided by the purpose of the study or the nature of the inquiry (Fetters & Molina-Azorean 2017: 299). In this study it is important to get a general understanding of employee experiences and establish prevalence. Which is why more emphasis is placed on the quantitative part of the research.

Qualitative research plays a complementary role as it is used to explain statistical results from quantitative research. In this regard, each method contributes to the realisation of the objectives of the study. Quantitative data alone does not give sufficient regard to the context of the individuals as for example the environment within which communication at the GCIS occurs, which qualitative research is able to do (Creswell & Plano Clark 2011:8; Mawlood 2017:1; Austin & Sutton 2015:226). Although quantitative research is considered robust due to its potential to generate findings that can be generalised, it is also limited to one data collection source, in the case of this study a survey. Hence the decision to complement it with qualitative research (Leedy & Ormrod 2014:141; Johnson & Christensen 2012:29). Strengths and weaknesses of mixed methods research are well documented in literature (Plano Clark & Ivankova 2016:4; Maxwell et al 2015:223; Creamer 2018:2). Although scholars acknowledge advantages of mixing methods in addition to providing methodological rigour, indirect benefits can also be realised especially when unexpected results arise from quantitative research as was the case in this study (Creswell 2015:75; Feters, Curry & Creswell 2013:2134). Scholars acknowledge limitations of this approach and lament amongst others the amount of time and resources needed to collect and analyse both types of data (Ivankova 2014:25).

As alluded to earlier, data collection for the study was conducted in three phases; an initial phase of quantitative data collection and analysis, followed by a phase of qualitative data collection and analysis and in the final phase both strands of data were linked and findings integrated. Meaning that integration in the study only happened during interpretation. Integration in the interpretation dimension helps to make sense of the mixed findings according to Feters and Molina-Azorin (2017:301). For ease of reference an overview of the sequential mixed methods procedure used in the study is presented in Table 3.1 below;

Table 3.1: Sequential mixed methods procedure used in the study

Phases	Procedure	Products
<p>Phase 1</p> <p>Quantitative data collection</p> <p>Quantitative data analysis</p> <p>Quantitative data findings</p>	<p>Pilot($n=8$) Cross-sectional survey ($n=40$)</p> <p>Data verification/ SPSS v24</p>	<p>Numerical data</p> <p>Descriptive and inferential statistics</p>
<p>Phase 2</p> <p>Development of the interview schedule</p> <p>Qualitative data collection</p> <p>Qualitative data analysis</p> <p>Qualitative data findings</p>	<p>Considered 3 themes from the quant phase Pilot ($n=3$)</p> <p>Partially-structured interviews ($n=9$)</p> <p>Coding and thematic analysis</p>	<p>Interview schedule</p> <p>Transcripts and field notes Digital recording</p> <p>Coded text and themes</p>
<p>Phase 3</p> <p>Presentation of mixed findings</p>	<p>Interpretation of mixed findings</p>	<p>Discussion Recommendations Future research</p>

Source: Adapted from Creswell and Plano Clark (2011:69)

Quantitative data for the research was collected through a survey research method. Survey research is one of the most common forms used by quantitative researchers to collect data from a population of interest (Watkins 2016:186).

Compared to other methods, surveys are able to extract data that is near to the exact attributes of the larger populations due to the high number of people who respond to surveys (Johnson & Christensen 2012:35).

3.3. Survey research

A cross-sectional survey was found to be suitable for studying employee perceptions and attitudes towards internal communication methods at the GCIS to fit in with a dissertation timeline. In cross-sectional surveys, data is collected at a point in time as opposed to longitudinal surveys which are used to collect data at different points in order to monitor trends (Zheng 2015:66). The method was chosen because it was possible to collect large amounts of descriptive data in a short space of time (Watkins 2016:186). This choice was also influenced by the fact that the two instruments recommended in literature were deemed appropriate for survey research, refer section 2.2.5.1, chapter 2. Although critics of the survey method lament the decline in response rates, they are still considered cost effective when compared with other methods (Eyisi 2016:94). Survey data can be collected in a number of ways, the most common being questionnaires (Check & Schutt 2012:160). Questionnaires in surveys are used to obtain information directly from respondents through self-reporting mechanisms (Ponto 2015:168). The benefit of using a questionnaire for this study was the ability to quantify the communication phenomena, making it possible to turn abstract elements of communications into simple items that could be tested. Abstract terms such as 'trust in supervisors' or 'relationship with co-workers' could be measured and quantified (Bryman 2001:20; Eyisi 2016:94). There are limitations to quantitative surveys however. Although survey questionnaires were able to provide important descriptive data for the study, they could not provide the context behind the statistics (Johnson & Christensen 2012:35). Qualitative interviews were used to explore statistical results in more detail.

Interviews are often used by qualitative researchers when they are looking for an in-depth and extensive understanding of the research problem (Jamshed 2014:87). Partially-structured interviews in particular allow the researchers the flexibility to explore issues more in-depth (Johnson & Christensen 2012:29).

3.4. Qualitative interviews

Interviews are used by qualitative researchers to get the story behind a participant's experience because they allow informants to express their views freely (Austin & Sutton 2015:226). By interacting directly with participants, views and opinions expressed during the survey could be explored more in-depth (De Vaus 2014:6). Researchers can use qualitative research to explore unexplained results from a quantitative study (Austin & Sutton 2015:226; Johnson & Christensen 2012:29; Leedy & Ormrod 2014:1). This was also true in this study as responses from the survey could only be fully understood through direct interaction with employees who participated in interviews. Similar to survey research, qualitative interviews have inherent limitations (Mawlood 2017:1), hence the decision to mix the methods in order to leverage their strengths and mitigate against inherent weaknesses in each.

In order to collect data for the survey or interviews, researchers tend to draw samples from the population of interest and use these results to make inferences about the population (Salkind 2010:1). Sampling is the process of selecting units from a population of interest so that by studying the sample, researchers can understand the population from which they were chosen (Walliman 2011:94). Populations on interest are generally large or expensive to survey (Trochim 2006:1). It was not possible to survey all employees at the GCIS, as a result samples were used for the survey and interviews. The strategy chosen to select samples is one of the factors that determine the accuracy of the research results (Erba, Ternes, Bobkowskyi, Logan & Liu 2017:42; Trochim 2006:1). The process of selecting samples for the study is discussed next.

3.5. Sampling

The target population for this study consisted of 442 employees at the GCIS. A target population is the entire population of individuals or objects to which researchers are interested in generalising their conclusions (Walliman 2011:94; Wilson & MacLean 2011:161). Due to resource and time constraints the sample for the research was selected from 150 employees based at the GCIS head office in Pretoria. The GCIS head office was used for accessibility reasons. First, the researcher works in Pretoria where the GCIS head office is located, secondly, all employees based at head office were said to have access to the internet, emails and telephones which were necessary for the completion of the survey questionnaire. The accessible population is the actual frame or study population to which researchers can apply their conclusions (Asiamah, Mensah & Oteng-Abayie 2017:1614). Survey participants were selected through simple random sampling, which is a probability sampling methodology using The Survey System sample calculator aiming for a 95% confidence level and 5% margin of error. Probability sampling techniques are preferred by quantitative researchers because they enhance external validity (Erba et al 2017:42; Setia 2016:505). A sample of 109 employees was selected which represents 73% of the study population. There was an option to use the list provided by the GCIS to select the sample manually, but due to time constraints the researcher opted to use a computer assisted sample generator known to produce the same results (Johnston, Lakzadeh, Donato & Szabo 2019:1).

Self-administered questionnaires were sent through email to this sample of 109 employees selected from a list of 150. This yielded 40 useable questionnaires. A sample size calculation is used to determine the number of participants needed to determine an effect. If the sample size is small, it reduces the statistical power of the calculations to determine an effect (Noordzij1, Tripepi, Dekker, Zoccali, Tanck, & Jager 2010:1388). In this study, at a confidence level of 95% certainty, the confidence interval or margin of error was 12.

This means if 50% of the sample indicates a question is true, then between 38% and 62% of the relevant population would have selected that answer (Brown 2007:21; Noordzij1 et al 2010:1388). Inferential statistical calculations were conducted on the data collected with the intention to infer properties of the target population based on the sample (Leedy & Ormrod 2010:28). Based on assumptions for non-parametric techniques, the data should be obtained with a random sample and observations independent where each participant can be counted only once (Pallant 2007:210). The data collected complies with this requirement as presented in the Test for normality conducted, see section 4.6.2, Chapter 4.

Purposeful sampling was used to select interview participants. A purposeful sample relies on the researcher's own judgement or experience and uses a specific criteria to identify and select participants (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood 2015:531). It was important to ensure that there is representation across different levels in the organisation in order to get different perspectives. Three lower level employees, three middle managers and three senior managers were selected to participate in the interviews.

Data collection for the study was done in phases as alluded to in section 3.2, Table 3.1 above. In the first phase quantitative data was collected and analysed. Self-administered questionnaires were used to collect quantitative data. The second phase was collection and analysis of qualitative data. The two data collection methods are outlined below.

3.6. Data collection methods

First, a survey was conducted through a questionnaire with selected employees. A questionnaire is a research instrument used in surveys, it consists of a set of questions posed to respondents for the purpose of gathering information (Mathers, Fox & Hunn 2009:5; Watkins 2016:104). More importantly, questionnaires allow researchers to secure standardised data that can be tabulated and treated statistically (Gillham 2011:2).

3.6.1. Method 1: Survey questionnaire

The questionnaire utilised in the survey was an adapted version of the Communication Satisfaction Questionnaire (CSQ) developed by Downs and Hazen (1977) as well as the adapted version of the Job Description Index (JDI) developed by Smith et al (1969). Questionnaires like all tools are designed for a specific purpose. Among the many instruments used by social researchers this researcher identified four; (1), the Internal Communication Association audit questionnaire (ICA) designed by Goldhaber (1976) to assess organisational communication practises in organisations (2), the Organisational Communication Development audit questionnaire (OCD) designed by Wiio (1972) to assess how well the communication system helps to translate goals into results (3), the Organisational Communication Scale designed by O'Reilly in 1973 (O'Reilly & Roberts 1974:231) to compare communication practises across different organisations and (4) the CSQ designed by Downs and Hazen (1977). Considering this study assesses communication and job satisfaction at the GCIS, the CSQ was preferred because it was developed specifically to determine the relationship between communication and job satisfaction in organisations (Downs & Hazen 1977:363). The original CSQ was factor analysed to explore the multi-dimensionality of communication satisfaction by Downs and Hazen (1977:63). The factor analysis led to identification of eight stable dimensions of communication satisfaction. Since then, numerous researchers in fairly diverse environments have used the CSQ and its validity was confirmed by among others (Clampitt & Girard 1987:245; Clampitt & Girard 1993:89; Crino & White 1981:831; Gray & Laidlaw 2004:425). Bowling et al (2008:1151) attest to the validity of the JDI tool. Although some of these scholars raised some concerns with the original questionnaire including issues with reliability, they attest to the thoroughness of the construction of the tool and the relevance of the dimensions originally identified in measuring communication satisfaction. The CSQ used for this study was adapted to be more applicable for the GCIS but still retained the six dimensions from the original CSQ. Only two new items relevant to the GCIS were added, items 27 and 29. Items or questions used in the CSQ explored different areas of communication within the GCIS.

The JDI used five dimensions recommended in literature, refer section 2.2.6.1, chapter 2. The CSQ used in this study is attached as Appendix A. The first section of the questionnaire focused on demographic information where respondents were asked to indicate their qualifications, rank and length of service. The second section dealt with the identification of internal communication methods by assessing awareness and usage. The last section measured perceived communication and job satisfaction using a five-point Likert scale focusing on the six communication satisfaction dimensions identified in literature, refer section 2.2.5 as well as five job satisfaction dimensions mentioned in section 2.2.6, chapter 2. An overview of how constructs and concepts identified in literature link up with items in the questionnaire is presented in Table 3.2 below;

Table 3.2: Constructs, concepts and how they link with questionnaire items

Internal communication methods (Items 4-5)	Communication satisfaction (Item 6-34)	Job satisfaction (Items 35-54)
Departmental meetings	Communication climate (6-10)	Pay (35-38)
GCIS websites	Media quality (11-14)	Promotional opportunities (39-42)
Internal communication staff	Supervisor (15-19) subordinate communication (20-23)	Supervision at work (43-46)
Staff meetings	Co-worker communication (24-27)	Co-worker communication (47-50)
Word of mouth	Personal feedback (28-30)	Working conditions (51-54)
Posters on walls	Corporate information (31-34)	
Electronic boards		
Supervisors		
Emails		
Induction documentation		
Memos		

Source: Researcher

The meaningfulness and usefulness of a study can be assured by making sure that the instrument used for the research measures what was intended for the study (Heale & Twycross 2015:66; Martin 2010:233). This is important because it ensures that results from the study can be used to generalise its findings while helping to answer the research question (Roberts & Priest 2006:41). According to Field (2018:15), one way of ensuring that a research instrument is doing its job properly is to determine its validity (whether it measures what it was designed to measure) and its reliability (whether it can be interpreted consistently across different situations). The section below looks at how the validity and reliability of the CSQ used in this study was evaluated.

3.6.2. *Validity and reliability*

A carefully developed questionnaire should be both reliable and valid (Field 2013:70). Reliability and validity are measures used to evaluate the quality of the research according to Mansour (2015:1767). Validity refers to whether a scale measures its intended construct adequately while reliability is about the consistency of a measure (Kinnear & Gray 2000:382). The validity of questionnaire as mentioned above is dependent on how well the questionnaire measures its intended construct (Field 2013:70). A method commonly used by social researchers to investigate construct validity is called factor analysis (Field 2013:706). Confirmatory factor analysis (CFA) is a statistical technique used to test whether a set of observed variables fit a pre-determined factor structure; meaning that the researcher already has a firm idea about the factor structure or clear expectations of what they will find based on published findings (Field 2013:666; Furr & Heuckeroth 2019:555). Exploratory factor analysis (EFA) on the other hand explores the relationship between variables without preconceived notions of a factor structure or number of factors, the final number of factors is determined by the data (Field 2018:779). The suitability for factor analysis for the CSQ was confirmed with Kaiser-Meyer-Olkin (KMO), which measured .80 i.e. above the recommended value of .6 (Field 2013:683).

Bartlett's Test of Sphericity Chi-square value was statistically significant ($\chi^2 (171) = 607,624; p \leq .000$), indicating the appropriateness of the data for factor analysis (Field 2013:685), however, the searcher decided not to conduct a factor analysis for two reasons. First, the sample size ($n=40$) was too small. The reliability of factor analysis depends on the sample size according to Field (2018:797). The rule is to aim for at least ten to fifteen participants per variable for any meaningful analysis to happen (Field 2013:683). Secondly, the construct validity of the CSQ had previously been determined through factor analysis originally conducted by Downs and Hazen (1977:63). This analysis identified eight stable dimensions of communication satisfaction with each correlating with a global measure of job satisfaction (Downs & Hazen 1977:63). Since then, numerous researchers have tested its validity under different settings (Clampitt & Girard 1987:245; Clampitt & Girard 1993:89; Crino & White 1981:831; Gray & Laidlaw 2004:425). Based on the small sample and the proven factor analysis of the original CSQ, the researcher selected six out of the eight dimensions from the original instrument for this study.

Other forms of validity are also distinguished. There are four distinct types of validity according to Heale & Twycross (2015:66), (1), construct validity is the extent to which a measure, in this case a questionnaire tests the theory it is measuring (2), content validity measures whether all items in the questionnaire cover all aspects of the given construct (3), criterion validity measures the extent to which the results of a measure correlates with a concrete outcome or to other valid measures (4) face validity measures the extent to which an instrument on face value is effective in covering the construct it purports to measure .

The reliability of the CSQ was also tested. The six dimensions (sub-scales) selected for the study were tested for internal consistency. The consistency of GCIS employee responses across items on different subscales was tested. In general, all the items on a scale are supposed to reflect the same underlying construct, meaning that scores on those items should be correlated with each other (Field 2013:714).

If responses to the different items within a scale are not correlated with each other, it cannot be claimed that they are measuring the same underlying construct (Field 2018:826). There are many ways to assess reliability of an instrument, the easiest way is to test the consistency of the instrument by giving the same test to the same group of people twice at a different point to see if the scores will be the same, a reliable instrument will produce similar results (test-retest reliability) according to (Tater 2017:1273). Another simple way of measuring reliability of a questionnaire is to use split-half reliability. When using this method, the scale is split into two sets of items and scores of each are compared with each other, if responses to one half are the same as the other half then the scale is considered reliable (Field 2018:822).

Critics of this method doubt its reliability based on the fact that there are several ways in which data can be split, meaning that results could be a product of how the split was done rather than the reliability of the scale (Warrens 2014:1; Field 2018:822). Using the method for the questionnaire designed for this research could create the same problem given that the questionnaire is measuring different aspects of communication and job satisfaction. If the split is done, one set might deal with one construct while the other deals with a different construct, resulting in completely different values which might affect reliability. To address this problem Cronbach (1951:297) suggested an alternative measure which is equivalent to the split-half method but includes computing the correlation co-efficient of each set that is split (Field 2018:822). This resulted in the correlation co-efficient known as Cronbach's Alpha (CA), a statistic commonly used to demonstrate that scales that have been constructed or adopted for the research are fit for purpose (Mansour 2015:1767; Taber 2017:1273). The reliability of the CSQ was tested by means on a Cronbach's Alpha method. This method measures how well a set of questions measure a single variable (Field 2018:823).

Calculations of the Cronbach's Alpha for the survey questionnaire were done construct by construct to test for internal consistency. Cronbach (1951:297) suggested that if a questionnaire has subscales, Cronbach should be applied separately to these subscales.

A Cronbach's Alpha score of 0.70 is deemed acceptable (Field 2018:823; Pallant 2007:95). The details on iterative reliability analysis of the CSQ and JDI are reported in (Appendix G). Cronbach's Alpha scores for the CSQ and JDI are higher than .70, an indication of an acceptable internal consistency. Personal feedback and corporate information subscales have Cronbach's Alpha scores lower than .70 and are therefore not considered reliable. They were both excluded from inferential statistical analysis, but were still interpreted for descriptive reasons, refer sections 4.3.1 & 4.3.2, chapter 4.

Having established that the questionnaire for the study was fit for purpose, a survey was administered with selected employees based at the GCIS head office. Prior to administration of the survey, a pilot study was conducted using a smaller representative sample ($n=8$) of GCIS employees. A pilot study is a specific pre-test of the research instrument done in preparation of the main study (In 2017:601). Pilot study participants were asked about survey completion time, question clarity and applicability. Pilot study responses did not result in any significant changes except minor structural changes and the colour combination. The response rate from the survey was 37% which is within an acceptable range for data collected within organisations according to Baruch and Holtom (2008:1139). They argue that a good response rate from surveys that utilises data from organisations is 35,7%. Data collected from the questionnaire was analysed using SSPS software (version 24).

3.6.3. Analysis of data from the survey questionnaire

The first step in analysing data from the questionnaire was to check whether the data is captured correctly to make sure there is no missing data or incorrect values. Data preparation or editing is a process involving the review and adjustment of collected data with the aim of improving the quality and accuracy of data, incorrect data might affect the validity of the findings (De Waal, Pannekoek & Scholtus 2012:1). All questionnaires received were screened for completeness to determine whether all questions were completed properly and that instructions were followed.

Responses for each question were coded on a scale of 1-5 where 1=Very dissatisfied, 2= Dissatisfied, 3= Neutral, 4= satisfied , 5= Very satisfied. Unique salary reference numbers linked to each record were used to obtain the biographical and demographic data needed for each respondent from the GCIS human resource database. Salary reference numbers were replaced with respondent numbers to prevent identification. Confidentiality in research means identifiable information about individuals that is collected during the course of the research will not be disclosed (Damond 2013:93). Each respondent was assigned a unique number and all responses from that respondent were linked with that number as a reference throughout.

There are two predominant branches of statistics used to analyse and interpret quantitative data, namely descriptive and inferential statistics. Descriptive statistics are used to describe and summarise quantitative data, while inferential statistics build on descriptive data by making inferences based thereon (Saunders, Lewis & Thornhill 2016:496). Due to the quantitative nature of the survey, data collected through the questionnaire was analysed using the statistical package for the social sciences (SPSS version 24). This software was chosen because it is designed for the social sciences in particular (Arkkelin 2014:2). The statistical analysis for this research was done by an independent statistician. Statistical methods used in the study are described below.

Descriptive statistics refer to measures or statistics used to describe features of a given data set, they are broken down into measures of central tendency which calculate the centre of a distribution such as the mean, median and mode or measures of dispersion to quantify the spread of scores in the data such as the range, variance and standard deviation (Colman & Pulford 2006:22; Johnson & Christensen 2012:29). For analysis and interpretation of data collected from the questionnaire means, mode, standard deviations, skewness and frequencies were used to describe demographic information as well as to analyse levels of communication and job satisfaction. Spearman correlations was used to determine the relationship between communication satisfaction and job satisfaction.

All these different measures describe data in different and important ways. The mean, generally considered the best in the group was used to summarise data by showing an average score which was done by adding all scores from the data and dividing them by the total number of responses for an item (Watkins 2016:186). Making use of the mean to show the centre of the distribution might be problematic however because extreme scores in the data affect the mean value or rating, which might result in a skewed summary being given (Jankowski & Flannelly 2015:39). This is the reason why the median for distribution is also calculated because it is not distorted by outliers (Manikandan 2011:214). The median, which is considered the middle value, divides the top half from the lower half of a data set, it can be useful especially if the distribution is skew (Watkins (2016:186). Unlike the mean, the median is not amenable for further mathematical calculation which is why it is not used in many statistical tests (Watkins 2016:186). Along with other measures of central tendency the mode was also used although it is rarely used as a summary statistic except where there is a need to describe a bi-modal distribution (Watkins 2016:186).

The mean was used in the study as representative of observed data from the questionnaire because it uses every score while the mode helped in describing the most frequently occurring score (Field 2013:24). The standard deviation was used to describe how scores from respondents in the survey differed from one another. While measures of central tendency identify a single score as representative of the whole or provide an accurate description of the entire data set, measures of variability are single values representing how all the scores in a distribution differ from one another (Field 2018:22). The standard deviation was considered more appropriate for this study because it can be used with one data set and it is easier to interpret because it is expressed in the same unit as the mean of individual scores (Field 2018:32). Unlike the variance which is used to describe the variation across two or more data sets (Field 2018:30).

On the other hand, the range is considered the clumsiest of all because it only gives the highest and lowest scores on any given distribution and is influenced by extreme scores, it was not considered an accurate reflection of the difference between scores (Field 2018:29). The data was also analysed to get a sense of where the majority of the scores lie using frequency distributions. Frequency counts were used to analyse the demographic information and participant answers to separate items on each of the scales. The frequency distribution of the CSQ and JDI can be found in Appendices F1 & F2. Skewness refers to the shape of the distribution, where a skewness of 0 means the data are perfectly symmetrical, a dominance in one of the tail lengths is an indication of positive or negative skewness of the curve (Pallant 2007:62). If the curve or the bump lie closer to the right, the distribution is negatively skewed. This means most scores are high or above the mean. If the curve lie closer to the left, the graph is positively skewed or the majority of the scores are low or below the mean (Field 2018:23). Kurtosis on the other hand refers to the degree to which scores cluster at the ends of the distribution known as tails (Pallant 2007:62). The ideal is to have a normal distribution, not too skewed or too many/ few scores at the extremes (Field 2018:24). Although it is preferable that data is normally distributed, often researchers may find a distribution for their specific data set not satisfying normality as was the case in this study, this data can still be used according to Sarkar (2018:1). Different statistical tests can be used to handle data that is not normally distributed such as non-parametric tests (Pallant 2007: 62). The detail on the distribution scores of GCIS employees on the communication satisfaction scale can be found in sections 4.3.1, Chapter 4 and distribution scores on the job satisfaction scale are reported in section 4.3.2, chapter 4.

The next section discusses the second phase of the empirical research, the qualitative phase. The goal of the second phase is to explore and interpret statistical results obtained in the first phase (quantitative). Findings from the two methods are resented in the next chapter. Partially-structured interviews are used to explain views and opinions expressed during the survey.

3.6.4. Method 2: Partially structured interviews

Interviews are the most common format of data collection in qualitative research (Jamshed :2014:87). As no research interview lacks structure, most of the qualitative interviews are either partially-structured, light-structured or in-depth (Mason 1994:89) Based on the initial findings from the survey, partially-structured interviews were conducted with nine purposefully selected individuals to help explain responses from the survey. In order to explore issues identified as requiring further exploration in the survey, a preliminary interview schedule was developed using issues identified such as 'Information adequacy', 'timing of work related information' refer section 4.3.1.2, chapter 4 and 'unwillingness to share information with supervisors' refer section 4.3.1.6, chapter 4 as initial topics. An interview schedule can be used as a guide by researchers to collect additional information about the research issue (Corbin & Morse 2003:335). Prior to conducting interviews, a pilot was done with three purposefully selected individuals to help clarify issues raised above. When selecting individuals to participate in the pilot it was important to make sure there was representation across different levels in the organisation in order to get different perspectives (Majid, Othman, Mohamad & Lim 2017:1074) . Original topics identified above were further refined and new ones developed using input received from the pilot.

In total three themes were conceptualised from the pilot which were used as codes for analysis and formed the basis of the questions used in the final schedule. There themes are: (1) Sources of information, (2) Reliable sources and (3) Communication perceptions. Interviews maybe used as follow ups to certain responses or to further investigate responses from a survey (Nkpa 1997:74). In such a case, the schedule must be structured in a way that allows participants to tell their own story on their own terms (Seidman 2013:9). The final schedule had a total of six questions, three of which were demographic in nature in order to get a sense of who was participating in the study. Questions used in the final schedule are presented below. Schedule is attached as Appendix B .

The following demographic questions were used:

Demographic

- How many years are you employed at the GCIS?
- What is your position in the organisation?
- What is your highest qualification?

This was followed by an open-ended question that was aimed at finding out if participants could identify internal communication methods used by the GCIS. To achieve optimum use of the interview time, pre-set open-ended interview questions serve a useful purpose of exploring views of more participants systematically (Jamshed 2014:87).

Sources of information

- What is your main source of information at the GCIS?

The second part of the question above was asked to give participants an opportunity to give their views on the different sources.

Reliable sources

- Do you consider them reliable and why?

In the third question participants were provided with an opportunity to advice how the GCIS can improve their internal communication practices. Information provided could be used as part of recommendations from the research.

Communication perceptions

- How do you think the GCIS can improve the way it communicates with staff?
Or suggestions on how it can improve on its current methods?

In the end participants were given an opportunity to comment on any other issues that the researcher might have missed during the interviews which they consider important for this topic. The intention with choosing this approach was to make sure that pertinent information was collected without losing focus on the issues that needed to be explored while allowing a degree of flexibility (Patton 2015:471).

After the pilot, interviews were conducted individually with nine selected participants at the GCIS head office during lunch times. Interviews with senior and middle managers were conducted in their offices to minimise distractions while interviews with lower level employees were conducted in a boardroom provided by the GCIS. It is important to conduct interviews in a secluded space where there are no interruptions to increase chances of participation (Doody & Noonan 2013:28). Each interview took on average 35 to 45 minutes. Interviews were conducted in English, recorded with a digital recorder and later transcribed to make sure that all critical detail is not lost. Notes from observations were taken and transcription done immediately after all interviews were concluded. At the end of each interview the researcher briefed participants about the next steps and how the information they provided will be used in the future because interviews are seen as negotiated accomplishments of both the interviewer and interviewee (Austin & Sutton 2015:226). The data collected from the interviews was analysed using a thematic analysis method. To ensure that findings of the research can be trusted it is important to demonstrate how the analysis of data was conducted, throughout the analysis the researcher must consider how the findings will be used (Nowell, Norris, White & Moules 2017:1).

3.6.5. Analysis of interview data

The first step in analysing data collected with interviews was preparation and editing of data. A unique salary reference number linked to each record was used to obtain the biographical and demographic data needed for each participant from the GCIS human resource database. People participating in research should not be named unless their permission has been expressly sought, this can only be done where a name is essential for the conduct of the research (Neuman 2011:50). It was not necessary in this study to identify people participating in the study, as a result peoples' names during interviews were not required. Salary reference numbers were replaced with participant numbers to prevent identification. Each participant was assigned a unique number and all responses from that participant linked with that number as a reference throughout. It was also important to ensure the credibility of the data collected by making sure that participants were linked to a transcript and responses per participant verified through notes taken during interviews as well as digital recordings. Individual transcripts were checked to make sure that all questions were answered.

A thematic analysis method was used to analyse data from interviews. Qualitative data analysis is a process that involves analysing data collected from interview transcripts to look for similarities or differences for the purpose of identifying themes, patterns and relationships (Schurink, Fouche' & De Vos 2011:399). Different methods can be used to analyse qualitative data namely, Content analysis (Hsieh & Shannon 2005:127), Grounded theory (Charmaz 2011:165; Tie, Birks, & Francis 2019:1), Narrative analysis (Ollerenshaw & Creswell 2002:329) and Thematic analysis (Javadi & Zarea 2016:33). The thematic analysis method was preferred for this study because it is regarded as the most flexible compared to other methods and can be modified for the needs of researchers (Nowell et al 2017:1). Furthermore, it does not require specialist knowledge like other methods, especially for those who do not have experience in research (Braun & Clarke 2006:77).

Critics of the method highlight the lack of substantial literature when compared to other methods, it is still considered the best for summarising and simplifying complex data (Javadi & Zarea 2016:32; Clarke & Braun 2013:120). The data was examined with a six-step thematic analysis method with the aim of discovering patterns of relationships and underlying meanings (Braun & Clark 2006:77; Javadi & Zarea 2016:33). Views and opinions expressed during the interviews were analysed to identify emerging themes and stories the data might be telling. The following steps were used during the thematic analysis.

Phase 1: Understanding or familiarising self with data: interviews were recorded digitally and transcribed by the researcher word for word. Notes taken during each interview were added to respective transcriptions. A copy of a transcript is attached as Appendix E. Others are available on request.

Phase 2: Assigning preliminary codes to the data: initial codes were developed by using the input received from the pilot as well as literature on communication satisfaction. Data from individual transcripts was captured through A Microsoft Excel spread sheet where initial codes were created with headings and participant responses recorded under specific headings to get a sense of the initial story the data might be telling.

Phase 3: Searching for themes or topics across different interviews: participant responses were then grouped together to see if there are specific themes emerging. Patterns that were identified by clustering responses above were flagged and noted.

Phase 4: Reviewing themes: after all the sentences were analysed, a deeper review of themes was done to make sure that the data aligned with the themes is identified. From this a mind map method was used to generate a thematic map.

Phase 5: Define and naming themes: elements of the mind map were refined by grouping similar patterns into main themes and sub-themes. From this information the thematic map for the study was created, Refer Figure 4.3, section 4.8.1, Chapter 4.

Phase 6: Creation of findings report: the thematic map structure was used as the structure to report findings for the different themes. Quotes from participants were used as evidence to support the findings.

Evaluating the quality of the research is important if the findings are to be used in practice (Noble & Smith 2015:34). This involves making sound judgements about the appropriateness of the instruments used, methods, data as well as the integrity of the final conclusions in order for the research to be accepted as trustworthy (Nowell et al 2017:1). Tests and measures used in quantitative research to measure reliability and validity are not suitable for qualitative research (Korstjens & Moser 2018:120). Alternative criteria such as trustworthiness is used instead.

3.6.5.1. Trustworthiness

There are four aspects of trustworthiness that qualitative researchers must establish: credibility, dependability, transferability and confirmability (Korstjens & Moser 2018:120).

Credibility: regarded by far as the most important, credibility asks of researchers to make sure that their research findings are linked with reality in order to demonstrate the truthfulness of the findings (Korstjens & Moser 2018:120). Credibility is about establishing whether research findings are believable, represent participant's original data and that participants' original views are interpreted correctly (Thayer 2010:61). One way of achieving this is by using different data sources and methods of data collection (Silverman 2009:472). In this study quantitative and qualitative methods were used to enhance the credibility of the findings.

Transferability: Transferability ensures that findings from the research can be transferred to other contexts (Noble & Smith 2015:3). The researcher can facilitate transferability by providing thick descriptions so that those who wish to use the findings for their own context can make transferability judgements themselves (Nowell et al 2017:3). To ensure transferability, the researcher provided a detailed description of employees who participated in the study and the research process followed. It was not just about describing experiences and behaviour but also the context so that experiences and behaviour become meaningful to an outsider.

Dependability: Dependability deals with the consistency of the findings if the study was repeated with the same subjects or under a similar context (Thayer 2010:61). This ensures that the same techniques can be used in a different study to produce the same results (Korstjens & Moser 2018:120). To ensure dependability the analysis process must be in line with accepted standards of a particular design (Nowell et al 2017:3). Dependability was ensured by transparently describing the steps taken from the start of the research project to the development and reporting of the findings. All these steps are documented.

Confirmability: Confirmability has to do with ensuring that findings from the study can be confirmed by other researchers (Korstjens & Moser 2018:120; Thayer 2010:61). This includes demonstrating that there is no bias in the Interpretation of the findings, that findings are grounded in the data (Thayer 2010:61). The researcher demonstrated clearly in the study how interpretations were done from the data and how conclusions were reached. The research process is explained in a logical fashion.

Research can only be considered of value if it is conducted honestly with integrity. Any research conducted with human participants will always raise ethical issues (Walliman 2011:42). How issues dealing with ethics in research were handled in the study is discussed next.

3.7. Ethical considerations

The researcher conducted a survey and interviews with people employed by the GCIS. Ethics in research deals with appropriate behaviour relating to the rights of people participating in a study (Watkins 2016:52). Leedy and Ormrod (2010:101) assert that ethics in research specifically address issues such as ensuring that consent is granted by people participating in a study, the right to privacy, anonymity, confidentiality, honesty and protection from harm are guaranteed. According to Grinnell and Unrau (2008:107), every element of the research process requires a decision that ensures that what researchers do is ethical. The following aspects in line with literature were taken in into consideration when conducting this study:

3.7.1. Integrity in research

It is important that researchers do not conduct research without ethical clearance and formal permission from the appropriate Ethics Review Committee (UNISA Research Ethics Policy (2019:1). First, it was important to ensure that permission is granted to conduct the study at the GCIS as well as to ensure that ethical clearance is received from the relevant Ethics Review Committee at UNISA. Ethical clearance for this study was received on the 9th December 2018, it is attached as Appendix H. Permission to conduct the study at the GCIS is attached as Appendix I.

3.7.2. Obtaining informed consent

Creswell (2016:103) maintains that social research participation must be voluntary and that it is important for subjects to know what they are being asked in order to be able to give informed consent. The UNISA Research Ethics Policy (2019:1) requires that individual's consent to participate in research is freely given and is specific. Direct and indirect coercion as well as undue influence of people in the name of research should be avoided.

It was important that the researcher explains the purpose of the study to people participating in the study and why the GCIS was chosen, the role that employees play in this regard and procedures that will be followed seeing that they will be discussing information about their employer. A participant information letter and consent form explaining the purpose of the study, what was expected and how long it will take for both the survey and interviews was given to all respondents/participants before resuming with the study. The letter is attached as Appendix J. Respondents to the survey and participants in interviews were given an opportunity to consent to participation with an option to opt out any time they feel uncomfortable, by completing informed consent forms before participation. Permission was also sought from interview participants to record the interviews.

3.7.3. Anonymity

People participating in research should not be named unless their permission has been expressly sought, and this can only be done where a name is essential for the conduct of the research (Neuman 2011:50). Although anonymity cannot completely be guaranteed with interview participants, efforts were made to ensure anonymity by de-identifying respondents /participants and using codes and themes in analysing data so that information could not be linked back to them.

3.7.4. Confidentiality

Confidentiality in research means identifiable information about individuals that is collected during the course of the research will not be disclosed (Wiles 2013:47). Information recorded from interviews and extracts from questionnaires are protected and stored in a password protected laptop, no one except the researcher has access to this information. Transcripts from interviews and completed questionnaires are safely stored in a lockable cabinet and electronic versions saved in a pass-word protected computer and will be stored for at least two years after submission of the dissertation.

3.7.5. Debrief

De-briefing is a process that involves talking to people participating in a study after it is conducted to identify any problems that might come up during research (Babbie 2013:1). The researcher conducted a de-brief session with all GCIS employees who participated in the study for two reasons; first, to inform them of the next steps with the study and what to expect and secondly, to establish whether there are any problems encountered during the research that might require intervention. The researcher was mindful through the entire research process that there might be a need to facilitate access to the GCIS counselling services for participants who might need them. No intervention was required for the duration of the study and it is not expected in the future.

3.7.6. Age of consent

Only employees over the age 18 were allowed to participate in the study in line with the UNISA Research Ethics Policy (2019:1).

3.8. Conclusion

This chapter outlines the methodology that was used to conduct the research. The chapter starts by highlighting two important stages in conducting this research, the first being a literature review conducted for the study which focused more on organisational communication theory and how it relates to communication in state institutions in general and government communications in particular. The literature highlighted factors that influence internal communication practices in state institutions and the need to recognise their influence when seeking to understand the behaviour and attitudes of employees. From the literature review, key constructs were derived which were tested empirically.

The second stage is the empirical part of the research. For this part of the research, the design and approach adopted for the study including reasons why the approach was chosen are fully explained. This discussion includes the approach to collecting and analysing data. Herein two methods of data gathering were briefly explained, including the sequence that was followed in collecting and analysing quantitative and qualitative data. Furthermore, the process of sampling and ensuring validity and reliability of the research was detailed. The chapter concludes by discussing how issues dealing with ethics in research were dealt with. Quantitative findings from data collected with questionnaires and qualitative findings from interviews are presented in the next chapter.

CHAPTER 4 RESEARCH FINDINGS

4.1. Introduction

In this chapter, findings from the research as they relate to understanding employee communication and job satisfaction experiences of employees at the GCIS are presented. In chapter 2, literature regarding organisational communication and how it relates to communication management in state institutions in South Africa was reviewed. In the literature three concepts were identified which were tested empirically. These concepts are; communication satisfaction, job satisfaction and internal communication channels, refer sections 2.2.5, 2.2.6 & 2.2.8, Chapter 2.

The previous chapter outlined the methodology that was followed in conducting the research. A quantitative survey and partially-structured interviews were conducted for the empirical part of the research. The adapted version of the CSQ (Downs & Hazen 1977) and the adapted version of the JDI (Smith et al 1969) were used in the survey. Prior to administration of the survey, a pilot study was conducted using a smaller representative sample of GCIS employees. The survey was subsequently conducted with 40 employees based at the GCIS head office and the data collected analysed with SPSS (version 24). The survey resulted in initial findings which were further explored through partially-structured interviews. All nine purposefully selected individuals consisting of three lower level employees, three middle managers and three senior managers participated in the interviews. A thematic analysis method was used to analyse data from interviews. The focus of this chapter therefore is to present findings from the research. Presentation of findings follows a sequence in line with the design chosen for the study; findings from the quantitative study will be presented first, followed by qualitative findings. Mixed findings from the research are presented in the end.

4.2. Presentation of quantitative data

Survey respondents were asked to indicate their qualifications, rank and how long they have been working at the GCIS. Although demographic information was not that central to the study, the researcher believed that it could offer important insights on how issues such as rank, length of service and qualifications relate with communication satisfaction in an organisation dominated by a culture that prioritises hierarchy in the management of internal communications. The qualification profile of survey respondents is reflected in Table 4.1.

Table 4.1: Qualification profile of survey respondents ($n = 40$)

	Frequency	Percent	Cumulative Percent
No matric	2	5.00	5.00
Matric	2	5.00	10.00
Degree / Post graduate	36	90.00	100.00
Total	40	100.00	

As reflected in Table 4.1 above, 90% ($n=36$) of respondents have a degree or higher qualification.

The length of service profile of survey respondents is reflected in Table 4.2 below.

Table 4.2: The length of service profile of survey respondents ($n = 40$)

	Frequency	Percent	Cumulative Percent
0 - 5 years	10	25.00	25.00
6 - 10 years	9	22.50	47.50
> 10 years	21	52.50	100.00
Total	40	100.00	

As reflected in Table 4.2 above, 75% ($n=30$) of respondents have worked for six (6) years or more at the GCIS.

The job level profile of survey respondents is reflected in Table 4.3 below.

Table 4.3: The job level profile of survey respondents ($n = 40$)

	Frequency	Percent	Cumulative Percent
Lower level	15	37.50	37.50
Middle management	11	27.50	65.00
Senior manager	14	35.00	100.00
Total	40	100.00	

As reflected in Table 4.3 above, 63% ($n=25$) of respondents are on middle management level or higher.

In summary, the majority of survey respondents 90% ($n=36$) have a degree or higher qualification, 75% ($n=30$), have close to six (6) years' experience with the GCIS and 63% ($n=25$) are on a management or higher level. It can be assumed from the data that employees who responded to the survey have enough experience and understanding to offer credible input to the study. Descriptive data from the survey questionnaire is presented next.

4.3. Descriptive statistics of the communication satisfaction questionnaire

Due to space limitations, frequency distributions of the survey CSQ questionnaires are presented in Appendix F1. This section focuses on distribution scores of 40 GCIS employees on the communication satisfaction scale. Distribution scores on the subordinate communication sub-scale are presented separately because only 22 participants responded to this section of the questionnaire. Only employees with people reporting to them were asked to complete this section.

4.3.1. Distribution scores of GCIS employees on the communication satisfaction scale

Table 4.4 below displays GCIS employee' scores on six dimensions of communication satisfaction as identified in literature refer section 2.2.5, chapter 2. The Communication satisfaction scale had a total of 29 questions. Respondents were asked to indicate their level of satisfaction with different items using a five-point Likert scale (1 to 5) where 1 = Very dissatisfied, 2= Dissatisfied, 3 = Neutral, 4 = Satisfied, 5= Very satisfied.

The Mean (\bar{x}) mode (Mo), standard deviation (s) and skewness are used to analyse communication satisfaction among employees at the GCIS ($n=40$). They are used collectively to describe the characteristics of the data. For each question different descriptive statistical methods are used together to describe the normal distribution of the data collected for that question. For this study, the neutral score of three is an indication that a respondent does not have a clear opinion of his/her level of satisfaction on a specific statement. To determine the level of satisfaction the percentage of scores with the value one, two and the neutral value of three will be added to bottom scores (dissatisfied) and scores with the value above three will be added in the top scores (satisfied) as presented in Appendix F1. Distribution scores of GCIS employees on communication satisfaction are reflected in Table 4.4 below.

Table 4.4: Communication satisfaction scores of GCIS employees ($n = 40$)

Items role-up to Sub Scales	N	Missing	\bar{x}	Md	Mode	S	Skewness	Kurtosis
Q7. Information received from the GCIS helps me to do my work	40	0	3.55	4.00	4.00	0.78	-1.36	0.10
Q8. Information received from the GCIS helps me to understand my role in the organisation	40	0	3.48	4.00	4.00	0.88	-0.88	-0.70
Q9. Information received from staff news	40	0	3.83	4.00	4.00	0.55	-2.05	5.28

Items role-up to Sub Scales	N	Missing	\bar{x}	Md	Mode	S	Skewness	Kurtosis
Q10. Information to help me solve work related problems	40	0	2.98	3.00	2.00	1.00	0.21	-1.70
Communication climate	40	0	3.46	3.60	4.00	0.59	-0.75	-0.61
Q11. Information received from the GCIS is accurate	40	0	3.78	4.00	4.00	0.48	-0.61	0.11
Q12. Information received from the GCIS can be trusted	40	0	3.68	4.00	4.00	0.53	-0.21	-0.79
Q13. Information received from the GCIS is adequate	40	0	2.78	3.00	3.00	0.95	-0.28	-0.78
Q14. I receive information I need to do my work on time	40	0	2.60	3.00	3.00	0.96	-0.21	-0.80
Media quality	40	0	3.21	3.25	3.25	0.57	-0.47	-0.29
Q15. I understand what is expected of me in my work	40	0	3.48	4.00	4.00	0.82	-1.41	1.04
Q16. My supervisor listens to me	40	0	2.93	3.00	4.00	1.07	-0.63	-0.82
Q17. I receive guidance I need to do my job	40	0	3.13	3.00	4.00	0.94	-0.65	-0.71
Q18. My supervisor respects my opinions	40	0	2.85	3.00	4.00	1.14	-0.56	-1.11
Q19. I am comfortable initiating communication with my supervisor	40	0	3.18	3.00	4.00	0.96	-0.92	-0.14
Supervisor communication	40	0	3.11	3.40	4.00	0.92	-0.75	-0.73
Q24. Informal networks at the GCIS	40	0	3.80	4.00	4.00	0.72	-1.82	5.57
Q25. Relationship with co-workers	40	0	3.95	4.00	4.00	0.64	-2.45	11.70
Q26. I trust information received from co-workers	40	0	3.95	4.00	4.00	0.60	-3.03	15.83
Q27. Communication with colleagues from other government departments.	40	0	3.40	3.00	3.00	0.63	0.08	-0.10
Co-worker communications	40	0	3.78	3.88	4.00	0.50	-3.56	17.29
Q28. feedback on my performance	40	0	3.43	4.00	4.00	0.90	-0.76	-0.98
Q29. Feedback on work done with other departments	40	0	3.30	3.00	3.00	0.61	0.48	0.52

Items role-up to Sub Scales	N	Missing	\bar{x}	<i>Md</i>	Mode	<i>S</i>	Skewness	Kurtosis
Q30. Information on how performance is judged in the organisation	40	0	3.50	4.00	4.00	0.85	-1.20	0.90
Personal feedback	40	0	3.41	3.67	3.67	0.59	-0.85	0.28
Q31. Over all information received about the GCIS is adequate	40	0	3.10	4.00	4.00	1.06	-0.21	-1.59
Q32. I receive information on important programs and initiatives at the GCIS	40	0	3.93	4.00	4.00	0.53	-2.33	8.85
Q33. I receive information on GCIS performance	40	0	3.25	4.00	4.00	0.95	-0.35	-1.52
Q34. I receive information on new changes and developments in the organisation	40	0	3.50	4.00	4.00	0.85	-1.20	-0.49
Corporate information	40	0	3.44	3.50	4.00	0.59	-0.47	-0.54

Results from Table 4.4 above are presented per dimension below.

4.3.1.1. *Communication climate*

The construct of communication climate according to Downs and Hazen (1977:66) deals with communication that occurs within an organisation. It looks at employees' perceptions of the communication environment in general and its overall health (Jones 2006:41). Downs and Hazen (1977:72) suggest in their theory that a positive climate stimulates employees to want to achieve organisational goals and it is a reflection of the extent to which their attitudes towards communication contribute to health and wellbeing of the organisation and its employees. An assessment of communication climate at the GCIS focused on whether communication in the organisation assists employees to solve work related problems, whether they receive information they need to do their jobs and whether information received from the organisation helps them to understand their role as reflected in the literature (Downs & Hazen 1977:67; Gray & Laidlaw 2004:425). See section 2.2.5, chapter 2.

The data indicates that respondents are satisfied with the overall communication climate in the GCIS ($\bar{x} = 3.46$; $Mo = 4$; $Skewed = -0.75$; $s \pm 0.59$). The information they receive helps them understand their roles in the organisation ($\bar{x} = 3.48$; $Mo = 4$; $skewed = -0.88$; $s \pm 0.88$; dissatisfied = 32% ; satisfied = 68%) and helps them to do their work ($\bar{x} = 3.55$; $Mo = 4$; $Skewed = -1.36$; $s \pm 0.78$; dissatisfied = 27% ; satisfied = 73%). The highest score for the scale was recorded on information received from staff news ($\bar{x} = 3.83$; $Mo = 4$; $Skewed = -2.05$; $s \pm 0.55$; dissatisfied 15% ; satisfied = 85%) where 85% of respondents reported satisfaction. Dissatisfaction was reported with not receiving information to help them solve work-related problems ($\bar{x} = 2.98$; $Mo = 2.00$; $skewed = -0.21$; $s \pm 1.00$; dissatisfied = 58% satisfied = 42%). This represents the lowest score for the scale as only 42% of respondents reported satisfaction.

4.3.1.2. Media quality

Media quality deals with employees perceptions of the quality of communications in an organisation (Downs & Hazen 1977:72). Media quality also looks at issues of reliability, accuracy and adequacy of information (Downs and Adrian 2004:54). Proponents of media richness theory refer quality of a medium as a function of being able to communicate complex messages in a clear manner as efficiently as possible (Daft et al 1987:355; Ishii et al 2019:1; Ledbetter 2014:456). In the context of GCIS, media quality refers to the extent to which information provided to employees is perceived as timely, accurate, trustworthy and adequate to enable them to convey correct information to the public (GCIS 2018:1). Respondents were asked about the accuracy, trustworthiness, adequacy and timing of information as suggested in the literature section 2.2.5, Chapter 2.

Based on the data, respondents are satisfied with the quality of the information they receive from the GCIS ($\bar{x} = 3.21$; $Mo = 3.25$; $Skewed = -0.47$; $s \pm 0.57$). They believe that the information they receive is accurate ($\bar{x} = 3.78$; $Mo = 4$; $skewed = -0.61$; $s \pm 0.48$; dissatisfied = 25% ; satisfied = 75%) and can be trusted ($\bar{x} = 3.68$; $Mo = 4$; $skewed = -0.21$; $s \pm 0.53$;dissatisfied = 35% ; satisfied = 65%).

Dissatisfaction was reported on the adequacy of the information ($\bar{x} = 2.78$; $Mo = 3$; skewed=-0.28; $s \pm 0.95$; dissatisfied = 75% ; satisfied = 25%) and not receiving the information they need to do their work on time. ($\bar{x} = 2.60$; $Mo = 3$; skewed=0.21; $s \pm 0.96$; dissatisfied = 83% ; satisfied = 17%). Based on these results, the researcher set out to further explore what respondents meant by adequacy of information and the timing of information needed by employees to do work. The highest score for the scale was on information accuracy with 75% of respondents indicating satisfaction and lowest scores were on not receiving information needed to do the work on time where only 17% reported satisfaction and adequacy of information with 25% of respondents indicating satisfaction.

4.3.1.3. Supervisor communication

Supervisory communication refers to all communication that occurs between supervisors and subordinates (Downs & Hazen 1977:66). Jooste (2009:235) asserts that communication between supervisors and their subordinates is crucial especially if it enables openness and constructive engagement, more importantly, if it encourages employees to feel confident enough to initiate communication with their supervisors. To assess this dimension at the GCIS respondents were asked to rate supervisors on the guidance they provide, attentiveness, respect as well as general communications as recommended in the literature section 2.2.5, Chapter 2.

Findings indicate that respondents are satisfied with supervisor communications in the GCIS ($\bar{x} = 3.11$; $Mo = 4$; Skewed=-0.75; $s \pm 0.92$). The information they receive helps them understand what is expected of them in their work ($\bar{x} = 3.48$; $Mo = 4$; skewed=-1.41; $s \pm 0.82$ dissatisfied = 35% ; satisfied = 65%). Despite an overall score above 3, 55% of respondents are not happy with the guidance received from their supervisors ($\bar{x} = 3.13$; $Mo = 4$; skewed=-0.65; $s \pm 0.94$ dissatisfied = 55% ; satisfied = 45%) and 62% believe that supervisors do not listen to them ($\bar{x} = 2.93$; $Mo = 4$; skewed=-0.63; $s \pm 1.07$ dissatisfied = 62% ; satisfied = 38%).

Employees need regular guidance in dealing with everyday challenges in their jobs, this includes guidance on what is expected of them and how to solve work related problems (Down & Hazen 1977:67; Jones 2006:10). Dissatisfaction was also reported with supervisors not respecting opinions of subordinates ($\bar{x} = 2.85$; $Mo = 4$; skewed=-0.56; $s \pm 1.14$ dissatisfied = 62% ; satisfied = 38%). Only 48% of respondents indicate that they are comfortable initiating communication with supervisors ($\bar{x} = 3.18$; $Mo = 4$; skewed=-0.92; $s \pm 0.96$ dissatisfied= 52% ; satisfied = 48%).

Meintjies and Steyn (2006:159) refer to attention as the wiliness of supervisors to pay attention and listen to what their subordinates have to say. Employees need direct and personal contact with supervisors which includes being appraised at all times on matters related to their work in order for trust and respect to occur (Van Staden et al 2002:15). The highest score for the scale was on information that helps employees understand what is expected of them in their work where 65% of respondents reported satisfaction. Dissatisfaction was reported in a number of areas. Low scores were recorded with guidance received, supervisors not listening or respecting opinions of subordinates as well as comfort in initiating communication with supervisors where 45%, 38%, 38% and 48% respectively reported satisfaction.

4.3.1.4. Co-worker communication

Communication between co-workers has three important functions in an organisation, (1) sharing of information, (2) support and (3) collaboration (Wagner 2013;30). Co-worker communication looks at horizontal or informal communications, its' prevalence in organisations and how it is perceived by employees (Clampitt and Girard 1993:87). Assessing this dimension at the GCIS focused on relationships, communication and trust between co-workers as well as the activeness of informal communications as suggested in the literature section 2.2.5, Chapter 2.

Due to the transversal nature of the GCIS mandate and the responsibility it has in providing communication support to both its own employees and people working in other government departments, in this dimension the researcher also assessed communications between GCIS employees and their colleagues in other government departments. How the GCIS manages its internal communication practises ultimately influences the effectiveness with which it communicates with external stakeholders (Montsho 2013:1).

Findings indicate that respondents are generally satisfied with co-worker communication at the GCIS ($\bar{x} = 3.78$; $Mo = 4$; Skewed=-3.56; $s \pm 0.50$). Satisfaction is reported with informal networks ($\bar{x} = 3.80$ $Mo = 4$; skewed=-1.82; $s \pm 0.72$ dissatisfied = 19% ; satisfied = 81%) and relationships with co-workers ($\bar{x} = 3.95$; $Mo = 4$; skewed=-2.45; $s \pm 0.64$; dissatisfied = 10% ; satisfied = 90%). Informal networks do not only enable employees to support one another in executing their duties, they also help them to make sense of the world around them by providing the much needed relief from day to day challenges of work (Muller et al 2006:147;Conrad & Poole 2002:74). Wagner (2013:31) suggests that these informal networks tend to be popular in public institutions such as the GCIS in particular because their bureaucratic systems tend to stifle the flow of communication between different levels in the organisation. Respondents indicate that they trust the information they receive from co-workers ($\bar{x} = 3.95$; $Mo = 4$; skewed=-3.03; $s \pm 0.60$; dissatisfied = 7% ; satisfied = 93%). The majority of respondents are however not satisfied with communication with colleagues from other government departments ($\bar{x} = 3.40$; $Mo = 3$; skewed=-0.08; $s \pm 0.63$; dissatisfied = 57% ; satisfied = 43%). High scores for the scale were recorded on trusting the information received from co-workers with 93% of respondents reporting satisfaction and relationship with co-workers with 90% indicating satisfaction. Communication with colleagues from other government departments received the lowest score where only 43% reported satisfaction.

4.3.1.5. Personal feedback

This dimension focuses on the desire of employees to know how their performance or work is appraised and how their contribution is judged (Downs & Adrian 2004:1). Feedback to employees serves to complete the communication cycle in organisations (Muller et al 2006:309). Assessing this dimension at the GCIS looked at information on how performance is judged in general, feedback on their performance as well as on work done with other departments in line with the literature in section 2.2.5, Chapter 2.

Overall, respondents are satisfied with personal feedback at the GCIS (\bar{x} = 3.41; Mo = 3.67; Skewed=-0.85; $s \pm$ 0.59). Respondents indicate that they are satisfied with feedback received on their performance (\bar{x} = 3.43; Mo = 4; Skewed=-0.76; $s \pm$ 0.90; Dissatisfied= 34% ;satisfied 66%) and with information on how their performance is judged (\bar{x} = 3.50; Mo = 4; skewed=-1.20; $s \pm$ 0.85; dissatisfied = 34% ; satisfied = 66%). Dissatisfaction was expressed with feedback received on the work done with other government departments (\bar{x} = 3.30; Mo = 3; skewed=0.48; $s \pm$ 0.61;dissatisfied = 67% ; satisfied = 33%). It is important for supervisors to provide feedback to employees on how they are doing in order to motivate them to improve performance and productivity (Jones 2006:14).

4.3.1.6. Corporate information

The dimension of corporate information focuses on communications shared with employees about an organisation more broadly (Downs & Hazen 1977:72). In assessing the corporate information dimension at the GCIS, respondents were asked to rate the organisation on the general information received about the organisation including information shared on developments, changes occurring as well as on important programs and initiatives as recommended in the literature section 2.2.5, Chapter 2.

Findings indicate that respondents are generally satisfied with the overall information received about the GCIS ($\bar{x} = 3.44$; $Mo = 4$; skewed=-0.47; $s \pm 0.59$). They believe that the information they receive about the GCIS is adequate ($\bar{x} = 3.10$; $Mo = 4$; skewed=-0.21; $s \pm 1.06$ dissatisfied = 47% ; satisfied = 53%). They are also satisfied with information received on new changes and developments in the GCIS ($\bar{x} = 3.50$; $Mo = 4$; skewed=-1.20; $s \pm 0.85$; dissatisfied = 27% ; satisfied = 73%) as well as with information on organisational performance ($\bar{x} = 3.25$; $Mo = 4$; skewed=-0.35 $s \pm 0.95$; dissatisfied = 44% ; satisfied = 56%). The highest scores for the scale was reported on the information received on important programs and initiatives ($\bar{x} = 3.93$; $Mo = 4$; skewed=-2.33; $s \pm 0.53$; dissatisfied = 7% ; satisfied = 93%) with 93% of respondents reporting satisfaction as well as information received on new changes and developments where 73% expressed satisfaction. Employees need to be regularly informed about news initiatives, changes and developments that affect their jobs for their own sense of security (Nhlapho 2010:1; Jones 2006:43). A contradiction was identified with a finding on 'information not adequate' under the media quality dimension (item 13) and 'information received about the GCIS is adequate' under the corporate information dimension (item 31). The researcher decided to explore the issue of adequacy further, interviews were used to get clarity on the issue as reflected in section 4.5.1 below.

4.3.1.7. Subordinate communication

This section of the CSQ was completed only by people who had subordinates reporting to them ($n=22$). Scores for the subordinate communication scale are presented separately in Table 4.5 below:

Table 4.5: Subordinate communication scores of GCIS employees (n=22)

Items and sub-scales	N	Missing	\bar{x}	Md	Mode	s	Skewness	Kurtosis
Q20. My subordinates are willing to receive instructions given on tasks	22	18	3.91	4.00	4.00	0.29	-3.06	8.09
Q21. My sub-ordinates are open to suggestions	22	18	3.77	4.00	4.00	0.43	-1.40	-0.06
Q22. My subordinates provide me with information I need to make decisions	22	18	2.82	3.00	2.00	0.91	-0.03	-1.02
Q23. My sub-ordinates are willing to share their concerns with me	22	18	3.09	3.00	3.00	0.68	-0.11	-0.65
Subordinate communication	22	18	3.40	3.50	4.00	0.47	-0.22	-0.69

The sub-ordinate communication dimension on the other hand looks at the confidence supervisors place in their sub-ordinates willingness to initiate communication and their responsiveness (Downs & Hazen 1977:68). This study looked at the perceptions of supervisors on subordinate willingness to receive instructions, openness to suggestions and willingness to share their concerns with supervisors as well as providing information supervisors need to make decisions based on the literature in section 2.2.5, Chapter 2.

From the data it can be observed that respondents are generally satisfied with subordinate communication ($\bar{x} = 3.40$; $Mo = 4$; *Skewed*-0.22; $s \pm 0.47$) . Satisfaction was expressed with subordinates willingness to receive instructions given on tasks ($\bar{x} = 3.91$; $Mo = 4$; *skewed*=-3.06; $s \pm 0.29$; dissatisfied = 9% ; satisfied = 91%), subordinate openness to suggestions ($\bar{x} = 3.77$; $Mo = 4$; *skewed*=-1.40; $s \pm 0.43$; dissatisfied = 23% ; satisfied = 77%). Dissatisfaction was reported with subordinates' not providing supervisors with information they need to make decisions ($\bar{x} = 2.82$; $Mo = 2$; *Skewed*=-0.03; ± 0.91 ; Dissatisfied= 73%; satisfied=27%).

Only 27% indicated satisfaction with subordinates willingness to share their concerns with supervisors ($\bar{x} = 3.09$; $Mo = 3$; $Skewed = -0.11$; $s \pm 0.68$; Dissatisfied= 73%; satisfied=27%). The highest score for the scale is recorded with subordinate willingness to receive instructions on tasks, where 91% of respondents reported satisfaction. Lowest scores for the scale were recorded with subordinates not providing supervisors with information they need to make decisions and subordinate willingness to share their concerns with supervisors where only 27% reported satisfaction respectively. The researcher decided to explore why subordinates do not provide supervisors with information they need to make decisions and their willingness to share their concerns with supervisors. These issues were further explored through interviews and explanations provided are reported under section 4.8.1.

4.3.2. Distribution scores of GCIS employees on the job satisfaction scale

Due to space limitations, frequency distributions of the JDI questionnaires are presented in Appendix F2. The section below focuses on distribution scores of 40 GCIS employees on the job satisfaction scale. The Table 4.6 below displays job satisfaction scores of GCIS employees. The job satisfaction questionnaire had a total of 20 items. Respondents were asked to indicate their level of satisfaction with different items using a five-point Likert scale (1 to 5) where 1 = Very dissatisfied, 2= Dissatisfied, 3 = Neutral, 4 = Satisfied, 5= Very satisfied.

The Mean (\bar{x}) mode (Mo), standard deviation (s) and skewness are used to analyse job satisfaction among employees at the GCIS ($n=40$). They are used collectively to describe the characteristics of the data. For each question different descriptive statistical methods are used together to describe the normal distribution of the data collected for that question. For this study, the neutral score of three is an indication that a respondent does not have a clear opinion of his/her level of satisfaction on a specific statement.

To determine the level of satisfaction, the percentage of scores with the value one, two and the neutral value of three will be added to bottom scores (dissatisfied) and scores with the value above three will be added in the top scores (satisfied) as presented in Appendix F2. Distribution scores of GCIS employees on job satisfaction are reflected in Table 4.6 below.

Table 4.6: Job satisfaction scores of GCIS employees (n=40)

Items and Sub Scales	N	Missing	Mean (\bar{X})	Md	Mode	S.	Skewness	Kurtosis
Q35. Pay is fair	40	0	2.85	2.50	4.00	1.12	-0.15	-1.61
Q36. Compares with industry norms	39	0	3.08	3.00	3.00	0.84	-0.43	-0.71
Q37. Compares with others doing the same job in the organisation	40	0	3.18	4.00	4.00	1.03	-0.51	-1.00
Q38. Is in line with my skills and experience	40	0	2.90	2.50	2.00	1.13	-0.02	-1.50
Pay	40	0	3.00	3.00	4.00	1.03	-0.28	-1,21
Q39. I am provided with opportunity to apply my knowledge and skills	40	0	3.20	4.00	4.00	1.07	-0.42	-1.53
Q40. There are opportunities for growth at the GCIS	40	0	3.05	3.00	4.00	0.99	-0.27	-1.62
Q41. The GCIS provides training for staff	40	0	3.74	4.00	4.00	0.82	-1.91	3.56
Q42. My contribution is acknowledged at the GCIS	40	0	3.13	4.00	4.00	1.09	-0.38	-1.39
Promotional Opportunities	40		3.28	3.75	4.00	0.99	-0.75	-0.25
Q43. I receive support from my supervisor	40	0	3.15	4.00	4.00	1.14	-0.31	-1.44
Q44. The supervision I receive is adequate	40	0	3.15	4.00	4.00	1.14	-0.31	-1.44
Q45. I am comfortable engaging with my supervisor	40	0	3.23	4.00	4.00	1.07	-0.34	-1.37
Q46. My supervisor has the necessary work experience	40	0	3.43	4.00	4.00	0.84	-0.43	-0.67

Items and Sub Scales	N	Missing	Mean (\bar{X})	Md	Mode	S.	Skewness	Kurtosis
Supervision at work			3.24	4.00	4.00	1.08	-0.35	-1.23
Q47. Support received from co-workers	40	0	4.03	4.00	4.00	0.42	0.17	3.23
Q48. Relationship with co-workers	40	0	3.95	4.00	4.00	0.55	-0.99	4.01
Q49. Collaboration on important projects	40	0	3.88	4.00	4.00	0.65	-2.86	11.19
Q50. Communication with co-workers	40	0	4.10	4.00	4.00	0.50	0.24	1.19
Co-worker communication	40	0	3.99	4.00	4.00	0.53	-0.86	4.91
Q51. General Working conditions	40	0	3.28	4.00	4.00	0.99	-0.26	-1.43
Q52. Working methods	40	0	2.95	3.00	2.00	0.96	0.10	-1.97
Q53. Working tools	40	0	4.00	4.00	4.00	0.32	0.00	8.13
Q54. Safety and security of facilities	40	0	3.95	4.00	4.00	0.39	-3.26	18.30
Work environment	40	0	3.55	3.75	3.50	0.67	-0.86	5.76

Results from Table 4.6 above are presented per dimension below.

4.3.2.1. Pay

Reward satisfaction has to do with what employees receive as pay when compared with what they expect to receive (Beer & Walton 1990:154). Dissatisfaction arises when individuals find that their contribution in the form of skills, education, performance and effort they put in, is not congruent with the pay they receive, scholars maintain that employee pay satisfaction is not determined by one reward, but by different rewards in combination (Madlock 2012:8).

Overall, respondents are not satisfied with pay in general (\bar{x} = 3.00; Mo = 4; $Skewed$ = -0.28; $s \pm$ 1.03). Findings from the research indicate that respondents do not believe the pay they receive is fair (\bar{x} = 2.85; Mo = 4; $Skewed$ = -0.15; $s \pm$ 1.12; Dissatisfied= 55%; Satisfied=45%) or that it compares well with industry norms (\bar{x} = 3.08; Mo = 3; $Skewed$ =-0.43; $s \pm$ 0.84; Dissatisfied =64% ; Satisfied =36%).

Although respondents indicate that the pay they receive compares well with others doing the same job ($\bar{x} = 3.18$; $Mo = 4$; $Skewed = -0.51$ $s \pm 1.03$; Dissatisfied = 47%; Satisfied = 53%), they do not think that that it is in line with their skills and experience ($\bar{x} = 2.90$; $Mo = 2$; $Skewed = -0.02$; $s \pm 1.13$; Dissatisfied = 56% ; Satisfied = 44%).

4.3.2.2. Promotional opportunities

Reward by promotion is best explained by Maslow's hierarchy of needs model. He argued that an individual's need for self-esteem and self-actualisation also acts as a motivation thereby influencing job satisfaction (Maslow 1943:1). Opportunity to grow, learn, develop and advance otherwise known as promotion, is considered a critical factor in employee job satisfaction (SHRM 2016:1).

Findings indicate that respondents are satisfied with promotional opportunities at the GCIS overall ($\bar{x} = 3.28$; $Mo = 4$; $Skewed = -0.75$ $s \pm 0.99$). They are satisfied that they are provided with opportunities to apply their knowledge and skills ($\bar{x} = 3.20$; $Mo = 4$; $Skewed = -0.42$; $s \pm 1.07$; Dissatisfied = 39% ; Satisfied = 61%), and that their contribution is acknowledged ($\bar{x} = 3.13$; $Mo = 4$; $Skewed = -0.38$ $s \pm 1.09$; Dissatisfied = 44%; Satisfied = 56%). They do not believe there are growth opportunities at the GCIS however ($\bar{x} = 3.05$; $Mo = 4$; $Skewed = -0.27$; $s \pm 0.99$; Dissatisfied = 52% ; Satisfied = 48%). Bakotic' (2016:118) suggests that people are not motivated by money alone, factors such work load and opportunities for growth also have an influence. The highest score for the scale is on the training provided by the GCIS ($\bar{x} = 3.74$; $Mo = 4$; $Skewed = -1.91 \pm 0.82$; Dissatisfied = 16% ; Satisfied = 84%) where 84% of respondents reported satisfaction and the lowest score was recorded on growth opportunities where only 48% reported satisfaction.

4.3.2.3. Supervision at work

Supervision refers to the relationship employees have with their supervisors, the guidance received on tasks as well as constructive input by supervisors, which serves to motivate staff to perform better in their jobs (Robbins et al 2003:75).

How employees feel about supervision, support and guidance received from supervisors at the GCIS was explored in line with the literature in section 2.2.6, Chapter, 2.

Based on the data respondents are satisfied with supervision at work ($\bar{x} = 3.24$; $Mo = 4$; $Skewed = -0.35$ $s \pm 1.08$). Satisfaction was also indicated with the support received from supervisors ($\bar{x} = 3.15$; $Mo = 4$; $Skewed = -0.31$ $s \pm 1.14$; Dissatisfied = 42% ; Satisfied = 58%). Respondents believe that supervision at the GCIS is adequate ($\bar{x} = 3.15$; $Mo = 4$; $Skewed = -0.31$ $s \pm 1.14$; Dissatisfied = 42% ; Satisfied = 58%) and that their supervisors have the necessary experience ($\bar{x} = 3.43$; $Mo = 4$; $Skewed = -0.43$; $s \pm 0.84$; dissatisfied = 45%; Satisfied = 55%). Respondents also reported that they are comfortable engaging with supervisors ($\bar{x} = 3.23$; $Mo = 4$; $Skewed = -0.34$; $s \pm 1.07$; Dissatisfied = 42%; Satisfied = 58%). This contradicts an earlier finding under the supervisor communication scale item (19) under section 4.3.1.3 above, where only 48% of respondents indicated that they are comfortable initiating communication with supervisors. A good relationship with a supervisor is essential in a working environment for productivity to be enhanced (Hulin & Judge 2003:25).

4.3.2.4. Co-worker communication

McClelland's (1985:1) theory on motivation highlights individuals' need for affiliation, what Maslow (1947:1) referred to as the need for belonging and social connection as critical influencing factors in working environments. The need to belong can be satisfied through healthy and supportive relationships with colleagues (Newstrom & Davis 1997:144; Luthans 2005:222). Assessing this dimension at the GCIS looked at the relationship employees have with co-workers, support, communication as well as collaboration in line with the literature in section 2.2.13.4, Chapter 2.

Findings indicate respondents are generally satisfied with co-worker communication ($\bar{x} = 3.99$; $Mo = 4$; $Skewed = -0.86$ $s \pm 0.53$). Support from co-workers, relationship and communication with co-workers are their greatest areas of satisfaction ($\bar{x} = 4.03$; $Mo = 4$; $Skewed = 0.17$; $s \pm 0.42$; Dissatisfied = 7%; Satisfied = 93%), ($\bar{x} = 3.95$; $Mo = 4$; $Skewed = -0.99$; $s \pm 0.55$; Dissatisfied = 12% ; Satisfied = 88%) and ($\bar{x} = 4.10$; $Mo = 4$; $Skewed = 0.24$; $s \pm 0.50$; Dissatisfied = 7% ; Satisfied = 93%) respectively. Satisfaction was also expressed with collaboration on projects ($\bar{x} = 3.88$; $Mo = 4$; $Skewed = -2.86$; $s \pm 0.65$; Dissatisfied = 10%; Satisfied = 90%).

4.3.2.5. Work environment

The work environment is best explained by Hackman and Oldham's (1976:250) seminal work with their job characteristics model which suggested that work and work environment have a significant influence on job satisfaction. They referred to work environment as including work content. People tend to view their jobs positively if they are given work that is challenging with a reasonable amount of autonomy (Judge & Klinger 2008:393). Employees will more than likely express satisfaction if their work allows them to apply their knowledge, skills and abilities in an environment where they feel their contribution is valued (MacIntosh & Doherty 2010:106). Employees also seek supportive working conditions in addition to a conducive work environment (Treholm 2011:185). Herzberg (1964:3) considered working conditions as a hygiene factor which might prevent dissatisfaction but does not necessarily lead to job satisfaction. Assessing this dimension at the GCIS looked at employee perceptions about working tools, working methods, working conditions as well as safety and security of the facilities in line with the literature section 2.2.6, Chapter 2.

Findings indicate that respondents are generally satisfied with the work environment at the GCIS ($\bar{x} = 3.55$; $Mo = 3.50$; $Skewed = -0.86$ $s \pm 0.67$). They are satisfied in particular with working conditions ($\bar{x} = 3.28$; $Mo = 4$; $Skewed = -0.26$ $s \pm 0.99$; Dissatisfied = 45% ; Satisfied = 55%), working tools ($\bar{x} = 4.00$; $Mo = 4$; $Skewed = -0.00$; $s \pm 0.32$; Dissatisfied = 5% ; Satisfied = 95%) and the safety and security of the

facilities (\bar{x} = 3.95; Mo = 4; $Skewed$ = -3.26; $s \pm$ 0.39; Dissatisfied = 4% satisfied = 96%). Dissatisfaction was expressed with working methods (\bar{x} = 2.95; Mo = 2; $Skewed$ = 0.10 $s \pm$ 0.96; Dissatisfied = 57% ; Satisfied = 43%). The highest scores for the scale were reported with working tools and safety and security of the facilities where 95% and 96% respectively reported satisfaction. The lowest score was on working methods where only 43% reported satisfaction.

4.4. Summary findings: communication and job satisfaction descriptive data

This section discusses a summary of descriptive statistics for the communication satisfaction and job satisfaction scales . The results of the research reveal important insights for the study. Based on the data employees are satisfied to varying degrees with the various aspects of communication and job satisfaction dimensions at the GCIS, this supports the notion that every aspect of communication in an organisation contributes to the level of employee satisfaction as suggested by Downs and Hazen (1977:66). The data confirms findings from other researchers with respect to areas of greatest satisfaction and least satisfaction. As has been demonstrated in numerous other studies conducted with the Downs and Hazen (1977) instrument, areas of greatest satisfaction are indicted with communication climate, in particular information received from staff news, quality of information received where emphasis was placed on the accuracy of the information where high scores were received from the majority of respondents. Respondents also scored information received on important programs, initiatives, new changes and developments in the organisation very high.

Areas of least satisfaction were indicated with the adequacy of the information, communication with colleagues from other departments, not receiving information needed to do work on time, or solve work related problems. Concerns were also expressed with not receiving feedback on the work done with other government departments.

High levels of satisfaction were expressed on supervisor-subordinate communications with regard to the information that helps employees understand what is expected of them and subordinate willingness to receive instructions on tasks. Although employees are generally happy with supervisor communication and supervision in general, they are not happy with the guidance, supervisors not listening to them and respecting their opinions. Indications are that employees are not comfortable initiating communication with supervisors although contradicted by a finding under supervision at work in section 4.3.2.3 where 55% of respondents indicate that they are comfortable engaging supervisors, while 48% of respondents reported that they are not comfortable initiating communication with supervisors in section 4.3.1.3.

Overwhelmingly, co-worker communication has the highest mean scores for both scales (\bar{x} =3.78 communication satisfaction) and (\bar{x} =3.99 job satisfaction). The vast majority of respondents reported high scores on relationships, trust, support, communication and collaboration with co-workers. Evidence suggests that co-worker communications is trusted more. Van Staden et al (2006:159) state that this type of finding makes sense because employees have specific internal communication needs, among which are direct personal contact with co-workers in an atmosphere of trust and mutual respect.

It appears that supervisor communication and co-worker communication produced similar results in both scales.

Employees are generally happy with the work environment, feedback received on their work, working tools as well as safety and security of the facilities at the GCIS. Findings also suggest that even though satisfaction was reported with the work environment in general, employees do not believe they are compensated fairly, raising concerns with pay not being in line with their skills, not comparing well with industry norms and generally not happy with working methods and growth opportunities at the GCIS.

Based on the results of this study it can be assumed that a positively perceived communication and work environment substantially contribute to employee satisfaction levels and that factors that contribute most have to do with information and relationships as suggested by Pincus (1986: 395).

The next section covers internal communication methods used by the GCIS. The focus of this section is to identify and describe current internal communication methods used by the GCIS. Respondents' identification of internal communication methods used by the GCIS was assessed by testing their awareness of the methods first and then usage.

4.5. Identification of internal communication methods used by the GCIS

Communication methods are channels used by organisations to convey important messages to employees (Suthers 2017:14). Methods can take on different forms and their effectiveness depends on how they are employed (Mmope 2010:41). Communication channels are an important component of the communication process in organisations such as the GCIS because they provide a medium through which messages can be disseminated and important information shared with employees (Pham 2014:20). Organisations need to consider their target audiences when they select communication channels (Braun et al 2019:50; Ledbetter 2014:456; Stephens et al 2013:23). Identification of current internal communication methods used by the GCIS was done by testing awareness and usage. First, respondents were asked to identify methods currently used by the GCIS from the list of 11 provided, see Annexure A: Survey questionnaire, Question 4. Secondly, they were asked to identify from the same list methods they personally use. Awareness results are presented first in figure 4 below.

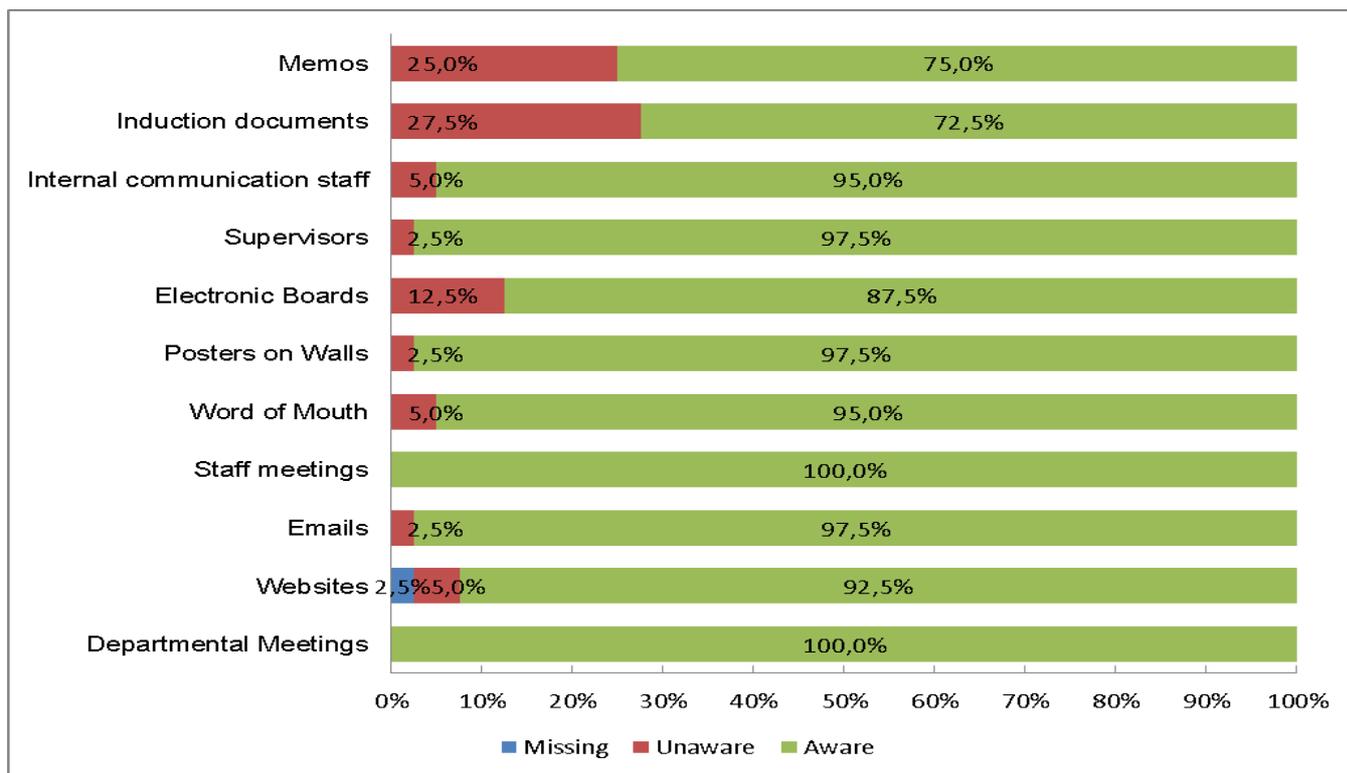


Figure 4.1: Employee awareness of internal communication methods used by GCIS (n = 40)

Based on the findings from the study as reflected in Figure 4.1 above, the vast majority of respondents reported that they are aware of internal communication channels used by the GCIS as included in the questionnaire. All respondents (n=40 /100%) reported that they are aware of departmental and staff meetings. 97,5% (n=39) of respondents reported awareness of posters on walls, emails and supervisors. The majority of respondents also reported that they are aware of internal communication staff 95% (n=38), word of mouth 95% (n=38), websites 92.5% (n=37) and electronic boards 87.5% (n=35) respectively. Fewer respondents reported awareness of induction documentation 72.5%(n=29) and 75% (n= 30) of memos.

Respondents use of the methods was also tested. Respondents' use was tested by asking respondents to identify methods that they personally use or receive information from by selecting Yes or No from the list that was provided, see Annexure A: Survey Questionnaire, question 5. Respondent use of internal communication methods used by the GCIS is reported in figure 4.2 below.

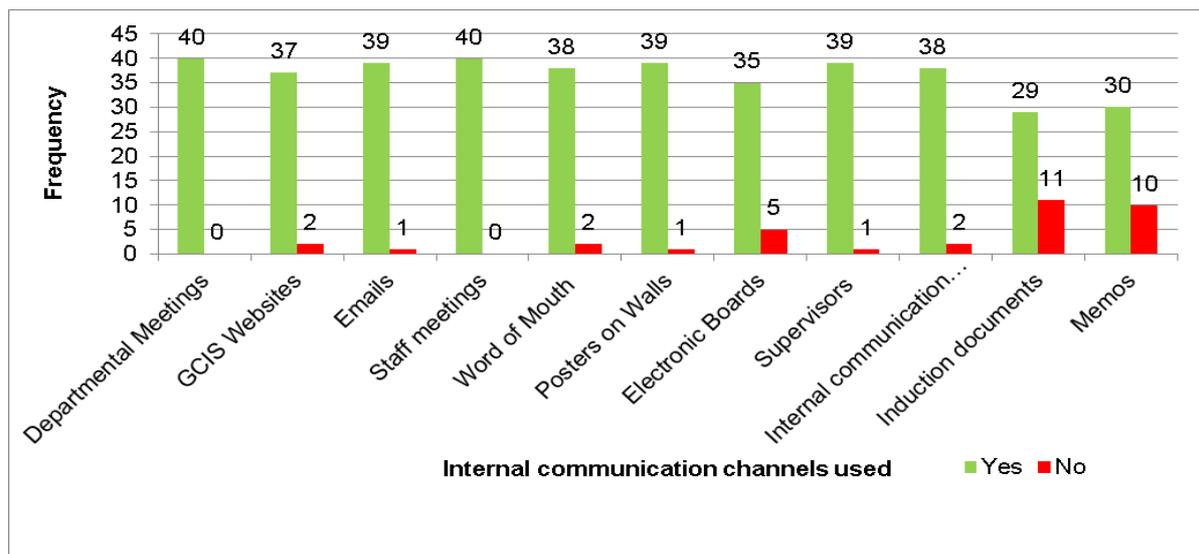


Figure 4.2: Employee' use of internal communication methods (n = 40

Findings indicate as reflected in Figure 4.2 above, that methods used by all respondents $n=40$ (100%) are departmental meetings and staff meetings. The vast majority of respondents indicated that they use Posters on Walls $n=39$ (97,5%), Supervisors $n= 39$ (97,5%), Emails $n=39$ (97.5%), Word of Mouth $n=38$ (95%), Internal communication staff $n=38$ (95%), GCIS Websites $n=37$ (92.5%) and electronic boards $n=35$ (87,5%). Induction documentation $n=29$ (72,5%) and memos $n=30$ (75%) are used by fewer respondents when compared with other methods.

The descriptive information above which is emanating from the two questionnaires will be used together with qualitative data from the interviews to present mixed findings from the research in section 4.7 below. It was worthwhile to report on all descriptive data for the study but before further calculation can be possible, the reliability becomes a watershed issue. In order to do inferential statistical calculations, the validity and reliability of the data becomes important (Noble & Smith 2015:34).

4.6. Validity and reliability of the communication satisfaction questionnaire

As reported in section 3.6.2, Chapter 3, the researcher decided not to conduct a factor analysis because the sample size was too small ($n=40$). Consideration was also given to the fact that the construct validity of the CSQ had previously been determined through a factor analysis done by Downs and Hazen (1977). It's validity was confirmed through various studies conducted in diverse settings over the years (Clampitt & Girard 1987:1; Clampitt & Girard 1993:85; Crino & White 1981:831). Bowling et al (2008:1151) attest to the validity of the JDI tool. This study used six communication satisfaction and five job satisfaction dimensions from the original scale and Cronbach's Alpha calculations were conducted to determine the internal reliability of the subscales.

4.6.1. Reliability analysis of the communication satisfaction questionnaire

Before scales can be used for inferential statistical data analysis they need to comply with an internal consistency reliability Cronbach's alpha of .70 or higher (Pallant 2007:95). The details on iterative reliability analysis of the CSQ and JDI are reported in Annexure (G). Cronbach's Alpha scores for the CSQ and JDI are higher than .70, an indication of an acceptable internal consistency. Personal feedback and corporate information scales have Cronbach's Alpha scores lower than .70 and are therefore not considered reliable. They were both excluded from the inferential statistics data. The next step in the statistical analysis process was to conduct a normality test. Results of the normality test are reported below.

4.6.2. Normality test results

Tests such as the Kolmogorov-Smirnov test (K-S) and Shapiro-Wilk (S-W) are designed to test normality by comparing scores in the sample to a normal distribution using the same mean and standard deviation as the sample (Field 2018:249; Pallant, 2007:62). If the test is non-significant ($p > 0.05$), it means the distribution of the sample is not significantly different from a normal distribution. Any significant value above 0.05 indicates normality and parametrical inferential statistical methods can be used in the analysis. On the other hand, if the test is significant ($p < 0.05$) then the distribution is significantly different from a normal distribution, in which case non-parametric inferential statistical methods must be used in the analysis (Field 2018:284). The results of the normality test for different scales of the communication satisfaction questionnaire are presented in Table 4.7 below.

Table 4.7: Survey questionnaire Normality tests results ($n = 40$)

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	<i>Statistic</i>	<i>df</i>	<i>Sig.</i>	<i>Statistic</i>	<i>Df</i>	<i>Sig.</i>
Supervisor communication	,171	22	,093	,898	22	,028
Communication climate	,269	40	,000	,784	40	,000
Media quality	,271	40	,000	,784	40	,000
Subordinate communication	,244	40	,000	,830	40	,000
Co-worker communication	,488	40	,000	,409	40	,000
Pay	,270	39	,000	,850	39	,000
Promotion opportunities	,318	39	,000	,804	39	,000
Supervision at work	,338	40	,000	,752	40	,000
Co- worker communication	,440	40	,000	,601	40	,000
Work environment	,271	40	,000	,818	40	,000

As presented in Table 4.7 above, with the exception of the supervisor communication scale, the Kolmogorov-Smirnov test results (*Sig.* > 0.05) for all the scales suggests a violation of the assumption of normality. This is an indication that non-parametrical inferential statistical methods need to be used in the data analysis (Field 2018:284; Pallant, 2007:62). A non-parametrical inferential statistical method, Spearman correlations, was used to examine the relationship between communication satisfaction and job satisfaction. Spearman correlations are conducted to determine the strength of a relationship between the different variables (Pallant, 2007:126). The results are presented below.

4.7. Relationship between communication satisfaction and job satisfaction

The strength of the relationship between two variables is explained as follows: the value of the effect size of Pearson (*r*) correlation varies between -1 (a perfect negative correlation) to +1 (a perfect positive correlation). Effect size is a quantitative measure of the strength of a phenomenon (in the case of this study, the strength of a relationship). According to Cohen (1988:109) correlations ranging between values of $r(N) = .1$ and $.3$ pose a small effect, $r(N) > .3$ to $.5$ pose a moderate effect and those greater than $r(N) < .5$ pose a large effect. The direction of the relationship between two variables can be positive (the scores of the variables move in the same direction) or negative (the scores of the variables move in the opposite direction). The results of the Spearman Correlations calculation are reflected in Table 4.8 below.

Table 4.8: Inter-correlations matrix (Spearman Correlations) of the two variables

		Com	Media	Sup	CoW	Pay	Pro	SupAt	CoW	WorkE	SubC
Communication climate	Correlation	1,000									
	N	40									
Media quality	Correlation	.488**	1,000								
	N	40	40								
Supervisor communication	Correlation	.739**	.709**	1,000							
	N	40	40	40							
Co-worker communication	Correlation	,074	,068	,140	1,000						
	N	40	40	40	40						
Pay	Correlation	.511**	,199	.454**	.388*	1,000					
	N	39	39	39	39	39					
Promotion opportunities	Correlation	.793**	.382*	.747**	,208	.713**	1,000				
	N	39	39	39	39	38	39				
Supervision at work	Correlation	.761**	.447**	.777**	,134	.615**	.883**	1,000			
	N	40	40	40	40	39	39	40			
Co-worker communication	Correlation	,006	,089	,102	.536**	,152	,052	,096	1,000		
	N	40	40	40	40	39	39	40	40		
Work environment	Correlation	.685**	.318*	.643**	,204	.625**	.884**	.812**	,192	1,000	
	N	40	40	40	40	39	39	40	40	40	
Sub-ordinate communication	Correlation	.591**	.577**	.446*	,354	.543**	.543**	.513*	,075	.656**	1,000
	N	22	22	22	22	22	22	22	22	22	22

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

- **Correlation between communication climate and pay**

Communication climate is significantly related to pay ($r(n = 39; p = 0.01) = 0.511$). There is an association between how GCIS employees perceive their pay and how they perceive the climate. This highlights the importance of the overall communication climate on employee perceptions about pay. This result supports findings from a study conducted by Pettit et al (1997:81) which found out that employees associated pay and other job related factors with the overall communication climate in the organisation.

- **Correlation between communication climate and promotional opportunities**

There is a statistically significant positive correlation between communication climate and promotion opportunities ($r (n = 39; p = 0.01) = 0.793$). This indicates that there is an association between how GCIS employees perceive promotional opportunities and how they perceive the climate. This highlights the importance of the overall communication climate on employee perceptions about promotional opportunities at the GCIS. A person's self-improvement through information acquired is only possible if the communication in the organisation makes them feel valued (Downs & Hazen 1977:66).

- **Correlation between communication climate and supervision at work**

Communication climate is significantly related to perceptions about supervision ($r (n = 40; p = 0.01) = 0.761$). There is an association between how GCIS employees perceive supervision at work and how they perceive the climate. This highlights the importance of the overall communication climate on employee perceptions about supervision at work. Positive perceptions about supervision are enhanced when employee attitudes towards communication in the organisation are healthy (Clampitt & Girard 1993:87). An effective supervisor needs adequate information in order to share the organisational vision, mission and objectives (Alsayed et al 2012:4).

- **Correlation about communication climate and work environment**

There is also a significant relationship between communication climate and work environment ($r (n = 40; p = 0.01) = 0.685$). There is an association between GCIS employee perceptions about the work environment and how they perceive the climate. This highlights the importance of the overall communication climate on employee perceptions about their work environment.

Perceptions about a good working environment are influenced by involved and informed employee (Pincus 1986:395).

- **Correlation between supervisor communications and promotional opportunities**

Supervisor communication correlates significantly with promotional opportunities ($r (n = 39; p = 0.01) = 0.747$). There is an association between how GCIS employees perceive promotional opportunities and how they perceive supervisor communication. This highlights the vital importance of employee-immediate supervisor communication on perceptions about opportunities at the GCIS. Pincus (1986:413) highlights the importance supervisor communication on employee job satisfaction in general.

- **Correlation between supervisor communication and supervision at work**

Supervisor communication is significantly related to supervision at work ($r (n = 40; p = 0.01) = 0.777$). There is an association between how GCIS employees perceive supervision at work and supervisor communication. This underscores the relative importance of supervision in general on overall employee job satisfaction. Effective communication in organisations depends on an effective supervision strategy according to Pravitt and Johnson (1999:313). Gray and Laidlaw (2004:425) concluded that insufficient communication resulting in lack of sharing of meaning between supervisor and subordinate could impact task achievement.

- **Correlation between supervisor communication and work environment**

Supervisor communication is significantly related to work environment ($r (n = 40; p = 0.01) = 0.643$). There is an association between how GCIS employees perceive the work environment and how they perceive supervisor communication.

The extent to which supervisors are open to ideas, listen and pay attention, and the extent to which guidance is offered in solving work related problems is associated with perceptions about the work environment (Clampitt & Girard 1993:87).

- **Correlation between co-worker communication on the communication satisfaction scale and co-worker communication on the job satisfaction scale**

A statistically significant correlation finding between co-worker communication in the communication satisfaction scale and co-worker communication in the job satisfaction scale ($r (n = 40; p = 0.01) = 0.536$) is an indication that both scales cover the same content albeit from a different perspective. It is expected therefore that there will be a correlation between the two. This confirms a finding by Anderson and Martin (1995:253) who pointed out that information obtained by employees through communication may not be enough if considered alone. Employees seek communication interactions with co-workers so as to satisfy interpersonal needs of inclusion they argue. Goldhaber et al (1978:77) noted the importance of co-worker communication in predicting job satisfaction.

In summary, four communication satisfaction variables were examined in relation to job satisfaction variables. As with most multi-dimensional constructs, certain dimensions are regarded as more important in fostering job satisfaction compared to others (Downs & Adrian 2004:155). Variables exhibiting the strongest relationship with job satisfaction dimensions are; communication climate, supervisor communication and co-worker communication. Significant positive relationships that are in line with previous literature could be attributed to employees' need for aspects of communication such as informational and relational communications according to Pincus (1986:395). Surprisingly media quality has a small to moderate correlation with job satisfaction dimensions. Insignificant relationships cannot specifically be explained, but the study and the GCIS can learn a lot from where the relationships are significant.

A positive correlation finding between the different variables implies that an improvement of any of the selected variables (Communication Satisfaction or Job Satisfaction), the other one will show an improvement and vice versa (Pallant, 2007:126). This suggests that there is an association in how employees view communication practices and how they view their jobs (Carrierè & Borque 2009; Pettit et al 1997; Pincus 1986). If organisations can improve communications job satisfaction improves (Sharma, 2015:3).

Overall, the study found that there is a statistically significant positive relationship between communication satisfaction and job satisfaction ($r (n = 40; p = 0.01) = 0.612$). Results from this study support findings from previous research that found a strong link between the two (Abugre 2011:7; Bakanausskienè et al 2010:21; Byrne & LeMay, 2006:149; Ehlers, 2003:25; Hopper, 2009:74; Nhlapo 2000:10; Sharma, 2015:3). This means that organisations need to prioritise internal communications because of its direct relationship with employee job satisfaction. It is important to not only examine methods of communication in organisations but to also assess their effectiveness in the workplace in order to enhance communication and job satisfaction.

A Kruskal-Wallis test was conducted next. A non-parametrical statistical calculation was conducted to determine whether there is a difference in the communication satisfaction and job satisfaction levels among people with different experiences looking at length of service and job levels. Although these are not central to the study, they could offer important insights to the study while adding to existing knowledge in the field. Different levels of qualifications were excluded from the analysis as some of the level groupings were too small for any meaningful analysis. Results of tests conducted on the job level groups are presented in Table 4.9 below.

Table 4.9: Rank or job title mean score comparisons per item (n = 40)

	Chi-Square	Df	Asymp. Sig.
Supervisor communication	,651	1	,420
Communication climate	1,408	2	,495
Media quality	1,724	2	,422
Subordinate communication	5,674	2	,059
Co-worker communication	1,804	2	,406
Pay	5,572	2	,062
Promotion opportunities	2,640	2	,267
Supervision at work	5,664	2	,059
Co- worker communication	1,265	2	,531
Work environment	1,332	2	,514

A Kruskal-Wallis Test revealed there is no statistically significant difference in communication satisfaction levels of participants across three different job levels. The test also revealed there is no statistically significant difference in job satisfaction levels of participants across three different job levels. Results of tests conducted on length of service are presented in Table 4.10 below.

Table 4.10: Length of service mean score comparisons per item (n = 40)

	Chi-Square	Df	Asymp. Sig.
Supervisor communication	,827	2	,661
Communication climate	1,598	2	,450
Media quality	,375	2	,829
Subordinate communication	,719	2	,698
Co-worker communication	1,937	2	,380
Pay	2,258	2	,323
Promotion opportunities	3,222	2	,200
Supervision at work	1,606	2	,448
Co Worker communication	2,681	2	,262
Work environment	5,100	2	,078

A Kruskal-Wallis Test revealed there is no statistically significant difference in communication satisfaction levels of participants across three different job level groups. The test also revealed there is no statistically significant difference in job satisfaction levels of participants across three different job level groups. This confirms findings by Clampitt and Girard (1993:87) who found that the usefulness of demographic variables in explaining communication and job satisfaction was limited. Ramirez (2015:3) concluded that although length of service does not make any significant difference, the job classification does.

The next section discusses findings from qualitative data. In this study interviews were used in the second phase of the empirical research to help explain statistical results from the survey.

4.8. Presentation of qualitative data

Demographic information of nine employees who participated in interviews is presented below focusing on qualifications, length of service and rank. The qualification profile of interview participants is presented in Table 4.10 below.

Table 4.11: Qualification profile of interview participants (n=9)

	Frequency
Degree	5
Honours	1
Masters	2
PhD	1

As reflected in Table 4.11 , all interview participants (n=9) have a degree or higher qualification,

The length of service profile of interview participants is presented in Table 4.12 below.

Table 4.12: Length of service profile of interview participants (n=9)

	Frequency
0 - 5 years	2
6 - 10 years	4
11 - to 15 years	3

As reflected in Table 4.12 , of the nine employees who participated in interviews, seven (n=7) have more than six (6) years' experience within the GCIS and only two (n=2) have less than six years' experience .

Table 4.13: Job level profile of interview participants (n=9)

	Frequency
Lower level employee	3
Middle management	3
Senior management	3

As reflected in Table 4.13 above, of the nine employees who participated in interviews, six participants (n=6) are on middle management or a higher level while three (n=3) are lower level employees. All three levels in the organisation are evenly represented as was intended when the sample was selected so as to bring different perspectives to the study.

It is evident from the demographic information of employees who participated in interviews that they have enough experience in the GCIS and knowledge of internal communication practises to offer credible input to the study. Representation of different levels in the organisation brings different perspectives, meaning that findings from this research can be regarded as an accurate reflection of the reality within the organisation. A Thematic analysis method was used to analyse data from the interviews. Findings from the thematic analysis are discussed next.

4.8.1. Thematic analysis of interviews

A six step analysis method was used to analyse data collected from interviews (refer section 3.5.6.1, chapter 3). A thematic map was developed from the data using themes identified during the pilot (refer section 3.5.4, Chapter 3). Transcribed data from interviews was used to feed in to existing codes and themes. The three themes identified in the previous chapter as alluded to above are: *Sources of information*, *Reliable sources* and *Communication perceptions*. From this a mind map was created in line with research objectives identified in section (1.5 chapter 1). The mind map is presented in figure 4.3 below;

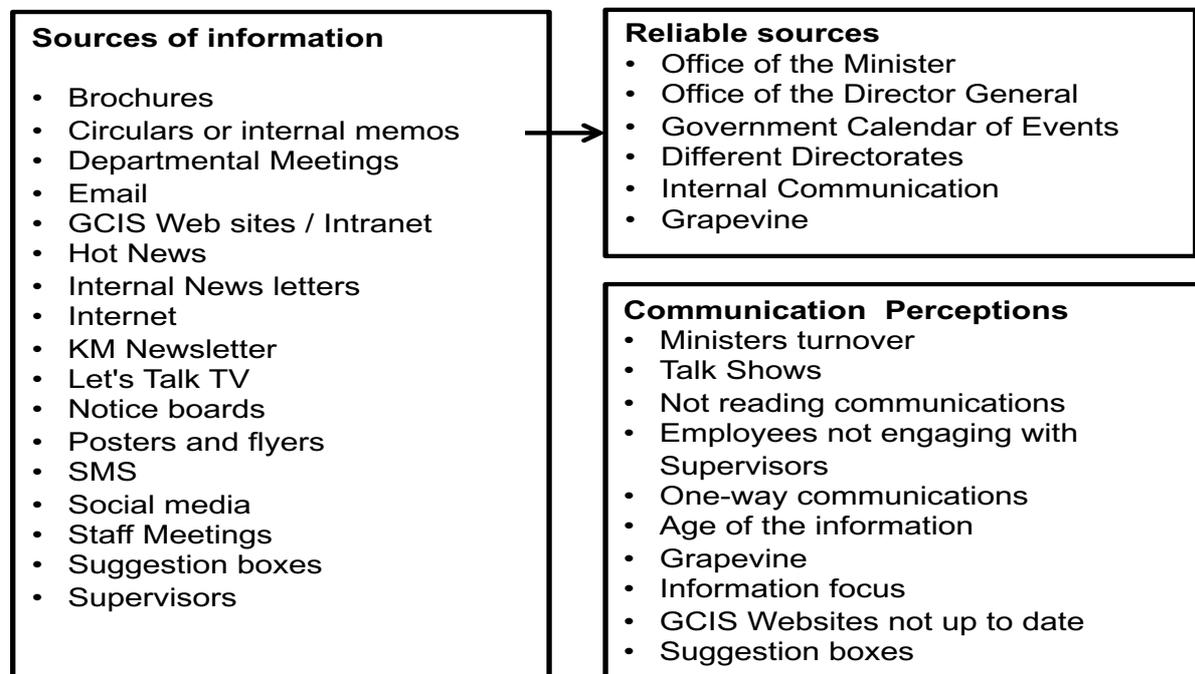


Figure 4.3: Thematic map of internal communication sources at the GCIS (Researcher)

Data from interviews was analysed with two objectives in mind. First, identification of internal communication methods used by the GCIS. Secondly, to examine employee communication and job satisfaction levels. The interviews were used to help explain findings from the survey as allude to earlier.

In order to explore issues identified as requiring further exploration in the survey, a preliminary interview schedule was developed using issues identified such as 'Information adequacy', 'timing of work related information' refer section 4.3.1.2, 4.3.1.6 chapter 4 and 'unwillingness to share information with supervisors' refer section 4.3.1.7, chapter 4, as initial topics.

Prior to conducting interviews, a pilot was conducted to help clarify issues raised above. Topics identified above were further refined and new ones developed using input received from the pilot. In total three themes were conceptualised from the pilot and formed the basis of the questions used in the final schedule. They were subsequently used as codes for analysis. These themes are : (1) Sources of information, (2) Reliable sources and (3) Communication perceptions. The three themes which represent the research objectives of the study are discussed below.

4.8.1.1. Theme 1: Sources of information

Participants were asked to identify sources that they use to access information at the GCIS to respond to objective 1. A question was asked as follows: "*What is your main source of information at the GCIS?*". The objective was to identify current internal communication methods used by the GCIS. This is linked to question five in the survey where identification was tested through awareness and use, refer section 4.5 above. Channels organisations chose to employ in order to reach and engage their employees should depend on what they want to achieve with their communications, preferences of their target audiences and resources available (The Health Foundation UK 2019:1). Interview participants were able to identify 17 different sources as reflected in figure 4.4 below.

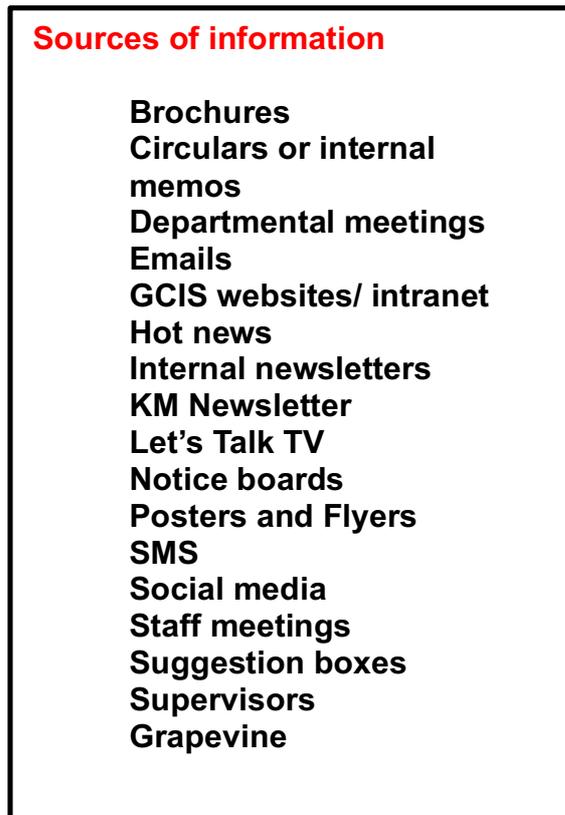


Figure 4.4 : Sources of information identified by interview participants

As reflected in figure 4.4 above, interview participants were able to identify 17 methods currently used by the GCIS (Departmental meetings / staff meetings / GCIS websites/ supervisors /memos /electronic boards /posters /emails /internal communication staff). Induction documentation was not identified by any of the participants. On the other hand, it was clear from the interviews that internal communication staff is viewed both as a unit responsible for managing all important communication channels at the GCIS as well as a channel in its own right. Whereas the GCIS uses one collective term to refer to all channels managed by the unit. Many channels such as Newsletters (KM Newsletters/ Hot News), suggestion boxes, social media, brochures, flyers, 'Let's Talk TV' are channels managed directly by the internal communications unit, as a result employees tend to identify methods in that context.

Whereas the GCIS refer to 'internal communication staff' as a channel, participants look all the different methods individually while acknowledging that they are managed by the internal communication unit. *"Management also share information with staff via newsletters and various brochures facilitated through internal communication from different directorates where content is developed."* (Participant 1).

"Weekly communique from 'Hot news', which is a newsletter used by internal communications to communicate with staff, they also have another newsletter called 'KM Newsletter' which is used for updates on current affairs". (Participant 2)

After identifying the sources, participants were also asked to comment on how reliable these sources are. It was important to explore this issue as it was going to help explain the meaning of 'information adequacy' as an issue that was identified as needing further exploration from the survey refer section 4.3.1.2 above. Literature suggests that organisations need to consider sources of information their audiences already respond to (Braun et al 2019:50). They are advised not to invest in channels their target audiences will not use or trust (Stephens et al 2013:230).

Participants identified different sources and classified them into categories based on their perceptions on reliability of the sources. Six sources identified in this category are: Office of the Minister, Office of the Director-General, Government calendar of events, different directorates, the internal communication division and the grapevine. Sources identified as reliable by interview participants are reflected in figure 4.5 below.

Reliable sources

- **Office of the Minister**
- **Office of the Director General**
- **Government Calendar of Events**
- **Different Directorates**
- **Internal Communication**
- **Grapevine**

Figure 4.5 : Six sources identified as reliable by interview participants

The Office of the Minister is one of the main sources of information at the GCIS which is considered reliable. The minister is a political head of the GCIS and is responsible for providing oversight at the institution and directs the communication program of government (GCIS 2018:1). Various participants mentioned the office of the minister as summarised in one of the responses below.

“Staff addresses from the minister once a quarter where she communicates with us her expectations or what is expected from us, during these meetings everybody is given a platform to engage, not only management. I think the fact that everybody participates, there is two-way communication, which makes it more reliable” (Participant 3).

Quarterly addresses by the minister as a media rich medium are considered reliable because they enable employees to provide immediate feedback, they are personal and are conducted in the language that employees understand which includes gestures and facial expressions that might be interpreted to reinforce understanding of what is being conveyed (Daft & Lengel 1984:191; Ishii et al 2019:1). Participants indicated that the office of the minister can be trusted as a source because the minister determines the communication agenda and what needs to be communicated on behalf of government.

This finding is in line with GCIS's centralised approach to communications where the person higher up in the hierarchy drives the communication agenda to ensure consistency in how policies of government are communicated and that single-mindedness in pursuing objectives of government is maintained (GCIS 2019:1). Weber (1947:1) believed that hierarchies and 'centralised authority' are important for the effective and optimal functioning in bureaucracies. They are considered as an important and official source on organisational policy and agenda.

The office of the *Director-General* was also identified as reliable by participants and viewed through the same lens as the minister. The Director General is the accounting officer and is responsible for managing operations at the GCIS and provides strategic direction to the institution.

The Director General (DG) is also responsible for developing a communication framework which serves as a guide for all state institutions (GCIS 2017:1). The trust placed in the office of the Director general is based on the fact that it is not only the highest office in the organisation, it communicates information that is referenced from government policies according to some participants whose views are reflected below:

"Yes, I consider them reliable, the reason is that for example when we receive circulars, they usually come from the DG's office, which is the highest office in the organisation, for that reason I consider them reliable". (Participant 4).

"As a staff member, I sometimes get information through interactions with the DG, I consider them reliable because most often some of the information we receive is referenced from existing government policies, and one would know about them already" (Participant 5).

The finding further highlights the hierarchical nature of communications at the GCIS and a culture that equates rank or position with trust.

People higher up in the organisational structure are perceived as an authority in matters communication, they provide employees with important information on the strategic direction and vision of the organisation (GCIS 2018:1). Weber (1947:1) equated structure and authority with the effective management of communications in bureaucracies. Organisations are urged to always consider sources employees already consider reliable (Braun et al 2019:50;Stephens et al 2013:230).

Employees also view the *Government Calendar of Events* as reliable. A government calendar of important events is determined by the Cabinet at the beginning of each year and is used to direct the communication programme of government departments and state institutions in South Africa (GCIS 2018:1).

Some of the employees interviewed indicated that they trust the calendar because it is not only endorsed by the highest office in the land, it is informed by the political programme of government. The calendar is trusted not only because of the information it provides, it is one of the sources employees already respond to positively (The Health foundation UK 2019:1;Vlahovic et al 2012:436). This makes it reliable as captured in one of the comments reflected below:

“Yes, I trust it because the information that is communicated is in line with the government events calendar which is endorsed officially and confirmed in advance” (Participant 6).

It is evident from some of the responses that the fact that the calendar is endorsed officially and communicated in advance is a factor in determining whether the source can be regarded as reliable. The perceived authority and regularity of the government calendar of events supports the view that government departments such as the GCIS need assurances provided by regulated frameworks to ensure that information shared with employees is not only credible but that it can be trusted (Waters & Waters 2015:10; Weber 1947:1; Taylor 1911:1).

Different *Directorates* are also relied upon for credible information, this is where work related issues are discussed. Directorates are different business units or functional units at the GCIS with specialist functions. They develop their own content and decide on information to be communicated to staff on their programs (2018:1). Directorate meetings are interactive sessions which are conducted face-to-face, this makes them a media rich medium (Daft & Lengel 1984:191). The importance of directorate meetings in communicating work related information is also informed by the fact that what they communicate is informed by existing policies which gives employees comfort that they can trust the information as one participant put it succinctly below:

“We also have branch or directorate meetings where we get updated on the happenings in the organisation, I consider them reliable because most often some of the information we receive is referenced from existing government policies, and one would know about them already and when they get communicated we already have an idea” (Participant 5).

The internal communication unit, viewed as a function is also considered reliable. The internal communication unit at the GCIS is an existing resource with specialist skills that the company uses to manage all internal communication channels without having to incur additional costs. The selection and deployment of channels should ideally be informed by resources the organisation already has to make them sustainable (The Health Foundation UK 2019:1). The unit receives content on what needs to be communicated from the Office of the Minister, Director General and the various business units, repackages the information, selects appropriate channels and disseminate the information to employees (GCIS 2018:1). This view is evident in the following responses:

“All other information is communicated by internal communication on behalf of management, I think that management checks that information before it goes out to make sure it is correct, that is why I trust it.” (Participant 9).

“I normally get information from our electronic screens which are updated by internal communications. If there are policy changes, we get emails from management which are circulated through internal communications, yes I consider them reliable” (Participant 5).

The responses above confirm the central role the internal communication plays at the GCIS. Literature suggests that channels organisations choose to communicate with employees must be selected with three objectives in mind; their communication goals, target audience needs and resources required to manage them (The Health foundation UK 2019:1; Vlahovic et al 2013:436). It is important to not only focus on sources that target audiences already respond to and trust, attention should also be paid to resources that will be required to sustain them (Stephens et al 2013:230).

It is also clear that centralising communications to the internal communications unit allows the GCIS to maintain tight control over content, channels and message distribution (GCIS 2019:1). Based on this finding it is evident that employees view centralisation and control over channels in a positive way because of assurances this provides. Weberian principles of centralised control are central to the management of public institutions in South Africa because of the accountability they have to a broad range of stakeholders who need assurances that information they receive from their government is not only credible but can be trusted (GCIS 2018:1; Weber 1947:1).

Although the tight control maintained over communications and the centralised approach is viewed in a positive way when it comes to guaranteeing the credibility of the information, there are unintended consequences when the bureaucracy affects the time it takes for information to reach employees because it impacts their work. Scholars lament the unintended consequences of centralised control on information dissemination and by implication service delivery by institutions such as the GCIS (Heese 2017:1; Morudu & Halsal 2017:2). In order to overcome this problem employees tend to rely on the grapevine instead.

The grape vine was also identified as one of the sources employees consider as reliable. The grapevine does not require effort and resources to set up, which makes them viable as a source according to the Health Foundation UK (2019:1). Employees who participated in the interviews indicate that they rely on the 'grapevine' most of the time for information because the information distributed through official channels takes longer to reach them, which they blamed on the system at the GCIS and the bureaucracy involved as the following responses confirm:

"I consider information I receive from colleagues reliable because in most cases information that is shared with us on official platforms is old news, we would hear about these things in the corridors before we hear about them there." (Participant 7).

"It takes a while for a newsletter to be compiled and distributed" (Participant 6).

In summary, interview participants were able to identify 17 methods/channels currently used by the GCIS. Participants viewed channels of communications differently, the internal communication function was identified both as a channel, as well as a unit responsible for a variety of channels. Literature suggests that communication sources that organisations use must be selected with three objectives in mind; their communication goals, target audience needs and resources required to manage and sustain them.

Participants differentiate between methods in general and methods that they consider to be reliable. Only six out of the seventeen internal communication sources/channels mentioned were considered reliable. The findings highlight a culture that equates hierarchies and authority with perceptions of trust in a source. People higher up in the organisational structure such as the Minister or the DG are perceived as an authority in matters communication and by implication are regarded as reliable sources. They are also considered as an important source because they provide employees with critical information on the strategic direction and vision of the organisation (GCIS 2018:1).

Perceptions of trust are also associated with centralisation and control maintained over the sources which is viewed in a positive way because it guarantees the credibility of the information, although the flip side of centralisation was the delay in disseminating information to employees. To overcome this problem employees resort to the grapevine as an alternative to the bureaucracy, which makes it a trusted source albeit for a different reason. Furthermore, other sources are trusted because they are perceived as being aligned with the regulatory and policy framework of government such as the government calendar of events. Organisations are urged to consider investing in sources that target audiences already use and trust (Stephens et al 2013:230). It is also important to note that all the sources identified as reliable that do not require a big amount of resources to set up and maintain.

The findings also suggest that the centralised approach that the GCIS has adopted has its benefits when employees consider the reliability of the sources. Evidence suggests that methods participants identified as reliable also happen to be mediums that advocates of the media richness theory consider as rich. The next section examines levels of satisfaction with internal communication methods used by the GCIS in order respond to objective 2.

4.8.1.2. Theme 2:Communication perceptions

To understand satisfaction with the various communication methods as a response to objective 2, comments and responses from participants were analysed. Various perspectives emerged; participants expressed their perceptions about the different methods which are discussed as negative or positive perceptions. Positive and negative perceptions expressed were identified as communication perceptions for purposes of analysis. All negative comments and concerns raised by participants with the different communication methods were broken down into sentences and classified under 'negative perceptions' as reflected in Figure 4.6 below;

Communication Perceptions

Negative perceptions (Dissatisfaction)

- **Official channels ineffective**
- **Engagements with supervisor irregular**
- **Low level employees not engaging with supervisors**
- **One-way communications**
- **Information on official channels not updated**
- **Reliance on the grapevine for work related information**
- **Information shared on staff newsletters not work related**
- **GCIS Websites not up to date**
- **Official channels slow in disseminating information**
- **Staff input and feedback not solicited**
- **The relevance of the content**
- **Minister's turnover**

Figure 4.6: Communication perceptions of interview participants (Negative perceptions)

Participants expressed unhappiness with official channels of communication for a variety of reasons among which is the fact that they are not regularly updated, are slow in disseminating information and in some instances they carry content that is not considered relevant to the work they do, which explains reliance on unofficial sources which are perceived as more credible by employees. It is important for organisations to prioritise methods their employees already trust (Stephens et al 2013:230). Although the bureaucracy is viewed as having some benefit and is appreciated when it comes to ensuring the credibility of the sources as alluded to above, dissatisfaction arises when the bureaucracy affects employees' ability to access information on time. (Hesse 2017:1;Khale & Worku 2013:6). Bureaucratic processes at the GCIS are often blamed for the slowness in updating and disseminating information as one of the participants suggested:

“The only concern I have with these platforms is that some of the issues covered tend to be old, by the time they are shared on these platforms, we already know about them. It takes a while for a newsletter to be compiled and distributed because of long processes in the organisation “ (Participant 6).

Participants also expressed dissatisfaction with the lack of constructive engagements between supervisors and subordinates, highlighting in particular the unidirectional nature of communications at the GCIS where staff input and feedback is not solicited especially when key decisions are made or content for communication messages is developed. Scholars argue that it is normal to have this type of scenario where hierarchies are the norm (Okay & Okay 2009:51). Interview participants believe that it is important that they are given an opportunity to give input and feedback on what is communicated in the organisation and in so doing contribute to solution making. Direct engagements with supervisors, as a rich medium have the potential benefit of allowing employees to engage with the content directly, making it possible to respond to what is being communicated immediately (Ishii et al 2019:1; Vlahovic et al 2012:436).

Few platforms that were created to allow staff to give input and offer their views such as suggestion boxes have lost credibility. One of the few rich mediums which gave staff an opportunity to engage such as the internal TV system (Let's Talk TV) was discontinued with no reasons given. This point is articulated clearly in the comment below;

“In the past we also used to have ‘Let’s Talk TV’, where they will interact with staff using TV, it has since been stopped, not sure whether it was because of cost cutting measures” (Participant 1).

Two way communications which involves keeping employees informed, regular feedback and allowing input by staff in decision making is key in helping to build and maintain a trust relationship between supervisors and sub-ordinates (Kreitner & Kinicki 2007:35; Robbins et al 2003:258; Van Staden et al 2002:15).

The relevance of the communication content on some of the channels was also raised as an issue which contributes to employees losing interest in using some of the channels.

Literature highlights the importance of understanding information needs of target audiences and selecting mediums to match the need in order to deal with issues of relevance (Ledbetter 2014:456). Participants complained about the lack of due diligence by the internal communication staff in terms of understanding issues that matter to staff when they develop content for internal newsletters in particular according to one of the participants: *“Newsletters like ‘ KM Newsletter’ are not relevant, it is as if they used these platforms just to tick the boxes without putting any thought to it, the information they share is not that relevant to me personally” (Participant 2).*

The decision on which channels to use to communicate with employees must not only be based on what the organisation hopes to achieve with their communications, it must also be informed by the information needs of employees according to the Health Foundation UK (2019:1).

The high turnover of those in executive positions (the minister in particular) was also viewed negatively as it makes it difficult for employees to keep up with the direction the organisation is taking. Given that the minister was identified by interview participants as one of the few sources of information they value who is also happens to be the custodian of the organisational vision, instability at this level is perceived negatively as one participant alluded;

“By the way, we have had 3 different ministers in the last year alone, which makes it difficult to keep up with the direction the organisation is taking. Every time when there is a new minister the mandate changes, can you imagine the confusion? We never know what the main priorities are if they keep changing like that” (Participant 6).

Participants also reported dissatisfaction with communication between supervisors and staff and the unidirectional nature of communication between them which limits staff’s ability to input on content, give feedback on issues that matter to them and more importantly involvement in decision making.

This undermines the potential this rich medium has in enabling employees to contribute to solution making (Daft & Lengel 1984:191). Some of the concerns raised with supervisors are articulated clearly in the comments below;

“Communication is typically one way, people are not given an opportunity to give input. I think they must consider doing an internal survey to find out from staff issues that matter to them. I think generally, as officials or employees, we are treated as objects, expected to come to work, and go home “ (Participant 1).

“I think having more engagements with staff, where staff will get an opportunity to ask questions. The concern that I have is when staff in the lower levels do not engage with their supervisors.” (Participant 5).

This lack of staff involvement by supervisors was highlighted by employees who participated in the pilot as one of the reasons why employees ‘do not share information needed to make decisions’, this helped to clarify this issue, as it was identified as requiring further exploration from the survey. It also helps to explain the reluctance to initiate communication with supervisors and why employees are not comfortable to share their concerns with supervisors. Employees have specific internal communication needs among which are direct personal contact with the supervisor, openness and encouragement to participate in decision making for an atmosphere of trust and mutual respect to occur (Jones 2006:10).

The same procedure was applied to all positive comments and compliments from participants. The comments were identified from individual transcripts, broken down into sentences and placed under the second category (positive perceptions) as reflected in figure 4.7 below.

Communication Perceptions

Positive perceptions: (Satisfaction)

- **Information from co-workers trusted**
- **Staff addresses from the minister constructive**
- **Directorate meetings focus on work related issues**
- **Thuma-mina initiative- daily meetings on topical issues**
- **Circulars used to communicate policy changes**
- **Emails received from internal communications on new developments**
- **Government calendar of events provides guidance**
- **Staff social events on Fridays**
- **Meetings with the DG**

Figure 4.7: Communication perceptions of interview participant (positive perceptions)

Participants expressed satisfaction with information they receive from their colleagues because they hear about issues from them first before information is communicated from official channels. They raised issues with the slowness of official channels which are often outdated and carry content that is not useful to staff as one of the reasons why they rely on the grapevine. The grapevine was identified as a reliable source used by employees to overcome challenges experienced with slow dissemination of information as a result bureaucratic processes in the GCIS as alluded to in section 4.5.1.1 above. Informal networks are often trusted in bureaucracies because they are voluntary, uninhibited and not influenced by power relations according to Conrad and Poole (2002:74). Perceptions of trust on informal networks is also informed by relationships employees have with one another (Erden 2013:95; Robison & Thelen 2018:1). The importance of using sources that employees trust was already highlighted earlier (Stephens et al 2013:230).

Employees are happy with meetings organised by the executive in particular; the Minister, the DG or heads of directorates because they are used to communicate the direction that the organisation is taking including work related matters. Participants indicate that they value these meetings more because this is the only time they have an opportunity to engage with the information. According to advocates of the media richness theory, it is understandable to have this type of finding because during face-to-face meetings information can be conveyed better, they are personal and employees understand what is being communicated because they have an opportunity to seek clarity and react to what is being communicated quickly (Daft & Lengel 1984:191;Ishii et al 2013:230) This is also informed by the perceptions of trust they have with those in authority. Employees view people such as the Minister, the DG and heads of directorates as authority figures and by virtue of their rank in the organisation they trust the information they receive from them as highlighted in section 4.5.1.1. They are also happy with operational meetings within respective directorates. Operational meetings offer employees an opportunity to engage with the content directly, which conveys a message that their input is valued (Ishii et al 2013:230). Staff addresses by the Minister or DG in particular are seen as constructive because they are often used to share the vision of the organisation as summarised in the following comment;

“There are also staff addresses by the DG or the minister usually in the beginning of the year and at times twice a year where the vision and direction the organisation is taking is communicated”. (Participant1).

Although participants expressed concerns with official channels in general as alluded to in the previous section, not all channels are perceived negatively however. A few channels participants were happy with are ‘circulars’ which are used to communicate important policies and changes in the organisation, ‘emails’ which management and internal communications use to communicate new developments in the organisation as well as initiatives such ‘*Thuma mina*’ which are daily briefings with staff aimed at updating them on topical issues.

The intention and purpose of communication messages are an important element of an effective channel (Daft et al 1987:355; Vlahovic et al 2012:436). Staff socials every Fridays were also perceived positively. This is where staff get to connect and relate with one another in a social setting. One of the participants captured these sentiments in the comments below;

“Emails that we receive from internal communications, they usually indicate to us what is new in the organisation or what is happening. We also used to have ‘Let’s talk TV which had an element of involving the people. Staff addresses from the minister once a quarter where she communicates with us her expectations or what is expected from us. We also have directorate and staff meetings where we discuss all issues and work-related issues affecting people working in that directorate. There is also a new initiative called “THUMA MINA”, where meetings are held daily on topical issues. They also have social engagements organised by internal communication on Fridays where people are given an opportunity to interact with one another, which I think is very good” (Participant 3).

Employees respond positively to mediums if they see the value in them. Channels that are used in a targeted fashion to address communication needs of employees tend to be viewed positively and used more often to access information (Braun et al 2019:50; Ledbetter 2014:456; Stephens et al 2013:230).

The Government calendar of events was identified earlier as one of the few sources employees consider reliable at the GCIS, it is perceived positively because it provides the much needed guidance on what needs to be communicated, how and when. Participants believe it provides the certainty that they need from the information provided by the organisation. The timing and planning of government communications follows a rigid political programme which provides the certainty needed when communicating on behalf of government. (GCIS 2018:1).

In summary, based on the analysis of data from the interviews, findings indicate that overall interview participants are satisfied with some of the internal communication channels used by the GCIS although dissatisfaction was expressed with official channels overall. Findings from interviews suggests that in line with findings from the survey, informal communication channels are relied upon. It is clear that although employees are happy with some of the channels used by the GCIS, concerns were raised with their slowness, relevance and the fact that information on some of these channels is outdated most of the time blamed in part on the bureaucracy, which explains the reliance on unofficial sources. Participants explained how bureaucratic processes within the GCIS affect the speed with which information can be disseminated to employees. This helped in providing a context to the issue that was raised in the survey relating to ‘the timing of work related information’. Employees explained that because of the bureaucracy involved when the information has to be vetted through the different levels in the chain of command, it takes long for the information to reach them. The decision on which sources to use to communicate with employees must not only be based on what the organisation hopes to achieve with their communications, it must also be informed by the information needs of employees (The Health Foundation UK 2019:1). Furthermore, it is important to consider sources that employees already use or trust (Stephens et al 2013:230).

Satisfaction was also expressed with meetings convened by those in authority for two reasons. First, authority figures such as the Minister, the DG or heads of directorates are perceived as trustworthy. Secondly, by virtue of their rank in the organisation employees trust the information they receive from them. They are considered as an important official source because they provide employees with important information on the strategic direction and vision of the organisation (GCIS 2018:1).

Advocates of the media richness theory argue that it is understandable to have this type of finding because meetings with the Minister, the DG or heads of directorates are conducted face-to face which makes it possible for the information to be conveyed in a way that employees understand because they are personal, employees have an opportunity to engage the content, seek clarity and give feedback on what is being communicated quickly (Daft & Lengel 1984:191;Ishii et al 2013:230).

Participants reported dissatisfaction with general engagements between lower level staff and supervisors and the unidirectional nature of communication between them which limits among others the ability of staff to input on content, give feedback on issues that matter to them and more importantly involvement in decision making. Participants explained that it is because of this lack of constructive engagement with supervisors that subordinates do not share information needed by supervisors to make decisions. This undermines the potential this rich medium has in enabling employees to contribute to solution making (Daft & Lengel 1984:191; Ishii et al 2019:1; Vlahovic et al 2012:436).

Overall, findings suggest that employees are satisfied with some of the internal communication methods used by the GCIS and dissatisfied with others. Literature highlights the importance of understanding information needs of target audiences to make sure that mediums that are selected will match the needs of employees (Ledbetter 2014:456). Decisions on which channels to deploy and for what purpose, should be taken with care. Mixed findings from the research are presented in the next section.

4.9. Presentation of mixed findings from the study

The three concepts identified in the literature chapter in sections 2.2.5, 2.2.6 & 2.2.8, Chapter 2, are used to respond to research objectives and structure the mixed findings from the study. To recap, in this chapter quantitative findings from the data collected with survey questionnaires are presented first and thereafter qualitative findings from interviews. In line with the research design, the section below discusses mixed findings from the research.

4.9.1. Concept 1: identification of internal communication methods used by the GCIS

Concept 1 responds to the research objective 1: to explore and describe current internal communication methods used by the GCIS.

Communication channels or methods are an important component of the communication process in organisations because they provide a medium through which important information can be communicated to employees (Pham 2014:20). Results from the research indicate that from a list that was provided, all survey participants (100% /n=40) indicated that they were aware of and used all 11 internal communication methods used by the GCIS, although fewer participants reported awareness and used of induction documentation (73%/n=29) and memos (75%/n=30), refer section 4.4.1 above. Interview participants mentioned nine of the methods from the list and included others that were not on the list. From this list, interview participants were able to identify departmental meetings, memos, email, websites, notice boards, posters, staff meetings, supervisors, Internal communications and Word of Mouth (Grapevine) unprompted.

Departmental meetings are an umbrella term used by employees to refer to meetings convened by executive management at the GCIS such as the Minister, the DG and heads of directorates. While the internal communications unit is viewed in the same context as the various channels they manage.

Interview participants do not consider all methods used by the GCIS as reliable and identified six sources of information that they consider reliable and these are: Office of the Minister, Office of the Director general, Internal communications, Different directorates, Government calendar of events and the Grapevine. Based on this, it can be assumed that employees trust the information they receive from staff meetings convened by the Minister, the DG and heads of the directorates because of their position in the organisation. The finding highlights a culture that equates rank or position with trust. People higher up in the organisational structure are perceived as an authority in matters communication.

The government calendar of events on the other hand is a cabinet endorsed framework used by Ministers and/or Director generals in all government departments to guide the communication programme of government. In the context of this research it is viewed more as a platform associated either with the minister or the Director general. Perceptions of trust are also associated with the perceived purpose of their communications, The office of the Minister, The DG and heads of directorates and the government calendar of events are considered as an important and official source on organisational policy and government agenda (GCIS 2018:1). They are considered as an important official source because they provide employees with important information on the strategic direction and vision of the organisation (GCIS 2018:1). Advocates of the media richness theory argue that it is understandable to have this type of finding because meetings with the Minister, the DG or heads of directorates are conducted face-to face which makes it possible for the information to be conveyed in a way that employees understand because they are personal, employees have an opportunity to engage the content, seek clarity and give feedback on what is being communicated quickly (Daft & Lengel 1984:191;Ishii et al 2013:230).

Data from the survey and interviews suggests that the grapevine is active at the GCIS and that employees tend to rely on the 'grapevine' or informal communication channels most of the time for two reasons.

First, the information distributed through official channels takes longer to reach them as a result of bureaucratic systems in the GCIS. Secondly, employees have good relationships with their co-workers and as a result trust the information they receive from them. Channels organisations use to employ in order to reach and engage their employees should depend on what they want to achieve with their communications, the preferences of their target audiences and resources available (The Health Foundation UK 2019:1). Literature highlights the importance of understanding information needs of target audiences and selecting mediums to match the need (Ledbetter 2014:456). Decisions on which channels to deploy and for what purpose should be taken with care.

4.9.2. Concept 2: Communication satisfaction

Concept 2 responds to the research objective 2: to explore and describe levels of employee satisfaction with communication at the GCIS.

The concept of communication satisfaction looks at employee perceptions of organisational communications, if employees are satisfied they are more than likely to view the organisation positively which ultimately affects how they view their jobs (Downs & Hazen 1977:66). Employees will only express satisfaction if they are satisfied with the different aspects of communication (Pincus 1986:395). Findings of the research indicate that overall, study participants are satisfied with communications at the GCIS and the quality of the information they receive from the organisation. Concerns were however raised with formal communication channels. Survey respondents highlighted issues with the time it takes to receive the information they need to do their work, while interview participants explained that the slowness in disseminating information to employees is a result of bureaucratic processes at the GCIS. It is natural to have these type of results in institutions where hierarchical communication is the norm because the information has to go through different levels in the organisation to be vetted before it can be shared with employees according to Dhalström (2009:217).

In line with the findings from the survey, interview participants indicated that they trust informal communication channels and found them to be more credible when compared with official channels which are perceived as irrelevant and outdated. Literature highlights the unintended consequences of bureaucratic systems on internal communications in state institutions and the negative impact it has on service delivery ultimately (Morudu & Halsal 2017:2; Hesse 2017:1; Khale & Worku 2013:6). Evidence from the survey and interviews suggests that informal communications carry greater credibility. Wagner (2013:31) concludes that the informal networks tend to be more popular in public sector organisations in particular because of their bureaucratic systems.

The majority of study participants tended to express greatest satisfaction with co-worker communication. Conrad and Poole (2002:74) concluded that communication between co-workers is trusted more because it is voluntary, uninhibited and not influenced by power relationships. The information that people who work together share establishes a bond and a trust between them (Pravitt & Johnson 1999:313). Literature also highlights the importance of considering sources that employees already use or trust in their deployment decisions (Stephens et al 2013:230).

While survey respondents indicate that they are also happy with supervisor communication in general, they reported concerns with the lack guidance, respect and attention from supervisors. According to interview participants this is a result of the lack of engagement between lower level staff and supervisors, blamed in part on the unidirectional (top down) nature of communications at the GCIS. Okay and Okay (2009:51) argue that it is expected to have this type of findings where hierarchical communication is the norm and in instances where communication is one-way. During the interviews participants also explained that because of this lack of engagement and staff involvement in decision making, subordinates do not share information needed to make decision with supervisors. This undermines the potential this rich medium has in enabling employees to contribute to solution making (Daft & Lengel 1984:191; Ishii et al 2019:1; Vlahovic et al 2012:436).

Robbins et al (2003:75) suggest that where there is mutual trust and supervisors are willing to listen, employees will be motivated to contribute to solution making. Although satisfaction was also indicated with subordinate communications, in particular subordinate willingness to receive instructions and their openness to constructive input from supervisors by survey participants, interview participants felt that supervisors are not willing to reciprocate. The way individuals view communication styles of their supervisors influences communication satisfaction according to Pettit et al (1997:81). In summary, data from the survey and interviews suggests that although employees are generally satisfied with communications at the GCIS, the greatest area of satisfaction is with co-worker communication because of the relationship and trust they have with one another.

4.9.3. Concept 3 : *Relationship between communication satisfaction and job satisfaction*

Concept 3 responds to the research objective 3: to examine the relationship between communication satisfaction and job satisfaction.

Quantitative and qualitative findings of this study show that in general employees at the GCIS are satisfied to varying degrees with communication within the GCIS and that the different elements of communication contribute to employee job satisfaction. There is a clear association between how employees view organisational communication at the GCIS and how they view their jobs. Based on comparisons with previous research, findings of this research support the notion that communication satisfaction is indeed complex and has multi-dimensional layers to it as claimed by Downs and Hazen (1977:66) and that the different dimensions contribute differently to employee perceptions about their jobs. Four communication satisfaction variables were examined in relation to job satisfaction. The study proved that like most multi-dimensional constructs, some of the dimensions proved to be more important in contributing to employee job satisfaction (Downs & Adrian 2004:155).

Variables exhibiting the strongest relationship with job satisfaction were found to be; communication climate, supervisor communication and co-worker communication. Relationships that are significant in line with previous literature could be attributed to relational and information aspects as suggested by Pincus (1986:395). Insignificant relationships could not specifically be explained, but the study and the GCIS can learn a lot from where the relationships are significant.

Based on the research, there is a strong positive relationship between communication satisfaction and job satisfaction. A positive correlation finding between the different variables implies that an improvement of any of the selected variables (Communication Satisfaction or Job Satisfaction), the other one will show an improvement and vice versa (Pallant, 2007:126). Suggesting that if organisations can improve communications, job satisfaction will improve according to Sharma (2015:3).

Results from this study support findings from previous research that found a strong link between the two (Abugre 2011:7; Bakanausskienè et al 2010:21;Byrne & LeMay 2006:149; Ehlers 2003:25; Hopper 2009:74; Nhlapo 2000:10; Sharma 2015:3). This suggests that organisations need to prioritise internal communications because of its direct relationship with employee job satisfaction. Based on these findings, it is important to not only examine methods of communication in organisations but to also assess their effectiveness in the workplace in order to enhance communication and job satisfaction.

4.10. Conclusion

In this chapter, both quantitative and qualitative findings as they pertain to understanding communication and job satisfaction of employees at the GCIS are discussed. Findings from the research are presented in a sequence in line with the research design adopted for the study. Findings from the survey are presented first to get a general understanding of employee perceptions.

This is followed by a presentation of data from the interviews which were used to help explain statistical findings from the survey in more detail. Mixed findings from the study are presented in the end, this provides a more holistic picture of the issue being investigated. Findings are presented in line with three key concepts identified in literature and are aligned to research objectives stated in chapter 1 in order to structure the chapter in a logical manner. These concepts are then discussed alongside findings from questionnaires and interviews. Mixed findings from this research will be employed to structure recommendations for the improvement of internal communications at the GCIS in the next chapter.

CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

Quantitative and qualitative findings from the research were presented in the previous chapter where the three concepts identified in literature namely; internal communication methods, communication satisfaction and job satisfaction were used to help contextualise research findings. In this chapter these findings are summarised and employed to answer research questions posed at the beginning of the study as well as to make recommendations for the improvement of internal communication practices at the GCIS.

The purpose of this study was to explore and describe experiences of employees with internal communications at the GCIS. Furthermore, the study sought to establish whether there is a link between employee communication satisfaction and job satisfaction. Factors that influence internal communications at the GCIS were taken into consideration when examining perceptions and attitudes of employees as suggested by government communication scholars (Kaplan 2009:197;Mbhele 2014:v;Mukhudwana 2014:v). The study explores employee experiences from a pragmatic world view. Pragmatists believe that what people know about the world is shaped by what they do and that human action cannot be separated from their beliefs and experiences (Kaushilk, Walsh & Lai 2019:3). In this regard, the study focuses on employee attitudes and behaviour in order to understand their experiences better. The fundamental premise of the pragmatic position is based on the need focus on the practical implications of any research rather than abstract concepts which are very hard to grasp and understand (Denscombe 2008:274). Abstract concepts such as communication satisfaction and job satisfaction can only be understood by examining employee perceptions, opinions, views and attitudes.

It is in this context that the researcher believes it will not be enough to say interpretations from findings of the research make sense, they must make sense practically in terms of how they help to answer the research problem. Which is what this chapter hopes to achieve. In trying to respond to research problems, pragmatists recognise that there are many different ways of interpreting the world and doing research, and that no single point of view can ever give the entire picture of the issue being investigated (Morgan 2014: 27; Teddie & Tashakkori 2009:99). Which is why they integrate more than one research approach and research strategies within the same study (Creswell 2016:301 Greene:2015:606;Plano Clark & Ivankova 2016:4). This is the reason why a mixed methods approach was adopted for this study, where both quantitative and qualitative methodologies were employed. As with any mixed methods design, the researcher had to deal with issues of priority and integration of quantitative and qualitative approaches and consider which approach had more emphasis in the study. The decision about the procedure was guided by the purpose of this study.

The study was conducted in two stages, the first stage was the literature review and the second stage empirical research. For the empirical part of the research it was important to first get a general understanding of employee experiences and establish prevalence. Which is why quantitative research was prioritised and conducted in the first phase. Qualitative research was conducted in the second phase to help explore quantitative results in more detail. Mixed findings from quantitative and qualitative research were explored in the third phase. Summary findings from the research are employed in the next section to answer research questions and develop recommendations for the GCIS and future research.

5.2. Answering research question 1

What are current internal communication methods used by the GCIS?

The first objective of the research was to identify internal communication methods used by the GCIS which was achieved by testing employee awareness and use.

In responding to this research question, results from the study indicate that in general, employees at the GCIS are aware of and use current internal communications methods at the GCIS. Fewer employees reported awareness and use of induction documentation and memos, a possible explanation for this could be that the GCIS does not conduct induction workshops regularly as expected, and that lower level employees would not necessarily deal with memos in their day to day activities. Findings also show that internal communication methods are viewed differently by employees. When mentioning methods used by the GCIS, employees refer to individual communication channels in the same context as the internal communication unit. The internal communication unit is responsible for managing all internal communication channels at the GCIS, it is in this context that the unit is viewed both as a channel in its own right and as a function. Given that communication channels or methods are an important component of the communication process in organisations, literature suggests that communication sources that organisations chose to deploy must be selected with three objectives in mind; their communication goals, target audience needs and resources required to manage and sustain them (The Health Foundation UK 2019:1;Vlahovic 2012:436).

Not all internal communication methods used by the GCIS are considered reliable by employees. Perceptions of trust or reliability regarding channels of communication is influenced by an inherent culture at the GCIS that equates authority and rank with trust. All methods considered reliable or trustworthy tend to be associated with authority figures such as the Minister, the DG and heads of directorates, or are influenced by relationships as in the case of informal channels of communication.

Evidence suggest that sources employees trust and favour tend to be richer mediums due their interactive nature and the opportunity they provide for employee involvement. Furthermore, it is evident that employees perceive centralisation and control exercised over communication channels by the GCIS positively, in their view it guarantees the credibility of a source. Literature suggests that this finding is typical in hierarchical organisations such as the GCIS because of the accountability they have to a broad range of stakeholders who need assurances that information they receive is not only credible but can be trusted (GCIS 2018:1; Weber 1947:1).

In total, employees who participated in the study were able to identify 17 methods which include the 11 from the list of current methods identified in the questionnaire. Additional methods that were mentioned by employees are usually classified under the internal communication unit which is used as umbrella term at the GCIS. Having 17 different methods to share information with employees could lead to perceptions of overload, which might explain why some methods were considered irrelevant. Jackson and Farzeneh (2012:523) caution that using a range of channels simultaneously to communicate with employees could have unintended consequences because employees might become overwhelmed by the amount of information, and this could affect productivity and performance. Too much information can become a problem even if it is potentially useful (Bawden et al 1999:523;Simpson & Prusak 1995:413). This highlights the importance of understanding information needs of target audiences and selecting mediums to match the need (Ledbetter 2014:456). Decisions on which channels to deploy and for what purpose should be taken with care.

5.3. Answering research question 2

To what extent are employees satisfied with current internal communication methods used by the GCIS?

The second objective of the study was to explore and describe levels of employee satisfaction with communication at the GCIS. In answering this research question, focus was on those aspects identified in literature as contributing to communication satisfaction, refer sections 2.2.5 & 2.2.6, Chapter 2. These aspects as discussed from the perceptions of employees in the findings chapter supported by literature are used in this section to respond to research question two.

Employees are satisfied to varying degrees with the various aspects of communication at the GCIS. These results supports the notion that communication is multi-dimensional and that every aspect of communication contributes to employee communication satisfaction as suggested by Downs and Hazen (1977:66). Based on these results, four variables contributed to employee communication satisfaction at the GCIS and these are; communication climate, media quality, supervisor-subordinate communications and co-worker communication. From the four variables, the greatest area of satisfaction was indicated with co-worker communications. This underscores the importance of relationships employees have with their colleagues and how these relationships affect their perceptions on trust.

The bureaucratic nature of the GCIS system is also reflected in the findings that show trust in informal communication channels because formal channels are perceived as slow and outdated as a result of bureaucratic processes. Wagner (2013:31) suggests that informal communications tends to be popular in government organisation such as the GCIS in particular because of the impact of bureaucratic systems on internal communication processes.

Although bureaucratic systems are perceived positively by employees as it relates to guaranteeing the credibility of the information, there are unintended consequences, especially if the system affects the ability of employees to receive the information they need to do their work on time. This affects their ability to discharge their core mandate effectively, which is to service communities. Public administration scholars highlight the negative impact of bureaucratic systems on internal communication practices of state institutions and ultimately service delivery (Morudu & Halsal 2017:2; Hesse 2017:1; Khale & Worku 2013:6). If employees are seen as knowledgeable about what is going on in their own organisation, they can affect how the organisation is perceived (Hopper 2009:15).

5.4. Answering research question 3

What is the relationship between communication satisfaction and job satisfaction?

The third objective of the study was to examine whether there is a relationship between communication satisfaction and job satisfaction. Results show that there is an association between how employees perceive communications and how they perceive their jobs at the GCIS. As with most multi-dimensional constructs, certain dimensions of communication satisfaction proved to be more important than others in fostering overall job satisfaction as argued by Downs and Adrian (2004:155). Variables exhibiting the strongest relationship with job satisfaction dimensions were found to be communication climate, supervisor communication and co-worker communication. Significant positive relationships could be attributed to employee' need for aspects of communication such as information and relationships in line with the study conducted by Pincus (1986:395). Insignificant relationships could not be explained, although the study and the GCIS could learn a lot from them. A major conclusion of this study is that there is a strong positive relationship between overall communication satisfaction and job satisfaction at the GCIS.

The results highlight the role played by organisational communication on perceptions about jobs. This is consistent with existing research which found a strong link between the two (Abugre 2011:7; Bakanausskienè et al 2010:21; Byrne & LeMay 2006:149; Ehlers 2003:25; Hopper 2009:74; Nhlapo 2000:10; Sharma 2015:3). Based on comparisons with previous studies, these findings support the idea that each dimension of communication contributes to levels of employee job satisfaction (Downs & Hazen 1977:66). This illustrates of the importance effective communication in state institutions. If communication is effective, results suggests that it will lead to employee job satisfaction. The level of happiness individuals experience with their jobs as a result of effective communication has implications for the success of an organisation (Ramirez 2012:3). It is clear from this research that it is important to not only examine methods of communication in organisations, but to also assess the credibility of the sources in the workplace in order to enhance communication and job satisfaction.

5.5. Answering the main research question

How do employees experience communication and job satisfaction at the GCIS?

Employees are satisfied to varying degrees with the different aspects of communication at the GCIS. There is a strong association between how employees view communication within the organisation and how they view their jobs. A positive correlation finding between the two highlights the role played by organisational communication on perceptions about jobs at the GCIS.

5.6. Concluding arguments

The study explores experiences of employees with communication at the GCIS and examines whether there is a link between employee communication satisfaction and job satisfaction. The quantitative part of the research helped with identification and description of employee perceptions as well as to establish prevalence.

The qualitative part of helped in exploring these perceptions more in-depth. As a result the researcher was able to get a broader understanding of employee experiences. The study argues therefore that internal communication satisfaction in government institutions can only be achieved if employees are satisfied with the different aspects of communication and that perceptions about communication are associated with how employees view their jobs in general. Furthermore, factors that influence internal communications in state institutions should be taken into consideration when examining attitudes and behaviour of employees. The study highlights in particular the impact of bureaucratic systems on internal communication practices of state institutions in South Africa. Given that communication satisfaction is closely associated with job satisfaction, this outcome suggests that communication satisfaction can be used as a yardstick against which internal communication practices in state institutions can be appraised. Based on findings of this research recommendations for improvement of internal communication practices at the GCIS and further research are presented next.

5.7. Recommendations for the GCIS

5.7.1. Internal communications review

The first recommendation is for a strategic review of current internal communication systems and processes at the GCIS. It is clear from the research that centralising communications at the GCIS where tight control is maintained on information although appreciated because of the certainty it provides, unintended consequences of bureaucratic systems on the effectiveness with which information is disseminated could be observed. It is recommended that the review looks at systems in this context and how best to streamline them to help improve their effectiveness. The review to specifically look at channel usage and the effectiveness of each. More importantly, the selection of communication channels must be informed by what the GCIS hopes to achieve with communications, information needs of their target audiences as well as resources available to sustain them.

Furthermore, the analysis to look at the feasibility of using more than 17 different methods to share information with employees by looking at methods individually and weighing them against information needs of the organisation as suggested in the literature. This will help address problems with relevance and perceptions of overload.

5.7.2. Leveraging the Grapevine

Secondly, due to the popularity of the grapevine there is an opportunity for the GCIS to acknowledge and recognise its role among employees. Literature suggests that it is preferred by employees in most organisations because it does not follow a formal structure and allows the flow of information unrestricted (Conrad & Poole 2002:74). Most notably, it is informed by relationships people have with one another; scholars suggest that these relationships often determine the type of communication employees choose to rely on (Robinson & Thelen 2018:1).

The GCIS could consider various ways of encouraging these engagements more especially because information that is exchanged informally can be work related or concern issues that matter most to employees. Amongst others, the GCIS could consider creating more spaces for informal interactions such as socials, social networking platforms for staff, or gathering places where employees can engage with one another informally. It is recommended therefore that as part of a strategic review above, the GCIS incorporates the grapevine into the existing system and have its effectiveness and role interrogated in the same context .

5.7.3. Supervisor-subordinate engagements

Lastly, because it was determined that effective communication is important for organisations, it is recommended that on-going evaluation of internal communication practises be conducted. Supervisors can contribute to the improvement by looking at the way they communicate with their subordinates and how they engage with them.

It is important for them enable two way communications and create an environment where employees feel comfortable to participate and contribute to decision making in order that relationships based trust can be created. It is the supervisor's responsibility to motivate employees to turn the vision and goals of the organisation into a reality. Supervisors can educate their employees within their respective divisions of the need and importance of effective internal communication practices.

5.8. Limitations and recommendations for future research

The first limitation relates to the size of the sample used in the study. As reported in section 3.5.2.1, chapter 3, a factor analysis for the CSQ and the JDI could not be done because the sample size was too small. Consideration was given to the fact that the construct validity of the CSQ and JDI had previously been determined (Clampitt & Girard 1987:1; Clampitt & Girard 1993:85; Bowling et al 2008:1151). The mode of soliciting survey responses, which is an email in this case, could have left participants feeling that they could be easily identifiable which may account for the low response rate. Anonymous tools for soliciting responses could have been used instead. In addition, a participant response bias may have arisen because logically no employee who is expected to comment on job satisfaction within their work environment, would be willing to provide negative responses about their job satisfaction using a work email address.

The qualitative richness of interview data could have been enhanced by including newer employees in the sample considering the fact that only employees who have been with the GCIS longer participated in the study. Newer employees could have offered a different perspective, making it possible to get a more holistic understanding. Furthermore, interviews could have been more structured to specifically include questions on satisfaction dimensions in order to respond to objectives of the study.

Another limitation is that only employees based at the GCIS head office were chosen for this research. It means that findings from the study are not generalisable to the GCIS as a whole. The study also focuses on the GCIS as a state institution, findings cannot be applied to all state institutions in South Africa. It is therefore recommended that a similar study be conducted within the government sector as this will provide a holistic view of communication experiences in state institutions in South Africa.

In addition, a follow up study to be conducted at the GCIS to measure the implementation of the recommendations made in the study. Research on important concepts of job satisfaction and communication satisfaction to be conducted at the GCIS with a bigger and more inclusive sample to assess employee perceptions over time to see if there are any changes. This insight could be used to better understand factors that contribute to communication satisfaction in state institutions, knowledge that could be employed in the development of strategies in the future.

To further enhance understanding in the field, research to be conducted to better understand the influence of bureaucratic systems of government on internal communication practices of state institutions. This could present a new avenue for academics researchers and government communication scholars.

5.9. Conclusion

This research started by discussing the problem of understanding communication and job satisfaction experiences of employees in a state institution. Herein the role of internal communication in the effective functioning of organisations was observed. Based on the problem statement, literature was reviewed to better understand it. In this regard, the literature review started by focusing on the theoretical framework that guided the research and focused on organisational communication more broadly. The second part of the literature review focused on specific aspects which impact communication experiences. From this review key constructs and concepts were discovered which were used to test communication and job satisfaction experiences of employees at the GCIS.

These constructs / concepts were later used to answer research questions posed at the beginning of the study. Findings from the research were used to construct recommendations for the improvement of internal communication practices at the GCIS, thereby answering the main research question stated at the beginning of the research. Findings of this study combined with the use of rigorous statistical procedures and the research design makes this study unique in its contribution and presents academics and government communication scholars with a different perspective.

5.10. Concluding remarks

It is evident from this research that the unique environment within which state institutions operate cannot be ignored when seeking to understand attitudes and behaviour of state employees. More importantly, the influence of bureaucratic systems of government on the effectiveness of their internal communication practices. The complexity of government communications and the unique environment within which it is practiced will continue to be a subject of interest for many public sector investigations given its importance for 21st century politics. Opportunities provided by this study for further research are exciting. Organisational communication researchers need to tap into these opportunities as they navigate the complex and dynamic process of communication in state institutions.

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APPENDIX A: SURVEY QUESTIONNAIRE

You are invited to participate in an academic research study conducted by Margaret-Ann Dingalo, a master's student at the University of South Africa. The purpose of the study is to investigate employee experiences with internal communications at the GCIS as well as whether their perceptions of communication affect how they perceive their jobs. Participation in the study is voluntary, should you wish to participate, an informed consent form has been attached for your information and signature. Please answer all questions as honestly as possible. It is important to get your honest opinion on communication at the GCIS. Your answers are completely confidential and your identity will be protected. It should take approximately 20 minutes to complete the questionnaire.

Please take a moment to complete this questionnaire and submit the completed version to margaredingalo@gmail.com before the 14 February 2019.

Key components being evaluated in this survey

- **Identification of internal communication methods**
- **Communication satisfaction**
- **Job satisfaction**

General Information

Please mark your choice with an X next to the relevant box.

1. Qualifications

No Matric	<input type="checkbox"/>
Matric	<input type="checkbox"/>
Degree & postgraduate	<input type="checkbox"/>

2. Length of service

Less than 5 years	<input type="checkbox"/>
6-10 years	<input type="checkbox"/>
Longer than 10 years	<input type="checkbox"/>

3. Rank

Lower level	<input type="checkbox"/>
Middle management	<input type="checkbox"/>
Senior management	<input type="checkbox"/>

4. Awareness

Below is a list of internal communication methods used by the GCIS. Please mark methods you are personally aware of with an X.

(multiple responses are allowed)

4.1 Departmental meetings	<input type="checkbox"/>
4.2. GCIS Websites	<input type="checkbox"/>
4.3 Emails	<input type="checkbox"/>
4.4 Staff meetings	<input type="checkbox"/>
4.5 Word of Mouth	<input type="checkbox"/>
4.6 Posters on walls	<input type="checkbox"/>
4.7 Electronic boards	<input type="checkbox"/>
4.8 Supervisors	<input type="checkbox"/>
4.9 Internal communication staff	<input type="checkbox"/>
4.10 Induction documents	<input type="checkbox"/>
4.11 Memos	<input type="checkbox"/>

5. Usefulness of communication methods

5.1 Which of the internal communication methods identified below have you personally used or received information from? Indicate your choice by selecting a Yes or No option								
	Platform Usage		5.13 How useful is the source in terms of your understanding the GCIS internal communication Policy?					
	Yes	No	Not at all	Just a little	Somewhat	Completely	Don't know	
5.2 Departmental Meetings	1	2	1	2	3	4	5	
5.3 GCIS Websites	1	2	1	2	3	4	5	
5.4 Emails	1	2	1	2	3	4	5	
5.5 Staff meetings	1	2	1	2	3	4	5	
5.6 Word of Mouth	1	2	1	2	3	4	5	
5.7 Posters on Walls	1	2	1	2	3	4	5	
5.8 Electronic boards	1	2	1	2	3	4	5	
5.9 Supervisors	1	2	1	2	3	4	5	
5.10 Internal communication staff	1	2	1	2	3	4	5	
5.11 Induction documents	1	2	1	2	3	4	5	
5.12 Memos	1	2	1	2	3	4	5	

COMMUNICATION SATISFACTION DIMENSIONS

Communication climate

Listed below are different types of information associated with a person's job. Please indicate your level of satisfaction with each type of information by rating statements on a scale of 1 to 5: 1= Very dissatisfied, 2= Dissatisfied, 3 = Neutral, 4 = satisfied, 5= Very satisfied

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
6 Communication at the GCIS makes me feel valued	1	2	3	4	5
7 Information received from the GCIS helps me to do my work	1	2	3	4	5
8 Information received from the GCIS helps me to understand my role in in the organisation	1	2	3	4	5
9 Information received from staff news	1	2	3	4	5
10 Information to help me solve work related problems	1	2	3	4	5

Media quality

Employees at the GCIS depend on information they receive from the organisation in order to educate citizens about the work of government. Think about the information you currently receive and indicate how you feel about it by choosing an option which most reflects your views on a scale of 1-5

11 Information received from the GCIS is accurate	1	2	3	4	5
12 Information received from the GCIS can be trusted	1	2	3	4	5
13. Information received from the GCIS is adequate	1	2	3	4	5
14. I receive information I need to do my work on time	1	2	3	4	5

Supervisor-subordinate communication

Listed below are different statements which relate to communications between supervisors and people reporting to them in organisations. Please indicate your level of satisfaction with each type of information by rating statements below on a scale of 1 to 5.

Supervisor communication

	Not at All	Just a little	Somewhat	Completely	Don't Know
15. I understand what is expected of me in my work	1	2	3	4	5
16. My supervisor listens to me	1	2	3	4	5
17. I receive guidance I need to do my job	1	2	3	4	5
18. My supervisor respects my opinions	1	2	3	4	5
19. I am comfortable initiating communication with my supervisor	1	2	3	4	5

NB: Complete the section below if you have people reporting to you

Sub-ordinate communications

	Not at All	Just a little	Somewhat	Completely	Don't Know
20. My subordinates are willing to receive instructions given on tasks	1	2	3	4	5
21. My sub-ordinates are open to suggestions	1	2	3	4	5
22. My subordinates provide me with information I need to make decisions	1	2	3	4	5
23. My sub-ordinates are willing to share their concerns with me	1	2	3	4	5

Co-worker communications

Communication, trust and relationships are important between people who work together. Please indicate your level of satisfaction based on statements below on a scale of 1-5.

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
24. Informal networks at the GCIS	1	2	3	4	5
25. Relationship with co-workers	1	2	3	4	5
26. I trust information received from co-workers	1	2	3	4	5
27. Communication with colleagues from other government departments.	1	2	3	4	5

Personal feedback

Employees are interested in knowing how their contributions are evaluated and performance judged in organisations. Reflecting on your work at the GCIS, please indicate your level of satisfaction based on statements below on a scale of 1-5.

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
28. feedback on my performance	1	2	3	4	5
29. Feedback on work done with other departments	1	2	3	4	5
30. Information on how performance is judged in the organisation	1	2	3	4	5

Corporate information

Think about overall information you receive from the GCIS about the organisation. Please indicate your level of satisfaction with this information based on statements below on a scale of 1-5.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
31. Over all information received about the GCIS is adequate	1	2	3	4	5
32. I receive information on important programs and initiatives at the GCIS	1	2	3	4	5
33. I receive information on GCIS performance	1	2	3	4	5
34. I receive information on new changes and developments in the organisation	1	2	3	4	5

JOB SATISFACTION DIMENSIONS

Pay

Think about the pay you currently receive at the GCIS and rate the following on a scale of 1-5.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
35. Pay is fair	1	2	3	4	5
36. Compares with industry norms	1	2	3	4	5
37. Compares with others doing the same job in the organisation	1	2	3	4	5
38. Is in line with my skills and experience	1	2	3	4	5

Promotional opportunities

Think about promotional opportunities at the GCIS and rate the following on a scale of 1-5.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
39. I am provided with opportunity to apply my knowledge and skills	1	2	3	4	5
40. There are opportunities for growth at the GCIS	1	2	3	4	5
41. The GCIS provides training for staff	1	2	3	4	5
42. My contribution is acknowledged at the GCIS	1	2	3	4	5

Supervision at work

Think about the supervision you currently receive and rate the following on a scale of 1-5.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
43. I receive support from my supervisor	1	2	3	4	5
44. The supervision I receive is adequate	1	2	3	4	5
45. I am comfortable engaging with my supervisor	1	2	3	4	5
46. My supervisor has the necessary work experience	1	2	3	4	5

Co-worker communication

Think about the people you work with and indicate your level of satisfaction with the following on a scale of 1-5.

	Very Dissatisfied Disagree	Dissatisfied	Neutral	Satisfied	Very Satisfied
47. Support received from co-workers	1	2	3	4	5
48. Relationship with co-workers	1	2	3	4	5
49. Collaboration on important projects	1	2	3	4	5
50. Communication with co-workers	1	2	3	4	5

Working conditions

Think about your current working conditions and indicate your level of satisfaction with the following on a scale of 1-5.

	Very Dissatisfied Disagree	Dissatisfied	Neutral	Satisfied	Very Satisfied
51. General Working conditions	1	2	3	4	5
52. Working methods	1	2	3	4	5
53. Working tools	1	2	3	4	5
54. Safety and security of facilities	1	2	3	4	5

END

THANK YOU FOR PARTICIPATING IN THE SURVEY

Communication satisfaction questionnaire: Carl W Downs and Michael Hazen 1977. Adapted with permission.

Abridged Job Description Index: Bowling Green State University. Copy right 1975. Adapted with permission.

APPENDIX B: INTERVIEW SCHEDULE

UNDERSTANDING COMMUNICATION EXPERIENCES OF EMPLOYEES AT A STATE INSTITUTION

Before the interview

Introduction

- *Thank participants for agreeing to participate in the study.*
- *Explain the purpose of the study, what it seeks to achieve and conditions for participation in the study.*
- *Deal with issues of informed consent and explain options to participant's e. g voluntary nature of participation and options to opt out.*
- *Distribute concern forms for signature before interviews start.*

Process

- *Explain the process of the interview.*
- *How long it will take and how many questions (Seven questions and will take not more than 45 minutes).*
- *Find out if participants are able to sit for interviews at that time.*
- *Indicate that the interviews will be recorded and why it is important, explain issues of confidentiality and this information will be used and stored. Get permission to record.*

Start interviews questions

Start with demographic questions to ease participants in

DEMOGRAPHIC INFORMTION:

1. How many years are you employed at the GCIS?

- Less than 5 years
- 6-10 years
- more than 10 years

2. What is your position in the organisation?

- Lower level employee
- Middle manager
- Senior manager

3. What is your highest qualification?

- Less than Matric
- Matric
- Degree/ post graduate qualification

SOURCES OF INFORMATION:

4. What is your main source of information at the GCIS?

RELIABLE SOURCES:

5. Do you consider these sources reliable and why?

6. How do you think the GCIS can improve the way it communicates with staff?

COMMUNICATION ISSUES:

7. Suggestions on how it can improve on current methods? *Follow up question where needed.*

8. With regard to internal communication at the GCIS, what did this interview not cover that you would like to highlight or share?

Ending

APPENDIX C: PERMISSION TO USE THE DOWNS AND HAZEN TOOL

On Sun, Sep 2, 2018 at 10:26 PM Hazen, Michael <hazen@wfu.edu> wrote:

Dear Ms. Dingalo,

I have received your request for permission to use the Organizational Communication Satisfaction Questionnaire. You have my permission to use the questionnaire in your research.

Our only request is that you provide us with a copy of your results when you have finished your study.

I hope that your research goes well. Please let me know if you have any questions.

Sincerely,

Michael David Hazen, Ph.D.

APPENDIX D: PERMISSION TO USE THE JDI TOOL

From: JDI Research Assistance <jdi_ra@bgsu.edu>

Date: Fri, Aug 31, 2018 at 2:40 PM

Subject: Re: Request permission to use the Jdi tool

To: Margaret Dingalo <margaretdingalo@gmail.com>

Cc: Margaret.dingalo@dcs.gov.za <Margaret.dingalo@dcs.gov.za>

Hi Margaret,

You have our permission to use the JDI and related measures for your research. Best of luck with your project!

Claire Smith

JDI Research Assistant

Bowling Green State University

Email: jdi_ra@bgsu.edu

Tel: (419) 372-2693

APPENDIX E: INTERVIEW TRANSCRIPT

COMMUNICATION EXPERIENCES OF EMPLOYEES AT THE GCIS

PARTICIPANT 7

Interviewer : How many years are you employed at the GCIS?

Participant: 2 years

Interviewer : What is your position in the organisation?

Participant : Lower level employee.

Interviewer : What is your highest qualification?

Participant : Degree.

Interviewer : What is your main source of information at the GCIS?

Participant : Staff meetings, GCIS Website, Information I receive from colleagues, Posters in the toilets, emails and staff newsletters.

Interviewer : Do you consider these sources reliable and why?

Participant : Yes, I do, but in most cases information that is shared with us on these platforms is old news, we would hear about these things in the corridors before we hear about them there.

Interviewer : How do you think the GCIS can improve the way it communicates with staff?
Suggestions on how it can improve on current methods?

Participant : Perhaps if they can find a way of making sure that we receive information from official sources first before we hear from the corridors. Sometimes information received from staff newsletters does not focus on work related information, they tend to focus too much on staff related matters, which are important, but if we do not receive information that is related to our work, it does not help.

Interviewer : With regards to internal communication at the GCIS, what did this Interview not cover that you would like to highlight or share?

Participant : I think there is a lot that they can do with the website. Sometimes when you look for information from the intranet, like policies and stuff, information is not up dated. It is important that they keep their web sites up to date.

APPENDIX F1: FREQUENCY DISTRIBUTION OF THE COMMUNICATION SATISFACTION QUESTIONNAIRE

Table F.1.1: Frequency distribution of the Communication satisfaction Questionnaire (n=40)

Questions	1	2	3	4	5	Bottom score (Not Satisfied)	Top score (Satisfied)
Q7. Information received from the GCIS helps me to do my work	0	7	4	29	0		
	0%	18%	10%	73%	0%	27%	73%
Q8. Information received from the GCIS helps me to understand my role in in the organisation	0	9	4	26	1		
	0%	23%	10%	65%	3%	32%	68%
Q9. Information received from staff news	0	2	4	33	1		
	0%	5%	10%	83%	3%	15%	85%
Q10. Information to help me solve work related problems	0	19	4	16	1		
	0%	48%	10%	40%	3%	58%	42%
Q11. Information received from the GCIS is accurate	0	0	10	29	1		
	0%	0%	25%	73%	3%	25%	75%
Q12. Information received from the GCIS can be trusted	0	0	14	25	1		
	0%	0%	35%	63%	3%	35%	65%
Q13. Information received from the GCIS is adequate	4	11	15	10	0		
	10%	28%	38%	25%	0%	75%	25%
Q14. I receive information I need to do my work on time	6	11	16	7	0		
	15%	28%	40%	18%	0%	83%	17%
Q15. I understand what is expected of me in my work	1	5	8	26	0		
	3%	13%	20%	65%	0%	35%	65%
Q16. My supervisor listens to me	6	6	13	15	0		
	15%	15%	33%	38%	0%	62%	38%
Q17. I receive guidance I need to do my job	2	9	11	18	0		
	5%	23%	28%	45%	0%	55%	45%
Q18. My supervisor respects my opinions	8	5	12	15	0		
	20%	13%	30%	38%	0%	62%	38%
Q19. I am comfortable initiating communication with my supervisor	3	6	12	19	0		
	8%	15%	30%	48%	0%	52%	48%
Q20. My subordinates are willing to receive instructions given on tasks	0	0	2	20	0		
	0%	0%	9%	91%	0%	9%	91%
Q21. My sub-ordinates are open to suggestions	0	0	5	17	0		
	0%	0%	23%	77%	0%	23%	77%
Q22. My subordinates provide me	1	8	7	6	0		

with information I need to make decisions	5%	36%	32%	27%	0%	73%	27%
Q23. My sub-ordinates are willing to share their concerns with m	0	4	12	6	0		
	0%	18%	55%	27%	0%	73%	27%
Q24. Informal networks at the GCIS	1	1	6	29	3		
	3%	3%	15%	73%	8%	19%	81%
Q25. Relationship with co-workers	1	0	3	32	4		
	3%	0%	8%	80%	10%	10%	90%
Q26. I trust information received from co-workers	1	0	2	34	3		
	3%	0%	5%	85%	8%	7%	93%
Q27. Communication with colleagues from other government departments.	0	2	21	16	1		
	0%	5%	53%	40%	3%	57%	43%
Q28. feedback on my performance	0	10	4	25	1		
	0%	25%	10%	63%	3%	34%	66%
Q29. Feedback on work done with other departments	0	2	25	12	1		
	0%	5%	63%	30%	3%	67%	33%
Q30. Information on how performance is judged in the organisation	1	5	8	25	1		
	3%	13%	20%	63%	3%	34%	66%
Q31. Over all information received about the GCIS is adequate	1	16	2	20	1		
	3%	40%	5%	50%	3%	47%	53%
Q32. I receive information on important programs and initiatives at the GCIS	0	2	1	35	2		
	0%	5%	3%	88%	5%	7%	93%
Q33. I receive information on GCIS performance	0	13	5	21	1		
	0%	33%	13%	53%	3%	44%	56%
Q34. I receive information on new changes and developments in the organisation	0	9	2	29	0		
	0%	23%	5%	73%	0%	27%	73%

APPENDIX F2: FREQUENCY DISTRIBUTION OF THE JOB SATISFACTION QUESTIONNAIRE

Table F2.1: Frequency distribution of the Job Satisfaction Questionnaire (n=40)

Questions	1	2	3	4	5	Bottom Box (Not Satisfied)	Top Box (Satisfied)
Q35. Pay is fair	4	16	2	18	0		
	10%	40%	5%	45%	0%	55%	45%
Q36. Compares with industry norms	1	9	15	14	0		
	3%	23%	38%	36%	0%	64%	36%
Q37. Compares with others doing the same job in the organisation	2	11	6	20	1		
	5%	28%	15%	50%	3%	47%	53%
Q38. Is in line with my skills and experience	3	17	2	17	1		
	8%	43%	5%	43%	3%	56%	44%
Q39. I am provided with opportunity to apply my knowledge and skills	1	15	0	23	1		
	3%	38%	0%	58%	3%	39%	61%
Q40. There are opportunities for growth at the GCIS	1	15	5	19	0		
	3%	38%	13%	48%	0%	52%	48%
Q41. The GCIS provides training for staff	1	4	1	31	2		
	3%	10%	3%	79%	5%	16%	84%
Q42. My contribution is acknowledged at the GCIS	2	14	2	21	1		
	5%	35%	5%	53%	3%	44%	56%
Q43. I receive support from my supervisor	2	15	0	21	2		
	5%	38%	0%	53%	5%	42%	58%
Q44. The supervision I receive is adequate	2	15	0	21	2		
	5%	38%	0%	53%	5%	42%	58%
Q45. I am comfortable engaging with my supervisor	1	14	2	21	2		
	3%	35%	5%	53%	5%	42%	58%
Q46. My supervisor has the necessary work experience	0	7	11	20	2		
	0%	18%	28%	50%	5%	45%	55%
Q47. Support received from co-workers	0	0	3	33	4		
	0%	0%	8%	83%	10%	7%	93%
Q48. Relationship with co-workers	0	1	4	31	4		
	0%	3%	10%	78%	10%	12%	88%
Q49. Collaboration on important projects	1	1	2	34	2		
	3%	3%	5%	85%	5%	10%	90%
Q50. Communication with co-workers	0	0	3	30	7		
	0%	0%	8%	75%	18%	7%	93%

Q51. General Working conditions	0	13	5	20	2		
	0%	33%	13%	50%	5%	45%	55%
Q52. Working methods	0	19	4	17	0		
	0%	48%	10%	43%	0%	57%	43%
Q53. Working tools	0	0	2	36	2		
	0%	0%	5%	90%	5%	5%	95%
Q54. Safety and security of facilities	0	1	1	37	1		
	0%	3%	3%	93%	3%	4%	96%

APPENDIX G: ITERATIVE RELIABILITY ANALYSIS OF THE COMMUNICATION QUESTIONNAIRE SCALES

Scale: Communication climate

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q7. Information received from the GCIS helps me to do my work	6,45	2,715	,598	,399	,698
Q8. Information received from the GCIS helps me to understand my role in in the organisation	6,53	2,307	,674	,470	,602
Q10. Information to help me solve work related problems	7,03	2,230	,550	,312	,761
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,767		10,00	4,872	2,207	3

The Cronbach Alpha (CA) value for communication climate (items 7,8 & 10) was .767, indicating an acceptable internal consistency. The item-total correlation of all items is higher than 0.3, which indicates that all the items correlate well with the overall scale for the group. The initial questionnaire included a fourth item (item 9), but as the item-total correlation was low and the CA with the item included would have been .662, it was deleted to help increase the CA value (Field 2018:826).

Scale: Media quality

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q11. Information received from the GCIS is accurate	9,05	3,792	,644	,603	,675
Q12. Information received from the GCIS can be trusted	9,15	3,926	,491	,518	,721
Q13. Information received from the GCIS is adequate	10,05	2,356	,678	,480	,597
Q14. I receive information I need to do my work on time	10,23	2,692	,517	,336	,718
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,742		12,83	5,225	2,286	4

The Cronbach Alpha value for media quality (items 11,12.13 &14) was .742, indicating an acceptable internal consistency. The item-total correlation of all items is higher than 0.3, which indicates that all the items correlate well with the overall scale for the group. Deletion of any of the items would not have increased the Cronbach's Alpha value.

Scale: Supervisor communication

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q15. I understand what is expected of me in my work	12,08	15,507	,763	,640	,967
Q16. My supervisor listens to me	12,63	12,702	,946	,923	,937
Q17. I receive guidance I need to do my job	12,43	13,738	,928	,866	,941
Q18. My supervisor respects my opinions	12,70	12,267	,935	,923	,941
Q19. I am comfortable initiating communication with my supervisor	12,38	13,933	,871	,773	,950
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,958		15,55	21,074	4,591	5

The Cronbach Alpha value for supervisor communication (items 15,16,17,18 & 19) was .958, indicating an acceptable internal consistency. Although the overall CA for the scale will increase to .967 if item 15 is deleted, the CA for the scale is acceptable with the item included, it was therefore kept. The item-total correlation of all items is higher than 0.3, which indicates that all the items correlate well with the overall scale for the group.

Scale: Co-worker communication

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q24. Informal networks at the GCIS	11,30	2,062	,652	,515	,653
Q25. Relationship with co-workers	11,15	2,233	,680	,600	,641
Q26. I trust information received from co-workers	11,15	2,336	,683	,501	,645
Q27. Communication with colleagues from other government departments.	11,70	2,933	,279	,120	,842
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,762		15,10	3,938	1,985	4

The Cronbach Alpha value for co-worker communication (items 24,25.26 & 27) was .762, indicating an acceptable internal consistency. Although overall CA will increase to .842 if item 27 is deleted, the CA for the scale is acceptable with the item included, it was therefore kept. The item-total correlation of all items is higher than 0.3, which indicates that all the items correlate well with the overall scale for the group.

Scale: Personal feedback

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q28. feedback on my performance	6,80	1,292	,510	,261	,317
Q29. Feedback on work done with other departments	6,93	2,174	,341	,139	,590
Q30. Information on how performance is judged in the organisation	6,73	1,589	,396	,178	,510
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,595		10,23	3,153	1,776	3

The Cronbach Alpha value for personal feedback (items 28, 29, & 30) was .595, indicating an unacceptable internal consistency. Deletion of any of the items would not have increased the Cronbach's Alpha value. The scale was not included for inferential statistical analysis. It was however interpreted for descriptive purposes.

Scale: Corporate information

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q31. Over all information received about the GCIS is adequate	10,68	2,994	,411	,227	,546
Q32. I receive information on important programs and initiatives at the GCIS	9,85	4,541	,356	,221	,593
Q33. I receive information on GCIS performance	10,53	3,076	,487	,292	,470
Q34. I receive information on new changes and developments in the organisation	10,28	3,640	,389	,181	,550
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,616		13,78	5,615	2,370	4

The Cronbach Alpha value for corporate information (items 31,32, 33 & 34) was .616, indicating an unacceptable internal consistency. Deletion of any of the items would not have increased the Cronbach's Alpha value. The scale was not included for inferential statistical analysis. It was however interpreted for descriptive purposes.

Scale: Pay

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q35. Pay is fair	9,26	7,406	,901	,884	,916
Q36. Compares with industry norms	9,08	9,073	,830	,709	,941
Q37. Compares with others doing the same job in the organisation	8,92	8,231	,844	,738	,933
Q38. Is in line with my skills and experience	9,21	7,325	,915	,894	,911
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,944		12,15	13,976	3,738	4

The Cronbach Alpha value for pay (items 35, 36, 37 & 38) was .944, indicating an acceptable internal consistency. The item-total correlation of all items is higher than 0.3, which indicates that all the items correlate well with the overall scale for the group. Deletion of any of the items would not have increased the Cronbach's Alpha value.

Scale: Promotion opportunities

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q39. I am provided with opportunity to apply my knowledge and skills	9,92	6,126	,897	,826	,805
Q40. There are opportunities for growth at the GCIS	10,03	6,920	,803	,738	,845
Q41. The GCIS provides training for staff	9,36	8,920	,502	,308	,942
Q42. My contribution is acknowledged at the GCIS	10,00	6,105	,875	,803	,815
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,892		13,10	12,042	3,470	4

The Cronbach Alpha value for promotional opportunities (items 39,40, 41 & 42) was .892, indicating an acceptable internal consistency. Although the overall CA for the scale will increase to .942 if item 41 is deleted, the CA for the scale is acceptable with the item included, it was therefore kept. The item-total correlation of all items is higher than 0.3, which indicates that all the items correlate well with the overall scale for the group.

Scale: Supervision at work

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q43. I receive support from my supervisor	9,80	8,113	,961		,913
Q44. The supervision I receive is adequate	9,80	8,113	,961		,913
Q45. I am comfortable engaging with my supervisor	9,73	8,666	,929		,923
Q46. My supervisor has the necessary work experience	9,53	10,974	,716		,984
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,952		12,95	15,690	3,961	4

The Cronbach Alpha value for supervision at work (items 43,44.45 & 46) was .952, Indicating an acceptable internal consistency. Although overall CA for the scale will increase to .984 if item 46 is deleted, the CA for the scale is acceptable with the item included, it was therefore kept. The item-total correlation of all items is higher than 0.3, which indicates that all the items correlate well with the overall scale for the group.

Scale: Co-worker communication

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q47. Support received from co-workers	11,93	2,174	,538	,327	,830
Q48. Relationship with co-workers	12,00	1,641	,761	,584	,728
Q49. Collaboration on important projects	12,08	1,558	,646	,450	,797
Q50. Communication with co-workers	11,85	1,823	,712	,517	,756
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,826		15,95	3,023	1,739	4

The Cronbach Alpha value for co-worker communication (items 47,48, 49 & 50) was .826, indicating an acceptable internal consistency. Although the overall CA for the scale will increase to .830 if item 47 is deleted, the CA for the scale is acceptable with the item included, it was therefore kept. The item-total correlation of all items is higher than 0.3, which indicates that all the items correlate well with the overall scale for the group.

Scale: Work environment

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q51. General Working conditions	2,95	,921	,746	,557	
Q52. Working methods	3,28	,974	,746	,557	
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,854		6,23	3,307	1,819	2

The Cronbach Alpha value for work environment (items 51 & 52) was .854, indicating an acceptable internal consistency. The item-total correlation for the two items are higher than 0.3, which indicates that they correlate well with the overall scale for the group. The initial questionnaire had four items which included items 53 and 54, but as the item-total correlation for both was low and the CA with both items included would have been .675, they were both deleted because their exclusion improved the reliability of the scale. (Field 2018:826).

Scale: subordinate communication sub-scale (n=22)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q20. My subordinates are willing to receive instructions given on tasks	9,68	3,180	,305	,565	,805
Q21. My sub-ordinates are open to suggestions	9,82	2,632	,554	,620	,715
Q22. My subordinates provide me with information I need to make decisions	10,77	1,232	,761	,860	,601
Q23. My sub-ordinates are willing to share their concerns with m	10,50	1,690	,803	,833	,530
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
,753		13,59	3,587	1,894	4

The Cronbach Alpha value for subordinate communication (items 20,21,22, & 23) was .753, indicating an acceptable internal consistency. Although the overall CA for the scale will increase to .805 if item 20 is deleted, the CA for the scale is acceptable with the item included, it was therefore kept. The item-total correlation of all items is higher than 0.3, which indicates that all the items correlate well with the overall scale for the group.

APPENDIX H: ETHICAL CLEARANCE



UNISA COMMUNICATION SCIENCE ETHICS REVIEW COMMITTEE

Date 6 December 2018

Dear MS MARGARET-ANN LIMAKATSO DINGALO

NHREC Registration #: Rec-240816-052
ERC Reference #: 2018-COMMSCIENCE-CHS-56878761
Name: ML DINGALO
Student #: 56878761

Decision:
Ethics Approval from 6 December 2018 to 6 December 2021

Researcher(s): MS Margaret-Ann Limakatso Dingalo

Supervisor (s): Dr Louise Van Dyk
Department of Communication Science
vdkli@unisa.ac.za
012 429 2148

Working title of research:

Understanding communication experiences and job satisfaction of employees at a government institution

Qualification: Masters

Thank you for the application for research ethics clearance by Department of Communication Science Ethics Review Committee for the above mentioned research. Ethics approval is granted for three years.

*The **low risk application** was **reviewed** by a Sub-committee of URERC on 6 November 2018 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The decision will be tabled at the next Committee meeting on 11 January 2019 for ratification.*

The proposed research may now commence with the provisions that:



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1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the **Communication Science Ethics Review Committee**.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
7. No field work activities may continue after the expiry date (**6 December 2021**). Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

*The reference number **2018-COMMSCIENCE-CHS-56878761** should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.*

Yours sincerely,

Signature:



Mr Gibson Chauke

Chair of Communication Science Ethics Review Committee

E-mail: chauke1@unisa.ac.za

Tel: (012) 429-6843

APPENDIX I: PERMISSION TO CONDUCT THE STUDY AT THE GCIS

 <p>government communications Department: Government Communication & Information System REPUBLIC OF SOUTH AFRICA</p>	Research Project Confidentiality Form
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The GCIS has granted you the permission to conduct research in the department. Please note that confidential information and documents will be shared with you and the GCIS requires that this information be protected at all times.

The GCIS is willing to make data available for research and analysis purposes in order for you to obtain your qualification and also for the department to improve its operations.

MARGARET ANNE JIMENA TSO BINGALEO
(insert typed name and address of research organisation)

(Researcher:) and the GCIS agree as follows:

I. INFORMATION SUBJECT TO THIS AGREEMENT

1. All data containing personal information collected from the GCIS by the researcher and all information derived from that data, and all data resulting from merges, matches or other uses of the data provided by the department with other data, are subject to this agreement and are referred to herein as the "subject data."
2. The researcher may use the subject data only for approved purposes stated in the Research Proposal Application letter attached hereto.

II. INDIVIDUALS WHO MAY HAVE ACCESS TO SUBJECT DATA

The researcher agrees to limit and restrict access to the subject data to the following two entities:

1. The researcher will make the information and data available to the institution and in line with the institution's requirements.
2. The researcher will also submit a copy of the final research document (thesis or dissertation) to the GCIS.

III. LIMITATIONS ON DISCLOSURE

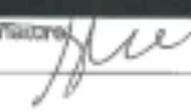
RESEARCH PROJECT CONFIDENTIALITY FORM I

1. The researcher shall not use or disclose the subject data for any purpose not expressly stated in the Research Proposal Application letter approved by the GCIS unless the researcher has obtained written approval from the department in advance.

VI. TERMINATION OF THIS AGREEMENT

1. This agreement shall be terminated in 12 months from the date it is signed by the GCIS. However, both parties may extend it in writing.
2. Any violation of the terms and conditions of this agreement may result in immediate revocation of this agreement by the GCIS.
 - a. The GCIS may initiate revocation of this agreement by written notice to the researcher, indicating the factual basis and grounds of revocation.
 - b. Upon receipt of the written notice of revocation, the researcher shall immediately cease all research activities related to the agreement until the issue is resolved. The researcher will have three business days to submit a written response to the GCIS, indicating why the agreement should not be revoked.
 - c. The Chief Director: Human Resources, shall decide whether to revoke this agreement based on all the information available. The GCIS shall provide written notice of its decision to the researcher within 10 business days after receipt of the response. These time frames may extend for good cause.

By signing below, the individual researcher or official of the research organisation certifies that he/she has the authority to bind the research organisation to the terms of this agreement and that the research organisation has the capability to undertake the commitments in this agreement.

1. Location at which the subject data will be maintained and analysed. PARTNER PROTECTED PERSONAL COMPUTER	
2. Print name of representative (GCIS)	3. Signature:
4. Date signed: 5/7/2018	
8. Print name of the researcher MURRAY HAN JUMBERTO BUNCALO	10. Signature: 
11. Date signed 5/7/2018	

RESEARCH PROJECT CONFIDENTIALITY FORM 2

APPENDIX J: PARTICIPANT INFORMATION SHEET AND INFORMED CONSENT: SURVEY / INTERVIEWS

19 NOVEMBER 2018

TITLE: UNDERSTANDING COMMUNICATION EXPERIENCES AND JOB SATISFACTION OF EMPLOYEES AT A STATE INSTITUTION

Dear Prospective Participant

Student research project

My name is **Margaret-Ann Limakatso Dingalo** and I am doing research with **DR Louise Van DyK**, a senior lecturer in the Department of Communication Science towards a Master's degree in Communications at the University of South Africa. We are inviting you to participate in a study entitled: **Understanding communication experiences and job satisfaction of employees at a state institution.**

WHAT IS THE PURPOSE OF THE STUDY?

This study is expected to collect important information that could assist the GCIS identify areas that require attention in order to improve their internal communication practices while theoretically helping to enhance understanding in the field of organisational communication.

WHY AM I BEING INVITED TO PARTICIPATE?

You have been identified to participate in the study as a current employee of the GCIS. You were selected from a list of employees provided by the GCIS Human resources department. The number of employees required to participate in this study is 167 out of a total of 292 located at the GCIS head office in Pretoria.

WHAT IS THE NATURE OF MY PARTICIPATION IN THIS STUDY?

You are requested to participate in a survey by answering a number of questions. The survey questionnaire has a total of 54 closed-ended questions, three of which relate to demographic information. It will take on average 20 minutes to complete the questionnaire.

CAN I WITHDRAW FROM THIS STUDY EVEN AFTER HAVING AGREED TO PARTICIPATE?

Participating in this study is voluntary and you are under no obligation to consent to participation. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a written consent form. You are free to withdraw at any time and without giving a reason.

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?

Your participation in this study will help the researcher to identify areas that the GCIS can focus on to help improve internal communication methods and practices while at the same time helping to improve existing knowledge in the field of organizational communication.

ARE THERE ANY NEGATIVE CONSEQUENCES FOR ME IF I PARTICIPATE IN THE RESEARCH PROJECT?

At this stage, there are no risks anticipated with your participation in the study. However, should any unexpected injury or harm occur attributable to this study arrangements have been made with the GCIS Human resources department to provide the necessary support.

WILL THE INFORMATION THAT I CONVEY TO THE RESEARCHER AND MY IDENTITY BE KEPT CONFIDENTIAL?

You have the right to insist that your name will not be recorded anywhere and that no one, apart from the researcher and identified members of the research team, will know about your involvement in this research. Your name will not be recorded anywhere and no one will be able to connect you to the answers you give.

Your answers will be given a code number or a pseudonym and you will be referred to in this way in the data, any publications, or other research reporting methods such as conference proceedings.

Your answers may be reviewed by people responsible for making sure that research is done properly, including the transcriber, external coder, and members of the Research Ethics Review Committee. Otherwise, records that identify you will be available only to people working on the study, unless you give permission for other people to see the records. A report of the study may be submitted for publication, but individual participants will not be identifiable in such a report.

HOW WILL THE RESEARCHER PROTECT THE SECURITY OF DATA?

Hard copies of your answers will be stored by the researcher for a period of five years in a locked cupboard in the researcher's home for future research or academic purposes; electronic information will be stored on a password protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable. Hard copies will be shredded and electronic copies will be permanently deleted from the hard drive of the computer through the use of a relevant software programme.

WILL I RECEIVE PAYMENT OR ANY INCENTIVES FOR PARTICIPATING IN THIS STUDY?

There will be no incentive offered in the study as participants are not expected to incur any costs related to their participation.

HAS THE STUDY RECEIVED ETHICS APPROVAL

The researcher has applied for a written approval from the Research Ethics Review Committee. A copy of the approval letter can be obtained from the researcher if you so wish.

HOW WILL I BE INFORMED OF THE FINDINGS/RESULTS OF THE RESEARCH?

If you would like to be informed of the final research findings, please contact **Margaret-Ann Limakatso Dingalo** on 0815512077 or margaretdingalo@gmail.com. The findings are accessible for a period on 12 months after submission of the final report.

Should you require any further information or want to contact the researcher about any aspect of this study, please contact **Margaret Dingalo** on **071 4415762** or margaretdingalo@gmail.com.

Should you have concerns about the way in which the research has been conducted, you may contact **DR LI Van Dyk** on vdkli@unisa.ac.za or 012 429 2148.

Thank you for taking time to read this information sheet and for participating in this study.

Thank you.

MARGARET- ANN LIMAKATSO DINGALO

CONSENT TO PARTICIPATE IN THIS STUDY

I, _____ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty .

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to the recording of the survey questionnaire responses.

I have received a signed copy of the informed consent agreement.

Participant Name & Surname..... (please print)

Participant Signature.....Date.....

Researcher's Name & Surname..... (please print)

Researcher's signature.....Date.....

APPENDIX K: TURNITIN REPORT

DISSERTATION V 15 TURNITIN

ORIGINALITY REPORT

16% SIMILARITY INDEX	7% INTERNET SOURCES	3% PUBLICATIONS	15% STUDENT PAPERS
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PRIMARY SOURCES

1	Submitted to University of South Africa Student Paper	4%
2	Submitted to Mancosa Student Paper	2%
3	krex.k-state.edu Internet Source	1%
4	repository.up.ac.za Internet Source	<1%
5	hdl.handle.net Internet Source	<1%
6	dc.etsu.edu Internet Source	<1%
7	Submitted to Polytechnic University of the Philippines - Sta. Mesa Student Paper	<1%
8	Submitted to University of Northampton Student Paper	<1%
9	OKAY, Aydemir and OKAY, Ayla. "An analytic	