INTERNAL COMMUNICATION SATISFACTION AT THE NGO, GENDER LINKS, WITH A SPECIFIC FOCUS ON MEDIA QUALITY, CHANNEL SELECTION AND TECHNOLOGY.

by

VIMBAI MATARUSE

submitted in accordance with the requirements
for the degree of

MASTER OF ARTS

in the subject

Communication Science

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: DR VAN DYK LOUISE

January 2023

ABSTRACT

We have long known that communication satisfaction is of utmost importance, but as it is in business organisations, so it is in non-profit organisations. Theorists have acknowledged that substantial communication satisfaction with media quality, channel selection and technology is vital in dealing with problems faced by South African business organisations, which also applies to the non-profit sector. In spite of this importance, ways of improving employee internal communication satisfaction have not yet been exhaustively researched, especially within the context of South African non-profit industry.

In light of the above, this study centres on assessing internal communication satisfaction with a focus on media quality, channel selection and technology within the NGO sector specifically Gender Links. The systems theory was used as a meta-theory to develop this study alongside the theoretical concept of communication satisfaction.

Literature review was conducted to identify and discuss internal communication satisfaction dimensions and internal communication channels as well as their usefulness within the South African NGO industry and specifically their application to employee communication satisfaction. Technology was also included to meet the specific needs of the study. In this regard, digital channels, specifically the social media channels such as Facebook, Twitter, Blogs and YouTube were explored.

Furthermore, the systems theory and communication satisfaction theoretical concept are operationalised alongside other constructs such as communication climate, media quality, relationship with superiors, informal horizontal communication, relationship with subordinates, personal feedback, organisational perspective and organisational integration, which are dimensions of communication satisfaction. In addition, other sub-constructs such as media richness with a specific focus on media selection, media clarity and content adequacy are also operationalised in this study.

Moreover, a contextualisation of NGOs is given with a specific focus on criteria and characteristics of non-profit organisations, governance of NGOs, role of NGOs in society and problems faced by NGOs. Additionally, the application of these internal communication media channels alongside the communication satisfaction dimensions was further researched at Gender Links, an NGO, as it has to satisfy its employees' communication needs through media quality, channel selection and technology.

Paper-based questionnaire surveys and partially-structured face-to-face interviews established the experiences of Gender Links employees with internal communication at Gender Links which accounted for a mixed research method.

From this research, it has been noted that Gender Links employees are generally satisfied with internal communications as both findings show that attention is given to most dimensions of satisfaction which kindles employees to meet organisational communication satisfaction objectives.

Both findings also show that, in some instances, Gender Links' media quality and technology satisfies its employees in terms of communication as set out in the literature while in others it does not as it pertains to preferred channels. Both findings also seem to show that channels such as emails are associated with problems of information overload.

Both findings also show that Gender Links uses a variety of channels of communication depending on suitability to cater for the problem of diverse staff contingency. As a result, formal channels seem to be mostly preferred because of their ability to control, written directives are also preferred because they provide a record-keeping, two-way channels are also preferred because they offer clarity and informal channels are preferred because they convey urgent matters.

From these shortfalls, recommendations are drawn up for the improvement of employee internal communication satisfaction with media quality, channels selection and technology at Gender Links. These include reviewing internal communication systems and structures for inclusion of lower level employees to enable capacity building for all. Internal communication satisfaction should be managed in a strategic way by integrating all the qualities of the communication media used within the organisation.

In addition, it is recommended that Gender Links should narrow its communication channels to the common information needs of the majority of its employees to help improve their effectiveness. This also includes reviewing internal communications in order to accommodate lower level employees in the communication processes. There is need for continuous improvement on diverse employees in order to improve their technological skills. Another recommendation includes formalising WhatsApp because of its ability to convey quick messages during emergencies.

However, in brief, this study contributes to the field of communication satisfaction through its focus on pointing out and reporting on these communication satisfaction dimensions and media qualities best suited for employee internal communication satisfaction within South African NGO sector, specifically Gender Links.

KEYWORDS:

Organisational Communication, Internal Communication, Communication Satisfaction, Internal communication satisfaction, Internal channels of communication, Media Quality, Channel Selection, Technology, South African Non-Governmental Organisation communication, Media Richness, Dual Capacity.

OPSOMMING

Ons weet lankal dat kommunikasietevredenheid van uiterste belang is, maar soos dit in sake-organisasies is, so is dit in nie-winsgewende organisasies. Teoretici het erken dat aansienlike kommunikasie-tevredenheid met mediakwaliteit, kanaalkeuse en tegnologie noodsaaklik is in die hantering van probleme waarmee Suid-Afrikaanse sake-organisasies te kampe het, wat ook van toepassing is op die nie-winsgewende sektor.

Ten spyte van hierdie belangrikheid, is maniere om werknemers se interne kommunikasie-tevredenheid te verbeter nog nie volledig nagevors nie, veral binne die konteks van die Suid-Afrikaanse nie-winsgewende bedryf. In die lig van bogenoemde, fokus hierdie studie op die assessering van interne kommunikasie-tevredenheid met 'n fokus op mediakwaliteit, kanaalkeuse en tegnologie binne die NRO-sektor spesifiek Gender Links. Die sisteemteorie is as 'n metateorie gebruik om hierdie studie saam met die teoretiese konsep van kommunikasiebevrediging te ontwikkel.

Literatuuroorsig is gedoen om interne kommunikasie-tevredenheidsdimensies en interne kommunikasiekanale sowel as hul bruikbaarheid binne die Suid-Afrikaanse NRO-industrie en spesifiek hul toepassing op werknemerkommunikasie-tevredenheid te identifiseer en te bespreek. Tegnologie is ook ingesluit om aan die spesifieke behoeftes van die studie te voldoen. In hierdie verband is digitale kanale, spesifiek die sosiale media-kanale soos Facebook, Twitter, Blogs en YouTube ondersoek.

Verder word die sisteemteorie en kommunikasietevredenheidsteoretiese konsep geoperasionaliseer saam met ander konstrukte soos kommunikasieklimaat, mediakwaliteit, verhouding met meerderes, informele horisontale kommunikasie, verhouding met ondergeskiktes, persoonlike terugvoer, organisatoriese perspektief en organisatoriese integrasie, wat dimensies van kommunikasietevredenheid is. .

Hierbenewens word ander subkonstrukte soos mediarykheid met 'n spesifieke fokus op mediakeuse, mediaduidelikheid en inhoudtoereikendheid ook in hierdie studie geoperasionaliseer.

Boonop word 'n kontekstualisering van NRO's gegee met 'n spesifieke fokus op kriteria en kenmerke van nie-winsgewende organisasies, bestuur van NRO's, rol van NRO's in die samelewing en probleme waarmee NRO's te kampe het. Daarbenewens is die toepassing van hierdie interne kommunikasiemediakanale saam met die kommunikasie-tevredenheidsdimensies verder by Gender Links, 'n NRO, nagevors, aangesien dit sy werknemers se kommunikasiebehoeftes moet bevredig deur middel van mediakwaliteit, kanaalkeuse en tegnologie.

Papiergebaseerde vraelysopnames en gedeeltelik-gestruktureerde aangesig-tot-aangesig-onderhoude het die ervarings van Gender Links-werknemers vasgestel met interne kommunikasie by Gender Links wat verantwoordelik was vir 'n gemengde navorsingsmetode.

Uit hierdie navorsing is opgemerk dat Gender Links-werknemers oor die algemeen tevrede is met interne kommunikasie aangesien beide bevindinge toon dat aandag gegee word aan die meeste dimensies van tevredenheid wat werknemers aanspoor om organisatoriese kommunikasie-tevredenheidsdoelwitte te bereik.

Beide bevindinge toon ook dat Gender Links se mediakwaliteit en tegnologie in sommige gevalle sy werknemers tevrede stel in terme van kommunikasie soos uiteengesit in die literatuur, terwyl dit in ander nie op voorkeurkanale betrekking het nie. Albei bevindinge blyk ook te wys dat kanale soos e-posse geassosieer word met probleme van inligtingoorlading.

Beide bevindinge toon ook dat Gender Links 'n verskeidenheid kommunikasiekanale gebruik afhangende van geskiktheid om voorsiening te maak vir die probleem van diverse personeelgebeurlikheid. Gevolglik word formele kanale meestal verkies

weens hul vermoë om te beheer, geskrewe voorskrifte word ook verkies omdat dit rekordhouding bied, tweerigtingkanale word ook verkies omdat hulle duidelikheid bied en informele kanale word verkies omdat hulle oordra. dringende sake.

Uit hierdie tekortkominge word aanbevelings opgestel vir die verbetering van werknemers se interne kommunikasie-tevredenheid met mediakwaliteit, kanalekeuse en tegnologie by Gender Links. Dit sluit in die hersiening van interne kommunikasiestelsels en strukture vir die insluiting van laervlakwerknemers om kapasiteitsbou vir almal moontlik te maak. Interne kommunikasie-tevredenheid moet op 'n strategiese wyse bestuur word deur al die kwaliteite van die kommunikasiemedia wat binne die organisasie gebruik word, te integreer.

Daarbenewens word aanbeveel dat Gender Links sy kommunikasiekanale moet vernou tot die algemene inligtingsbehoeftes van die meerderheid van sy werknemers om hul doeltreffendheid te help verbeter. Dit sluit ook die hersiening van interne kommunikasie in om laer vlak werknemers in die kommunikasieprosesse te akkommodeer. Daar is behoefte aan voortdurende verbetering op diverse werknemers om hul tegnologiese vaardighede te verbeter. Nog 'n aanbeveling sluit in die formalisering van WhatsApp vanweë sy vermoë om vinnige boodskappe tydens noodgevalle oor te dra.

Kortliks dra hierdie studie egter by tot die veld van kommunikasietevredenheid deur die fokus daarvan om hierdie kommunikasietevredenheidsdimensies en media-eienskappe uit te wys en daaroor verslag te doen wat die beste geskik is vir werknemers se interne kommunikasie-tevredenheid binne die Suid-Afrikaanse NRO-sektor, spesifiek Gender Links.

SLEUTELWOORDE:

Organisatoriese Kommunikasie, Interne Kommunikasie, Kommunikasietevredenheid, Interne kommunikasietevredenheid, Interne

kommunikasiekanale, Mediakwaliteit, Kanaalkeuse, Tegnologie, Suid-Afrikaanse Nie-regeringsorganisasie-kommunikasie, Mediarykheid, Dubbele kapasiteit.

DECLARATION

Name: Vimbai Mataruse

Student Number: 47254939

Degree: Master of Arts in Communication Science

Title: Internal communication satisfaction at the NGO, Gender Links, with a specific focus on media quality, channel selection and technology.

I declare that the above dissertation is my own work and that all sources that I have used and quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the dissertation to originality checking software and that it falls within the accepted requirements of originality.

I further declare that I have not previously submitted this work, or part of it, for examination at UNISA for another qualification or at any other higher education institution.

V. Mataruse   **11 December 2022**

Signature   **Date**

ACKNOWLEDGEMENTS

Firstly, I would like to extent my gratitude to the following people for their invaluable contributions to the completion of this study:

a. My supervisor, Dr Van Dyk Louise - without your incredible supervision, I could not have made it.

b. My husband, Wedzerai Dzingo - you have been my pillar of strength especially during times when I felt I could not make it.

c. My daughter, Tamara Ruvarashe Dzingo - as young as you are, you learnt how to make coffee for me so that I could stay awake during sleepless nights of my studies. Thank you.

d. My parents for praying and encouraging me.

e. UNISA for giving me the platform from which to launch my study and the bursary that financially contributed to the completion of my studies.

f. Gender Links and its employees for giving me the opportunity to conduct the research and your participation in the study.

g. Dr Chris Bothma, for the statistical support.

h. Ms Van Tonder for editing the dissertation.

i. Most importantly, great appreciation goes to God Almighty for his grace.

CHAPTER 1: INTRODUCTION, PROBLEM DESCRIPTION AND OBJECTIVES

1.1 Introduction

Communication is our daily bread. We tend to be "good communicators" yet our words are always distorted as we speak in parables (Blom 2000).

As argued by Downs and Hazen (1977: 63), Communication satisfaction is a crucial component for the organisation's achievement of its set goals. In order to meet its set objectives, an organisation has to have a deep comprehension and knowledge of its communication functions, inclusive of media channels (Muller, Bezeidedenhout & Jooste 2006:299). In line with this, business organisations have business goals and Non-governmental Organisations (NGOs) have social goals. As a Non-Governmental Organisation (NGO), Gender Links needs to constantly review its communication activities, particularly its existing media channels, and to make adjustments in order to remain in line with the dynamic communication needs of its employees.

The review of its communication structures can also yield information about the main channels available at Gender Links and the quality of the organisation's media channels, which forms the greatest communication function and its contribution to employee internal communication satisfaction (Jonnes 2006:11). In addition, understanding employees' experiences with media quality in the context of internal communications and to understand their satisfaction and experience with internal communication can allude to the successes and challenges in the communication activities of the organisation (Jonnes 2006:11).

Research by Gomulia (2015:3) has shown that one of the easiest ways for employees, in this case Gender Links, to experience communication satisfaction is to make sure that they are satisfied with media quality. Therefore, it must be

mentioned that communication satisfaction at Gender Links points to the application of media quality dimension, by all employees, which facilitates the process of communication to ensure communication satisfaction.

Communication satisfaction can be seen as an affectional feeling which emanates from communication interaction between employees in an organisation (Morele 2005:20-21). In this study, communication satisfaction refers to Gender Links employees' state of being contented with communication dimensions and the fulfilling of their communication needs and expectations during internal interactions. This communication dimension is the media quality which includes both traditional and digital media. For this reason, this study explores internal communication satisfaction with specific focus on aspects of media quality, channel selection and technology.

This chapter outlines the background and aims of the study of describing and exploring internal communication satisfaction at Gender Links, an NGO, and specifically in terms of media quality, communication channel selection and technology. It gives a synopsis of the systems theory and the communication satisfaction concept framing it. It also contextualises and describes the problem of internal communication satisfaction at the NGO, Gender Links, with a specific focus on aspects of media quality, channel selection and technology, as mentioned above. It also discusses the pragmatic research paradigm and the mixed-method design, particularly the quantitative and qualitative research designs that guided the researching of this problem through a cross sectional questionnaire-based survey and partially-structured interviews.

1.2   The research problem

Miles (2017:2), defined a problem statement as a crucial stage in research which allows the researcher to contextualise the issue to be investigated and show the

importance of the issue as well as outlining the aims of the research. This area of concern calls for the need of a further understanding and investigation and gives an explanation of what the research study will address. Lee Cheng Ean (2011:1), argued that an organisation can only exist because of communication that keeps the employees well informed about the organisation's strategies, vision and assist employees to work collaboratively to achieve a common goal. To achieve this, many organisations have extended their communication to communication technologies in order to improve internal communication among employees (Gumus 207:34). Miller (2006) further augmented that the range of technologies that many organisation have adopted have positively influenced on the content of communication, patterns of communication as well as the structure of the organisation.

In line with this, Gender Links employees can only be satisfied with internal communication by reviewing its communication structure specifically, its existing media channels that are available during employee interactions, the quality of those media channels as well as technology in order to meet the constant changing communication needs of its employees and achieve its communication goals. Based on the above, this study describes and explores the internal communication satisfaction with a focus on media quality, selection of communication channels and technology at Gender Links, an NGO. The study adopts the pragmatic paradigm approach that implies the mixing of data collection methods and data analysis procedures within the research process (Creswell, 2003:79, Tashakkori & Teddlie 1998). In line with this, this study employs a mixed-method design, which involves cross-sectional questionnaire-based surveys and partially-structure interviews.

1.2.1 Research questions

According to Burns and Groove (2009:167), a research question refers to a short and precise statement that includes a particular variable or variables that it seeks to inquire about. They further added that research questions aim at describing those variables and identifying the distinctive features of those variables and to assess the relationship between such variables. In light of the above, stemming from the above research problem, this study seeks to examine the main channels of communication used at Gender Links, the experiences of Gender Links employees including management with media quality, channel selection and technology during employee interactions and the overall communication satisfaction. The main research question is asked in the study in order to explore Gender Links employees' experiences with communication satisfaction and media quality, channel selection and technology as follows:

How do employees experience communication satisfaction, specifically as it pertains to media quality, channel selection and technology at Gender Links?

In support of the above key question, secondary questions are asked as follows:

- **Research question 1:** What are the main channels of communication used for internal communication at Gender Links?

- **Research question 2:** What are the experiences of Gender Links employees and management in terms of media quality, channel selection or technology in the context of internal communication?

- **Research question 3:** To what extent are the employees at Gender Links satisfied with the overall internal communication?

1.2.2 The context and background of the research problem.

This study is located in the non-profit sector. According to SANGONet (2018:1), a non-profit organisation is an "independent of state, funded by donations and heavily relies on volunteers for its operation" focuses on Gender Links, a Non-Profit Company (NPC), registered with The Companies and Intellectual Property Commission (CIPS) and registered at The Department of Social Development (DSD) as an NPO and a Public Benefit Organisation (PBO) at South African Revenue Authority (SARS), (Gender Links 2018).

Gender Links, a non-governmental human rights organisation based in Johannesburg, South Africa, was selected for this study because it is an NGO and NGOs often have problems with inadequate internal communications.

According to the study cited in the South African NGO Network, inadequate internal communication is one of the major challenges in South African NGOs where employees voiced their feelings of dissatisfaction (SANGONet 2016:2). SANGONet (2016:3) also suggested that organisations that are striving for survival need to re-evaluate the role of communication and find ways of connecting with employees through effective communication. The need for media channels that engage with employees, that are of better quality for revamped internal communication satisfaction and improved communication experiences becomes the specific focus of this study.

In addition, insufficient communication is often perceived as the main reason for failure of employee motivation which also illuminates unpredictability (Hargie & Tourish 2007:7). According to Downs and Adrian (2004:84), the exchange of information in organisations is usually passed from management to subordinates where the continuous problem with the message

dissemination through the line of command result in distorted information reaching subordinates very late, inaccurately and inadequately. In support of this statement, following the complexities of the process of information exchange, Neil and Erasmus (2005:329), mention that the process of communication involves a lot of barriers and distortion and that there must be proper management of communication.

In further augmentation, in her article, Gomulia (2015:4) highlights lack of clarity in the context of internal communication as one of the main challenges in South African NGOs. Gomulia (2015:5) also added that "there is no clarity on who has to communicate what, when and how." This calls for the necessity of improved media channels that enable the communication of clear messages to the right people at the right time to enhance internal communication satisfaction at Gender Links.

Furthermore, surveys about communication from NGO Pulse (2015:6) have shown that information overload within internal communication remains an issue in NGOs as used media channels are too limited and are not able to convey the rightful amount of information at a given time. From these surveys, complaints about information overload from electronic communication, highlight communication dissatisfaction, pointing to the media quality dimension as central to the communication experiences of employees, hence the need for this study.

In support of the above, Cohen (2004:134) argued that to counter for the above mentioned problems such as content inadequacy, lack of clarity, information overload among others, there is need for improved information content between NGO and its stakeholders, which include its internal staff. As an NGO, in the case of this study, it is vital to incorporate quality media channels that deliver clarified and adequate messages that also limit information overload to the staff at Gender Links to amplify employee internal communication satisfaction. Within the scope of this study, understanding the media is a necessity as it leads to adequate sharing of refined and valuable information among employees which enhances communication satisfaction and experiences with communication media among the staff at Gender Links.

1.2.3 The objectives of the study

Burns and Groove (2009:165) stated that the objectives in a research study form a link between the research problem and the chosen research design, data collection and analysis. In relation to this, the aim of this study is to understand Gender Links employees' communication satisfaction levels and experiences in terms of media quality, channel selection and technology. The objectives of the study are:

- **Objective 1:** To describe the media channels available for internal communication among employees at Gender Links.

- **Objective 2:** To explore Gender Links staff and management's experiences with media quality, channel selection and technology during internal interactions.

- **Objective 3:** To describe the extent of Gender Links employees' satisfaction with the overall internal communication.

1.3 Literature Review

This section provides a summary of literature that was reviewed and theories which guided the study although a detailed discussion is given in Chapter 2. Literature review aims at giving an evaluation of other researcher's views and how they have researched a particular research topic and to provide theoretical arguments for the study. As a result, a theoretical basis was laid on which the study was developed (David & Sutton 2004:7; Berg 1995:17). For the goal of this study, an examination of the theoretical framework of communication satisfaction, specifically the systems theory (see section 2.4) and the concept of internal organisational communication satisfaction (see section 2.7) in NGOs was given. The aim was to provide an understanding of the context of internal communication satisfaction with a specific focus on media quality, channel selection and technology in NGOs based on literature. This also include the Media Richness theory and Dual

Capacity model that provided the context through which media quality, channel selection and technology can be understood (see sections 2.8 and 2.9).

In addition, it is equally significant to give a comprehensive overview of the present conditions of NGOs in South Africa before conceptualising the theoretical framework of the NGO sector, hence literature surrounding the NGO context was reviewed to give insight on the NGO sector which includes the criteria and characteristics of NGOs, management and governance of NGOs, role of NGOs in society, problems faced by NGOs which includes NGOs communication using digital channels (see section 2.2). Literature on Internal organisational communication satisfaction in the context of NGOs was also reviewed which provides an understanding on the nature of communication in the context of NGOs (see section 2.3).

Following from the above discussion, the systems theory was used as the meta-theory and together with the internal communication satisfaction, Media Richness and Dual Capacity theoretical literature form the theoretical framework of the study. Literature on the nature of NGOs as organisations also served as the contextualisation of the NGOs.

In order to reach the aims, set out above, this study is directed by the Systems theory and Internal Communication concept which authenticate and direct the research conducted as discussed in detail in Chapter 2.

1.3.1 The systems theory as meta-theory

The systems theory (see section 2.4) is the major theory that guided the study. It is pivotal to the comprehension of this study. According to Von Bertalanffy (1972:407), the systems theory was the first theory to explain and contextualise the connection of elements in a system. Freeman (2010:30) further augmented that the systems theory centres on the independence of systems and their subsystems. The systems theory focuses on the way in which elements in a system are connected to one another, showing the relationship they share (Leydesdorff 2010:67; Luhmann 2008:23; Walby 2007:450; Von Bertalanffy 1972:407). All systems and subsystem in an organisation have

an influence on each other. Due to this fact, all systems need to work as a whole in order to achieve a common goal. This can only be done once the systems practices adapt to the changes of the environment.

Taking the basic principles of the systems theory into account, and applying them to Gender Links, it can be concisely defined as a group of interacting and interrelated individuals or parts, functioning as a whole (Wood, 2004:163). In this study, the staff is the system where the lower level employee subsystem and the management subsystem are interrelated at Gender Links, which can be identified as the supra system. As for the purposes of this study, the lower level employee subsystem is focused on. Still, given the interrelated nature of the subsystems, the management subsystems cannot be discarded. Following from the above discussion, the systems theory is regarded as a meta-theory that guided this study as it is the foundation through which the concept of internal communication satisfaction emanated from.

1.3.2 Internal Communication satisfaction

Communication satisfaction, another concept that guided this study (see section 2.7), is seen as the social and emotional result on an employee experience in an organisation, which results from the communication that these employees have with the different facets of communication in an organisation (Battey 2010:13). This social extent of communication satisfaction is influenced by the communication relationships to superiors, communication climate, organisational integration, media quality, horizontal informal communication, the organisational perspective, relationship with subordinates and personal feedback (Downs & Hazen 1977:64).

In light of the above, media quality is specifically important for internal communication satisfaction if communication can be regarded as satisfactory at Gender Links. The Media Richness Theory and Dual Capacity Model, which focus on these aspects of channel selection, media quality and technology are described in the next section.

1.3.2.1 Media Richness Theory

In support of the Communication satisfaction concept that also guided the study, Media Richness theory was used to further understand the dimension of media quality. The Media Richness theory evaluates the communication channel' ability to reproduce messages sent over it, expressed in terms of the 'richness' of each channel (Daft and Lengel 1986:554-571). Daft and Lengel (1986:560) classified media as rich and lean media. They defined rich media as a communication channel which is capable of retaining instant feedback, uses multiple cues and also uses natural language and possess personal focus. Daft and Lengel (1986:560) also defined lean media as media that is low in terms of richness and process very few cues and limited feedback, not very appropriate in providing solutions to equivocal issues, they are impersonal and they depend on rules, procedures and forms.

Daft and Lengel (1984:1) also argued that organisations process information in order to reduce uncertainty and equivocality. They defined uncertainty as the absence of information required to perform the task. Daft and Lengel (1984:2) also defined equivocality as when a message has different interpretations. Thus if the message is equivocal, it means it is complex and unclear which makes it very difficult for the recipient to decode. Based on this, it can also be said that the Media Richness Theory provides the bases through which organisations can understand information processing which is central to this study. Thus Media Richness Theory aspects can inform the understanding of media usage and channels selection in organisations in order to achieve communication satisfaction which is discussed in full in section 2.7.

1.3.2.2 Dual Capacity model

Dual Capacity model was also used to understand the dimension of media quality. Linking to Media Richness Theory, Sitkin, Barrios-Choplin and Sutcliffe (1992: 564-5) proposed that Dual Capacity model gives a reflection of the dual functions of the media of communication. These two functions include the media's ability to carry out data and symbolic meaning (Sitkin et al 1992:564-5). Daft

and Lengel (1984) in Sitkin et al (1992: 566) data carrying capacity focuses on the communication channel's ability to effectively and efficiently convey task-related information. They further argued that the efficiency and effectiveness of a communication channel is determined by both the characteristics of the media and the task. Short (1976) in Sitkin et al (1992:567) defined symbol carrying capacity as the extent to which a communication channel is able to relay symbolic meaning. Eisenberg and Riley (1988) also argued that media channels carry symbolic meanings in two ways which include through conveying a certain set of meanings and by acquiring the symbolic status (Eisenberg & Riley 1988 in Sitkin eta al 1992:569). Thus a channel can be seen as a carrier of meaning, in such instances, and as a symbol itself of what is valued in an organisation.

Thus the characteristics of data-carrying capacity and symbol-carrying capacity, impact on the channel selection within an organisation where channel selection is very important to consider in terms of media quality which also contribute to employee satisfaction with media quality. These factors also help to further discuss satisfaction with media quality and channel selection in this study which are discussed in section 2.8 in detail.

1.4 Research paradigm, design and approach

A full discussion of the paradigm, design and approach that were used in the research study is given in Chapter 3 although a summary is provided in the discussions below. The study describes and explores internal communication satisfaction in general and specifically media quality, channel selection and technology.

1.4.1 Pragmatic worldview

Pragmatic worldview proposes that the function of thought is a tool for prediction, action and problem solving which is suitable for research studies because it gives room for innovations and interventions (Darlington &Scott 2002:35), (see section 3.2). In support of this, Tashakkori and Teddie (1998:87) added that pragmatism is guided by experiences and ideas that are relevant to time, place and methods that works which points to the fact that humans learn more about the

world through their actions, experiences and reflections. In line of the above, the study focuses on Gender Links employees' views, perceptions, opinions and attitude towards media quality, channel selection and technology in order to fully comprehend their experiences with internal communication satisfaction.

In augmentation, Creswell (2003:99) argued that pragmatism involves combining data collection methods and data analysis processes within the research process which calls for mixed research approach. The integration of qualitative and quantitative results can be used to give comprehensive answers to the research questions (Tashakkori & Teddie, 1998:71). Following from this study, the application of mixed methods is used to gather enough information and answer research questions about Gender Links employees' perceptions and attitudes towards media quality, selection of communication channels, technology and general communication satisfaction and provide credible results.

1.4.2 Mixed method research Design

The mixed method approach is fully discussed in Chapter 3 and this section provided a brief summary (see section 3.3). Mounce (2000:51) defined mixed method design as "a method that focuses on collecting, analysing, and mixing both qualitative and quantitative data in a single study or series of studies. Its central premise is that the use of qualitative and quantitative methods in combination, provides a better understanding of research problems." Bryman (2004:79) further argued that mixed methods enables the filling in of the gaps left when using one approach as well as to address the issue of generality. In the context of this study, a mixed research approach was used. The findings were used to refine and follow up with survey and to help explain their outcomes from qualitative data. This integration of qualitative and quantitative methods provided a better understanding of the attitude and perception of Gender Links employees towards the nature of internal communication channels, quality of the media channels and technology at Gender Links and provided certainty of results.

The research methods for this study are a partially-structured interview and questionnaire-based survey which are discussed separately below.

1.4.3 Research methods

This study is based on a questionnaire-based survey and partially-structured interviews which are discussed in detail in chapter 3, sections 3.4.1 and 3.4.2. The mixture of the research methods enabled the researcher to use different data collection methods and data analysis methods in order to obtain rich data that improve the reliability and validity of results on communication satisfaction with media quality, channel selection and technology among Gender Links employees.

1.4.3.1 Partially-structured interviews

Interviews were used to collect rich first-hand primary data about Gender Links' channels and practices from the Media and Communications Manager. This way, the researcher was able to probe for a deeper understanding and ask for clarity (Fouche 2005:272). An interview guide was also used to explore Gender Links managers' attitude, opinions and perceptions towards communication with media quality, channel selection and technology. A one-on-one partially structured interview with two managers with relevant exposure was used because it allowed the researcher to have a two-way conversation in order to purposively establish in-depth information about certain practices and media channels used for employee communication at Gender Links (Wagner 2012:133), (see section 3.4.1).

Instrumentation and data collection process (Interview schedule): An interview schedule was used to guide the partially-structured interviews. Detailed eight questions which included follow up questions were asked in the interview schedule which focuses more on communication practices and channel selection of the managers (see Annexure B and section 3.4.1.1).

Trustworthiness of the interviews: In this study, the trustworthiness of the interviews was based on attending to the credibility, transferability, dependability, and confirmability of the interview data (Lincoln & Guba 2000:163), (see section 3.4.1.2).

Population and sampling: The population includes all managers at Gender Links in Johannesburg because they have vast knowledge of communication practices and channels used during internal communication (see section 3.4.1,3). For interviews, all managers were accessible, but the participants were selected based on their involvement in internal communication procedures. The unit of analysis included individuals for the interviews which refers the element in the accessible population that will be studied, where data will be collected (Terre Blanche, Durrheim & Painter 2006:321). The sampling method in this study includes a purposive sampling which is a form of non-probability sampling which was used in this study's qualitative interview research. A purposive sample of two managers, based on their involvement in internal communication channels was used following the reasons that it would enable the researcher to obtain in-depth information about the nature of communication channels used at Gender Links (Terre Blanche et al 2006:139).

Thematic analysis: Qualitative interview data was analysed using thematic analysis in this study which was done manually through the use of pre and post-coded categories and the researcher analysed the themes to deepen an understanding of the media channels, communication satisfaction and employees' satisfaction with media quality (Miles & Huberman 1994:221), (see section 3.4.1.4)

In this study, the researcher began with various subcategories of codes (see section 3.4.1.4) which she then reduced to fewer broader categories and then further reduced them into a final reduced number of main themes as augmented by (Koschmann 2008:86). This allowed the researcher to remain with relevant categories which were used to report on findings in this study

(Creswell (2007:152). These include channel preference of managers, media quality considerations and managing internal communications.

1.4.3.2 Questionnaire-based survey

Questionnaire-based surveys (see section 3.4.2.) were also employed to gather primary data from Gender Links participants' attitude and beliefs towards internal communication satisfaction specifically the media quality, channel selection and technology through structured items (Terre Blanche et al 2006:484). The questionnaire-based survey also provided data based on beliefs and attitude of Gender Links employees' internal communication satisfaction with media quality, channel selection and technology. It also enabled the researcher to have control over the sampling and it gathered vast amount of primary data (Miller 2001:153). Collected quantitative data was also statistically analysed.

Instrumentation and data collection process: In this study, in the quantitative, pen and paper based questionnaires were used because they are cheaper, time efficient and convenient (see section 3.4.2.1 and questionnaire: Annexure A). The questionnaires were distributed to all respondents by the researcher in the boardroom where they were expected to submit upon completion in a box that was collected by the researcher immediately afterwards. They included a covering letter stating the objective of the study, estimated time to complete the questionnaire and ethical demands emphasising that participation is voluntary where a consent form was signed by respondents and submitted to the researcher. The questionnaire that was used for the study with detailed questions that covers demographic information and Communication climate, relationship to superiors, organisational integration, media quality, horizontal and informal communication, organisational perspective, relationship with subordinates, personal feedback and technology (see section 1.4.3.2 above) and the Questionnaire-based survey: Annexure A, Cover letter and consent forms: Annexure G).

Validity and reliability of the questionnaire-based survey: In addition to the measures taken to ensure the holistic validity and reliability of the survey results, the validity and reliability of the

measuring instrument, the questionnaire-based survey (see section 3.4.2.2) was derived from the well-developed Communication Satisfaction Questionnaire by Downs and Adrien (2004:4) which covered the domain of communication satisfaction, and it was used to answer Research Question 2 (Baxter & Babbie 2004:168) was tested. A number of statistical tests were conducted in order to ensure that quality data was collected from the respondents. However, in this study the Principal Components Analysis (PCA) was not done because the sample size was too small (57 respondents) and it did not have an impact on the validity of the scales (Pallant 2016:187-188). Reliability analysis was conducted on the nine main scales of the questionnaire to confirm their internal consistency reliability (Pallant, 2016:101-105). The Cronbach Alpha score was also used to determine the reliability and a reliability analysis was conducted on the sub-scales of the research questionnaire to confirm the items of the sub-scales measuring the same underlying construct (Pallant, 2016: 101-105). Kolmogorov-Smirnova Normality tests was also used to test reliability of the questionnaire where normality tests were conducted to determine data compliance (Pallant, 2016:80).

Population and sampling: The population for this study also includes all staff at Gender Links in Johannesburg (see section 3.4.2. The population in this study includes 97 employees at Gender Links in Johannesburg because they had experience in using internal media channels and they were better informants in terms of the research objectives. The unit of analysis included individuals for the surveys (Terre Blanche, Durrheim & Painter 2006:321). Simple random sampling was used where probability sampling was also used in this study's quantitative survey research because it gave each staff an equal chance of being chosen and ensured that the chosen elements (staff) represented the target population (all staff at Gender Links Johannesburg), (Terre Blanche et al 2006:134). From the 97 employees, the researcher drew a simple random sample of 57 employees who were respondents and distributed the questionnaires to them, because they provided a good insight.

Descriptive statistics: Christenson, Reschly and Wylie, (2012:78) defined descriptive statistics as numbers that are used to give a summary and description of information that has been

gathered from a survey. Data that was collected from surveys was analysed in two parts. Firstly, data collected from survey was analysed using descriptive statistical methods, where the collected data was summarised and presented in graphs and tables. Descriptive statistics were used to describe Gender Links participants' demographics, awareness and usage of specific channels and communication satisfaction. Descriptive statistical methods were then used to identify and interpret patterns and frequency within the summarised data (Pallant 2016:55-65). Secondly, data collected from surveys was also analysed using inferential statistical analysis. Inferential statistical calculations were used to make inferences and predictions of the target population, based on the sample of data that was taken from the population (Leedy & Ormrod, 2015:26). Statistical analysis of the data obtained in this survey was performed with the assistance of an independent statistician in order to obtain reliable and credible results.

1.5 Ethical issues

A summary of ethical issues is given in this section although a detailed discussion is provided in Chapter 3, section 3.5. Ethical issues in this study were adapted from UNISA Policy on Research Ethics (2016). Babbie (2016:62) also explained that ethics focuses on the moral issue of what is right or wrong, but that individuals may have different beliefs about what is acceptable or not. Ethical Clearance Certificate was obtained from UNISA which granted permission to conduct the research. The Ethical clearance covered ethical aspects such as confidentiality and research participants' privacy, informed consent and anonymity (Graziano & Raulin 1993) which is attached as Annexure F. Questionnaires were placed in envelops with a covering letter that were not marked for confidentiality purposes. They were distributed to all participating employees with instructions that they should answer all questions, without writing their names and that they should enclose their completed questionnaires in the same unmarked envelops and drop them in the box in the boardroom where the researcher was present, who collected them immediately (Bell 2007:48). Ethical clearance and permission were acquired from the University of South Africa and Gender Links organisation (see Annexure F). The researcher asked for permission from Gender Links management to access media content and treated the information with utmost

secrecy (see Annexture D). Moreover, names of the people were not published in the report (Burns & Grove 2009:715).

For easy understanding, definitions of terms used in the study are also discussed below.

1.6 Definition of terms

The systems theory, Internal Communication Satisfaction concept, Media Richness theory and Dual Capacity model have been defined above (see section 1.3.1) Other terms are defined below for the purpose of this study.

Internal channels of communication (Well-known channels): In the context of this study, internal communication channels refer to channels of communication used by Gender Links employees during interaction and these channels convey clear messages with sufficient content and timeously (Grunig and Hon 1999:7), (see section 2.10)

Different kinds of communication channels can be used by Gender Links employees if communication is to be considered satisfactory as these channels will convey clear messages which are sufficient and timeously. According to Grunig and Hon (1999:7), one is to truly research the efficiency of internal communication, this is, however, not enough, as this only focuses on short-term effects. In order to truly understand the long-term effects of organisational communication on employees, the relationship between employees and the organisation should be researched. This relationship is not only influenced by the communication channel used, but in turn also influences the satisfaction of the communication message sent. This satisfaction of the message sent by the Gender Links employees can, literally, result in their satisfaction with media quality.

Media quality: Media quality at Gender Links refers to how messages travel through channels that convey adequate, useful and clear messages on time during employee interactions (Downs and Adrian 2004:115).

Media quality can be regarded as of good quality at Gender Links if employees find the channels used for communication to be useful, or convey clear messages that are adequate (see section 2.7.1.8). Before attention can be given to how these communication channels should be utilised, in order for Gender Links employees to perceive these as efficient, attention should be paid to the different kinds of communication channels that can be used by Gender Links to communicate with employees if they are to be satisfied with communication and media quality. This is especially important as Mohamed (2002:376) and Downs et al. (2004:114) state that a variety of formal and informal communication channels need to be used to communicate messages to these employees.

Technology: In line with this study, technology refers to online forms of communication used by Gender Links employee for interaction and engagement in order to improve online interactivity with its employees at any given time (Lovejoy & Saxon 2012:44).

Digital forms of communication can be used by Gender Links for interaction with its employees if Gender Links wants to improve online interactivity and engagement with its employees at any given times if communication is to be regarded as satisfactory (see section 2.11). Considering that digital channels are very cheap, Gender Links will also manage to use them as they are affordable due to its financial constraints as it heavily relies on donation for survival. In order to do that, consistency and strategic communication channels currently used should be explored (Grunig 2009:13)

*Non- Governmental organisation***:** The terms Non-Governmental Organisations (NGO), Non-Profit Organisations (NPOs), and Non-profit Institution (NPIs) are used reciprocally within the non-profit sector in South Africa. In addition to the usage of terms such as Non-Profit Companies (NPCs), Public- Benefit Organisations (PBOs), Community-Based Organisations(CBOs) and Faith-Based Organisations(FBOs), it becomes explicit as to why controversy looms the differentiation of these terms (Lovells 2015:36), (see section 2.2).

Literature review indicates that non-profit organisations seem to be the most prevalent term in South Africa since it appears in many documents which refers to the South African non-profit sector. However, based on this, the term Non-Governmental Organisation(NGO) which is used interchangeably with non-profit organisation will be used in this study. The focal point of this study is the non-profit sector in South Africa. The definition of NPOs which was adapted by the South African Non-Profit Organisation Act 71 of 1997(South Africa, Government Gazzette 1997:2) makes provisions for organisations that have been registered under the Trust Property Controls Act 57 of 1988 as modified (Non-Profit Trusts), the Companies Act 71 of 2008 (Non-Profit Companies) or in form of voluntary organisations (South Africa Department of Social Development 2015:7), and it seems as the most appropriate term for the purpose of this study. It states that non-governmental organisation refers to a trust, company or any other association of persons developed for the purpose of the public where its property and income are not shared among its members apart from being a remuneration for services offered. In this study, the term NGO is preferred and used.

1.7 Scope of the study

The study solely focuses on internal communication satisfaction with a focus on media quality, channel selection and technology at the Gender Links Head office in Johannesburg and it does not cover all Gender Links offices in all provinces in South Africa. Therefore, research findings from this study can only be generalised to this group and not the whole of Gender Links and these findings are also limited to the Gender Links in Johannesburg and not all Gender Links offices in South Africa. The research included other communication satisfaction aspects but with more depth on media quality with a focus on channel section and technology. It was very crucial to note that that it is equally important to understand the context of NGOs first before looking into employee satisfaction with media quality, channel selection and technology.

1.8. Relevance

The research study consists of practical and theoretical importance as it seeks to enhance understanding in the field of organisational communication, specifically on the role played by communication satisfaction on perceptions about media quality, channel selection and technology in NGOs. The research study gives a contextual understanding of internal communication practices in NGOs and aspires to enhance existing knowledge in the field in the context of NGOs in South Africa. Despite various studies conducted extensively on the subject, investigations in NGOs still remains limited. Most of the literature on organisational communication that is currently in existence mostly focuses on private sector organisations and not in NGOs. Practically, the research study provides crucial insights that Gender Links can use to improve its internal communication practices.

1.9 Structure of the study

This study is divided into five chapters as follows:

Chapter 1: Introduction, problem description and objectives: This chapter stipulates the research problem of the study, research questions and research objectives that guide the study. It also contextualises the problem and discusses its stance within the South African NGO Sector. Furthermore, this chapter introduces the theories that framed the study and theoretical arguments focal to this study. It further briefly discusses the methodologies used for the research. It also ends by giving operational definitions for the study as well as scope and relevance of the study.

Chapter 2: Literature Review: This chapter gives a discussion detailing the contextual literature on NGOs as organisations and theories framing internal communication satisfaction with media quality as well as theoretical arguments through literature review. It contextualises the use of the systems theory and communication satisfaction concept with a detailed discussion on the dimensions of communication satisfaction. It also discusses the Media Richness Theory and Dual

Capacity model including task characteristics, message characteristics and normative contingencies. It further provides a discussion on the internal communication channels as well as technology and wraps up with a theoretical framework that operationalises the key concepts of this study.

Chapter 3: Research Design and Methodology: Chapter 3 outlines the pragmatic worldview, mixed method research design and specific research methods. These research methods include the partially-structured interviews and the questionnaire-based survey. Instrumentation and data collection processes for interviews including the trustworthiness of interviews were also discussed. This also include the population and sampling methods used in the study and thematic analysis of the interviews. Chapter 3 also focuses on questionnaire-based survey, its instrumentation and data collection process, validity and reliability, population and sampling and descriptive statistics and inferential data analysis. It further discusses the ethical considerations.

Chapter 4: Presentation and interpretation of quantitative findings: This chapter discusses the findings and interpretation of quantitative data, mentioning the findings of the survey of communication channels used at Gender Links. It uses data collected through interviews and questionnaires to discuss Gender Links employees' internal communication satisfaction with media quality, channels selection and technology. It starts by presenting and interpretation quantitative findings. It further discusses the demographic profiles of survey respondents. It also looks at internal communication at Gender Links covering satisfaction with all dimensions of communication satisfaction. It further provides results from inferential statistics, an analysis of quantitative data including validity and reliability, variable score comparisons and summary of quantitative findings.

Chapter 4 also presents qualitative findings. It provides the thematic analysis of interview data where three themes are covered. These themes include channel preference of managers, media quality considerations and managing internal communications. It also provides a summary of

qualitative findings. Chapter 4 also provides the integrated findings of the study with a focus on channels of internal communication at Gender Links, experiences of media quality as it pertains to preferred channels and internal communication satisfaction at Gender Links.

Chapter 5: Conclusions and recommendations: Chapter 5 serves as the concluding chapter of the study which answers to the three research questions presented in chapter 1. It is preceded by recommendations for the improvement of communication satisfaction with media quality, channel selection and technology at Gender Links. It also provides limitations to the study. Lastly, a general conclusion for this study is given.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

NGOs' task of demonstrating satisfaction, does not come from crunching numbers, but rather communicating effectively with employees and creating shared meaning (Koschmann 2007:22).

The aim of a literature review is to assess other researchers' thoughts, the processes that they followed and how they have researched a particular topic for their research studies (David & Sutton 2004:7; Berg 1995:17). Based on this, it can be argued that the aim of literature review is to give an assessment of other researcher's views and how they have researched a particular research topic and to provide a theoretical framework of the study.

As a result of this assessment, a vigorous theoretical basis was laid on which the study was developed. For the goal of this study, an examination of the theory that framed the study and a number of concepts is given; that of the systems theory, internal organisational communication satisfaction in NGOs specifically with aspects of media quality, channel selection and technology in NGOs so as to apprehend the topic of communication satisfaction with media quality, channel selection and technology in NGOs. In the context of this study, literature review was used to inform the study. The systems theory was used to deepen the understanding of the environment in which communication satisfaction takes place at Gender Links. Literature also provided the theoretical and conceptual basis for the study.

Likert (1967:17), argued that an organisation that successfully exchange messages with its employees is an organisation that endeavors to establish satisfying relationships with these employees, giving the organisation a platform from which to set its objectives which the employees can achieve. Burns and Deek (2010:118) also

argued that the systems theory involves the interdependence of systems and their sub-systems. This also refers to the employee system depending on the management system at Gender Links in order to meet their organisational objectives. In support of this, according to the model that was developed by Daft and Lengel (1986:560), the selection of communication channels should be based on the level of ambiguity or complexity. In the context of this study, it points out to the potential of the media channels to effectively relay the intended messages. In this regard, Gender Links employees can achieve effective communication if they choose the right media channels for certain tasks, with good media quality and technology.

In order to unravel the concepts of internal communication satisfaction with a specific focus on aspects of media quality, channel selection and technology in the context of NGOs, specifically Gender Links in the case of this study, an understanding of these concepts was obtained. It is from this apprehension that the reference point was developed, demonstrating the quality of media, channel selection and technology to be used during the exchange of information among Gender Links employees, an NGO, in order for internal communication to be considered satisfactory, based on the literature. In this context, the systems theory was used as a framework for this study in order to understand the occurrence of communication satisfaction at Gender Links.

A review of various literature has been done for the study which focuses on assessing the evolution, development and relevance to the NGOs. The theoretical framework and its various concepts that guided the study was explored. This led to a major discussion of the constructs that informed the study which includes internal organisational communication, communication satisfaction, media quality, channel selection and technology.

In light of this, the literature review focuses on the theoretical framework of communication satisfaction in general and specifically media quality, channel selection and technology in the context of NGOs, specifically, the systems theory, which guided the study, all within the domain of internal organisational communication. In addition, it is equally significant to give a comprehensive overview of the present conditions of NGOs in South Africa before conceptualising the theoretical framework of the NGO sector, in order to understand the concepts of internal communication satisfaction with media quality, channels selection and technology in NGOs, which the next section aspires to discuss.

2.2 NGOs as organisational settings

This part of the literature review gives an insight on the NGOs as organisations where it gives a detailed understanding of the NGO organisational settings as it is very crucial in understanding internal communication satisfaction at Gender Links. The decision of conducting a study within the NGO setting, specifically at Gender Links is based on the researchers' personal interest in studying communications in NGOs, specifically at Gender Links and to fulfil the aims of the study of exploring communication satisfaction with media quality, channel selection and technology at Gender Links. The definition of NGOs, characteristics of NGOs, management and governance of NGOs, role of communication in the context of NGOs, role of NGOs in society and the problems faced by NGOs contribute to a comprehensive understanding of the setting of NGOs (see sections 2.2.1 - 2.2.5 below). As such, organisational context becomes vital in communication research as it a contributing factor to the understanding of organisational form and the factors that contribute to employees' internal communication satisfaction with media quality, channel selection and technology within the NGO setting. In support of this, Rossouw and Fourie (2010), argued that organisational context plays a key role in determining the attitudes and behaviors of employees within an organisation. It can be argued that the organisational context is important in communication research as it influences

employees' behaviour in a workplace. This also means that the context of an organisation shapes the way employees feel, act and perceive the organisation's internal communication satisfaction, media quality and technology in the context of this study.

Following from the given definition of NGOs above (see Section 1.6.), for the purpose of clarity, the Statistics South Africa developed a document which they named the South African Non- Profit Institution Classification (SANPIC) 2013. This document was intended to dispense a national framework for the recognition of South African Non-Profit Organisations (Statistics South Africa 2014:22). In this document, they cited non-profit institutions instead of non-profit organisations as they do in other documents which gave the non-profit sector statistics for South Africans (Statistics South Africa 2015:23).

According to their declaration, non-profit institutions include "cultural and sports clubs, social services, NPIs, schools, hospitals and clinics, churches, environmental NPIs, trade unions, political parties, NGOs, fundraising organisations and charitable trusts" (Statistics South Africa 2015:24). In line with this, the term NGO is used for the purpose of this study.

In view of the above, the literature review unveils the prevalence of the term, non-governmental organisation in South Africa, as it appears in most documents which make reference to the South African non-profit sector as set out in section 1.6.

Furthermore, The Independent Code of Governance for Non-Profit Organisations in South Africa which was produced in 2012 under the leadership of Inyathelo: The South African Institute for Advancement, also points to non-profit organisations (Gastrow 2014:56). Based on the above discussion, the term NGO is used as it contextually makes reference to no-profit sector which is the focal point of this study.

Based on this discussion and definitions pointed out in section 1.6, NGOs can therefore, be seen as organisations due to their nature and operations.

As set out in section 1.6, as the focus of this study, NGOs such as Gender Links are also regarded as non-profit organisation that operate independently from the government and they are registered as voluntary organisations that aims at serving a humanitarian cause. In order to give a comprehensive understanding of the context of NGOs, the criteria and characteristics of NGOs are fully discussed in the next section.

2.2.1 Criteria and characteristics of NGOs

NGOs consists of various characteristics which includes being independent of the government and can operate as a legal entity and they mostly rely on funding. In addition, they are organised with purposeful aims coupled with ongoing activities, they do not have shares or shareholders and they have an ability to operate locally or internationally Department of Social Development 2013:7; Statistics South Africa 2015:3; Swilling & Russell 2002:57). These characteristics are discussed in detail below.

- NGOs are independent of the government and can operate as a legal entity

One of the characteristics of NGOs is that they are independent of the government and one of the conditions governing NGOs is that they should operate in accordance with the relevant principles (Department of Social Development 2013:7; Statistics South Africa 2015:3; Swilling & Russell 2002:57). These criteria include: NGOs must have legal standing in the eyes of the law, thus they are established by a legal process and their existence is identified independently of the government, persons and other companies that may provide financial aid or control them (Swilling & Russell 2002:57; South African Department of Social Development 2013; Statistics

South Africa 2015:3). It can be argued that the government has an oversight regulatory role over NGOS but these NGOs are privately operated which contradict with their mandate of operating independent of the government. It can also be argued that the NGOs are not managed by the government but they rather manage their own operations.

In addition to the above discussion, according to NGO Pulse (2010:1), as legally established entities they are privately operated (but not owned) and independent of government and those that fund or control them. Based on this, it can be argued that this independence and legal standing comes with specific restrictions and privileges and despite functioning independent from government, government has an oversight role in terms of regulating the restrictions and benefits. Bertha Foundation Centre (2015: 13) added also argued that NGOs need to apply for NGO status so that they can benefit from tax relief. It can be said that such NGOs who receive tax exemptions faces tough governance and ownership regulations that are very restrictive. This also shows that such NGOs may have a legal status of being an organisation with legal personality. South African Department of Social Development (2013) also added that some NGOs can stablish themselves as legal structures as aligned with the South African legal framework. This also means that once an NGO chose to operate as a legal entity, its operations will be regulated by the legal framework of that country and legislated through the NPO Act (South African Department of Social Development: 2013).

• NGOs rely on funding

Another characteristics of the NGOs include the fact that they mostly rely on funding (South African Department of Social Development 2013). In augmentation, Bertha Foundation Centre (2015:13), argued that NGOs have access to donor funding such as government grants and subsidies or corporate social investment. Swilling and

Russell (2002:57) also added that the donation that NGOs receive is mostly used for employees' income. In this regard, NGOs can receive funds from the government and they can engage in government contracts and they can also have public officials on its board. Thus it can also be argued that in most cases, NGOs rely on external funding as their main source of income. This external funding comes from various sources which includes the government (in the form of grants, subsidies), from the private sector (in the form of philanthropic donations or civil society funding) and from the private individuals (in the form of donations) or from international aid organisations.

• NGOs must be organised with purposeful aims

Another characteristic is that NGOs must also be organised with purposeful aims and ongoing activities (Swilling & Russell 2002:57; South African Department of Social Development 2013:7; Statistics South Africa 2015:4). This also means that NGOs voluntarily aim at fighting for a social mission such as a humanitarian or environmental cause. This is also supported by Ball and Dunn (1994:2) who further added that NGOs' core objective is to provide welfare work in respect to social groups of people for the good of the public. It can also be said that NGOs must be institutionalised, have continuous goals, structures and activities that are not temporary but ongoing.

• NGOs do not have shares or shareholders

As implied by NGOs not being owned, they do not have shares or shareholders although they can have board-members that advise on the management of the organisation, give input in decisions and monitor performance. Bertha Foundation Centre (2015: 13) further argued that the major donors may be members with voting rights which allow them to monitor how the NGO performs and contribute to decision making processes and management of the NGO. Based on this, it can be argued

that these board members of the NGO play a crucial role in advising on the operations of the organisations which leads to its continued success and sustainability.

Taking the above discussion in this section into account, besides comprehending the organisational form and the terms used to describe it, there is need for understanding current conditions and management practices within the NGO sector. Therefore, it is imperative to give an insight on the legislation that governs the NGOs in order to provide a detailed overview of the NGO context since all NGOs follow a code of governance which forms part of the legislation that governs them which is discussed in the following section which looks at the management and governance of NGOs.

2.2.2 Management and Governance of NGOs

Following from the above characteristics of NGOs (see section 2.2.1), various scholars posited what makes good management and governance in NGOs.

As argued by Patel (2012:615), governance is the system of controls that guides the functioning of an organisation and ensures accountability and organisational legitimacy. He further argued that good governance entails a general ethical culture in the organisation, effective control by management, good performance in terms of the organisational goals (Patel 2012:615). Following from this, it can be argued that the behaviour and responsibilities of management are therefore and also subject to the requirements of good governance since they are the people who effect control and steer the organisation towards its goals. In South Africa, the good governance of NGOs is informed by the Department of Social Development and The Independent Code of Governance for Non-Profit Organisations in South Africa (Gastrow 2014:56; Inyathelo 2010).

Governance in NGOs is also guided by the Independent Code of Governance, the South African NGO Coalition's Code of Ethics for Non-Profit Organisations (SANGOCO) (1997) as well as the Code of Good Practice for South African Non-Profit Organisations (2001) which was issued by the South African Department of Social Development (2013). To emphasise the need for management in NGOs, the Department of Social Development (DSD) has also focused on governance help, organisational governance structures and suggestions in addressing the challenges of governance (South Africa, Department of Social Development 2010). Legally, NGOs also have to adhere to the Non-Profit Organisations Act of 1997, NPO Act) which aims at providing an environment in which NGOs can thrive, initiate a framework based on administration and regulations within which NGOs can manage their affairs (Government Gazette 1997:2). The codes of governance for South African NGOs mainly focuses on addressing ethical and value related issues in which South African NGOs should comply with (Gastrow 2014:16).

Chapter 1 made a brief reference to the King Report on Corporate Governance. From these directives and other NGO-literature it seems as if good management (management in service of good governance) points to transparency and accountability, stakeholder involvement, stewardship and complex internal environment which are discussed in detail below.

- Transparency and accountability

Patel (2012:615) argued that as NGOs work in the interest of the society, management is specifically important in this context. Waters (2011), argued that good management in NGOs includes transparency and accountability which can be seen as inseparable. The South African Institute for Advancement points out that NGOs are specifically accountable for honest and clear communication with employees as well as the King's code which outlines the codes which NGOs are

supposed to abide by (Independent Code of Governance for Non-Profit Organisations in South Africa 2012:10). In the context of this study this means that just like any other organisations, the management in NGOs such as Gender Links should also ensure that there is good management by ensuring that the organisation is transparent and account for its communication initiatives with its employees.

This also means accountability is important in NGOs as NGO staff and management who are accountable are empowered and they have more authority and responsibility for making decisions and they can make improvements on the NGOs' achievement of its aims and objectives as well as improving the financial and human resources. In addition, this also means that since NGOs are mostly accountable to the donors as outlined by Swilling and Russell (2002:57), (see 2.2.1), accountability is crucial as it forms part of good management in NGOs where NGOs can use performance assessment, evaluation, reporting requirements, laws and self-regulation as main accountability mechanisms (Bertha Centre Foundation (2015:13 which enable them to account for their activities in an honesty way. In support, Kaplan (2001:353) also noted that accountability is critical in NGOs due to stiff competition in seeking for funding which results in reports focusing on financial measures such as donations, expenditures, among others.

- Stakeholder involvement

Gregory (2007) posited that good management in NGOs also include stakeholder involvement. He further argued that stakeholder involvement depends on their level of interest in a particular issue, and communication should be more oriented and customised for the increased involvement of stakeholders. Hon and Grunig (1999:14-15) added that relationship management strategies focus mostly on communication with stakeholders. It can be posited that all stakeholders are important and they should be mapped although not all stakeholders deserve an

equal amount of communication energy and resources. Once NGOs know their level of interest, legitimacy and involvement, it becomes easy to decide whether their communication strategy should inform, consult, involve or partner with their stakeholders which result in communication satisfaction (Gregory 2007). Thus NGO management must also be dynamic and adapt to the changing needs of its stakeholder in order to maintain long-term relationships with its stakeholders (Gregory 2007). This also means that all managers should be responsible for effective and strategic communication with stakeholders and proper management of stakeholder relationships for sustainability purposes.

In support of stakeholder relationship management as one of the main focal points of good management in NGOs and for effective governance in the NGOs, the government provides the legislative framework and the governing bodies such as the Kings Commission have devised various codes which NGOs in South Africa are supposed to abide by. The introduction of the King IV's Report on Corporate Governance also detailed six principles that governs relationships among stakeholders in NGOs, including employees, which was produced under the leadership of King Committees which was ordained by the Institute of Directors in Southern Africa (IoDSA) and produced in 2009 and implemented on 1 March 2010 which also points to governance in the NGO sector. For the purpose of this study, in the final version (in which the principle numbers were changed) in the King IV's report on Corporate Governance, out of six principles, only principle 5.1 (now principle 16) was included as it applies to NGOs (IoDSA 2017:94). In the King IV Report on Corporate Governance (IoDSA 2016a:61-62), is highlighted in this study because it is most relevant to the communication study (IoDSA 2017:94). It reads as follows:

Principle 16: "In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the

needs, interests and expectation of material stakeholders in the best interest of the organisation over time. "

Therefore, it is clear, that according to the King Committee, the NGO sector is not excluded from practising good management principles of which stakeholder relationship management is one of them. These new developments emphasises the importance of effective stakeholder relationship management in all organisations, including the NGO sector. Based on these principles, it can be said that including stakeholders in the organisation's decision making processes and its activities is very crucial in maintaining relationships between the organisation and its stakeholders. This in turn makes it easy for the NGOs to manage its stakeholders as the NGOs will be able to meet the expectations of its stakeholders for long lasting relations.

- Stewardship

Waters (2011) argued that good management in NGOs also includes stewardship which he defined as a responsible planning and management of resources. Waters (2011) further argued that stewardship is very important in NGO management as it contributes to transparency as donors can access those in charge of their funding, the beneficiaries of their funding and information about the impact of their funding to beneficiaries. Based on this, it can also be argued that stewardship is imperative in NGOs as it builds trust and leads to nurturing of long term relationships between donors and NGOs which offer long term benefits to the NGO and specifically in times of crisis for the survival of the NGOs. It can also be argued that once good systems are in place, they can position the organisations to grow without experiencing financial overhauls which shows the organisation's commitment to stewardship.

- Complex internal environment

Padaki (2007:69) also argued that good management in this context is characterised by the ability to navigate a complex environment. Performance appraisals is one of the complexities of NGOs which contains contents relating to participation. He further added that performance is based on nurturing a collaborative practice through capacity building (Padaki 2007:69). Based on this, it can be said that performance appraisals are essential in NGOs for the growth and development of both the organisation and the employees. Thus they are used by management as a way of developing employees' careers. Padaki (2007:69) further argued that performance appraisals are also used to control employees' productivity in organisations. Based on this, it can be argued that performance appraisals are important in NGOs in managing how employee perform and determine whether an employee is an asset or liability to the organisation. In augmentation, Kaplan (2001:353) also maintain that NGOs needs performance management systems as part of management although "they lack a simple elegance of a financial measure such as profitability or shareholder returns." Following from this, it can be said that although performance management is critical in NGOs, most NGOs lack performance management systems to assess employees' performance which shows poor management even though they try to spend according to the set budget, their performance can still not be measured by that (Kaplan 2001:353).

In light of above, the role of NGOs in societies is discussed in the upcoming section with the aim of exhaustively giving a detailed picture of the NGOs' contribution to the societies.

2.2.3 Role of NGOs in Society

Linking to the above discussion on NGO's characteristics in advancing public good (see section 2.2.1), scholars posited that the NGO sector has been playing a

significant role in the building of contemporary South African societies, specifically through developing strategies for sustainable reconciliation and in improving the lives of the underprivileged and the vulnerable groups (Swilling & Russell 2002:3; Zhang 2005:14; Hailey 2006:30; Wyngaard 2013; Holtzhausen 2014:286; Statistics South Africa 2015:4).

In support of this, Swilling and Russell (2002:3) argued that NGOs indispensably contribute to the development of the economy. It can be argued that NGOs raise awareness and mobilise, engage in capacity building where they encourage citizen participation, designing and implementing projects, monitoring and reviewing of policies, provide data, providing technical expertise and supporting and holding the government accountable to their commitments which all points to sustainable development goals of South Africa (Swilling and Russell 2002:3; Hailey 2006:30). This also shows NGOs' critical role in eradicating poverty and promoting prosperity thereby contributing to the economic growth.

Zhang (2005:14) also posited that the NGOs also play a vital role in the present societies through social protection and justice. The NGOs also play a role in covering up the shortfalls of the government who fail to protect the South African citizens from all forms of social ills. In augmentation, Wiggil (2014:280) and Stuart (2013) further added that NGO sector in South Africa plays a role of holding the government accountable for its actions. They further argued that NGOs are actively involved in taking legal action against the government although the government is continuously condemning NGO work. They cited the incident of 2012 where the government failed to meet its legal and constitutional responsibilities when the Department of Education could not deliver textbooks on time to Limpopo province schools (Patel 2012:617; Stuart 2013; Wiggill 2014:280; Mail and Guardian 2012; News 24 2012). This shows that to some extent, NGOs are taking over the responsibility of the government of ensuring that citizens are protected from all forms of injustice through advocacy as

well as offering humanitarian aid in times of crisis (Wyngaard 2013; Holtzhausen 2014:286).

NGOs' activities also include environmental, social, advocacy as well as human rights work, among others (Hailey 2006:30; Wyngaard 2013; Holtzhausen 2014:286). Thus they promote and protect the human rights of citizens by ensuring that the rights of all citizens are honoured through engaging in policy making and monitoring the implementation of such policies.

Moreover, as part of their societal roles, NGOs conduct various services and humanitarian roles such as information sharing through giving feedback from the government to the citizens and motivating political participation by providing information (Hailey 2006:30; Wyngaard 2013; Holtzhausen 2014:286). Other NGOs also provide evaluation and expertise, they act as "early warning mechanisms" and they assist with the monitoring and implementation of international agreements (NGO Pulse 2014). Based on the above mentioned roles of NGOs, it can be argued that NGOs take the responsibility of focusing on contributing to peaceful, stable, well-governed communities and ensuring that communities are well taken care of.

The above discussed roles of NGOs shows that NGOs plays a significant role in societies. However, in assuming a crucial contribution of NGOs in the South African societies, NGOs also face vast problems which are discussed below.

2.2.4 Problems faced by NGOs

Despite the significant roles of NGOs in societies, Hailey (2006:30); Wyngaard (2013); Holtzhausen (2014:286); Statistics South Africa (2015:24) and Stuart (2013:18) posited that the NGO sector in South Africa is presently facing continuity problems which have been referred to as "endemic." They further listed these main problems which are discussed separately in this section, which pose as threats to

the ongoing survival. These include high demand for accountability and transparency from donors, global economic crisis, lack of institutional capacity, lack of or insufficient financial support from the government, tough competitions, dependence on projects for continuity, job worthiness and employee worthiness, high staff turn-over and failure to use technology as set out earlier in section 2.2.1 and 2.2.2.

- High demand for accountability and transparency from donors

Following from one of the criterion of NGOs of relying on funding for operational purpose as mentioned above (see Section 2.2.1), according to Wyngaard (2013) and Wiggill 2014:278), one of the major problems faced by NGOs include a high demand for accountability and transparency from donors. This means that although accountability is part of good governance as stated earlier (section 2.2.2), it can be argued that it seems to have shifted the NGO focus to reporting completed activities for accountability and transparency purposes instead of assessing the outcomes of activities that they have already accomplished for improvement purposes. It can also be argued that as a result of the need for accountability and transparency, NGOs are finding it very difficult to align themselves with the expectations of donors inform of accountability and measuring of outcomes which leads to making of undesirable funding decisions (Stuart 2013; Wiggill 2014:278).

They also added that the NPO Act of 1997 states that all registered NGOs must follow the same principles of reporting for the sake of accountability to donors. It can be said that following the same standard way of reporting may be problematic as the problems of these demands are exacerbated by a general lack of institutional capacity (which is covered later in this section) which is discouraging and not feasible within the realms of NGOs (Stuart 2013; Patel 2012; Wiggill 2014:278). This means

that NGOs still faces a major problem of accountability and transparency as they may still fail to develop standard reports that account for the completed activities.

- Global economic crisis

Global economic crisis is also another issues faced by NGOs as funding from private and individual donors to substantiate NGOs has decreased (Patel 2012:611). It can be argued that as a result of the decrease in funding from private and individual donors, many NGOs may not sustain their operations because of insufficient funding which may also result in others closing down.

- Lack of Institutional capacity

Wyngaard (2013) and Wiggill (2014:278), also cited lack of institutional capacity as another issue that NGOs are facing which is closely linked to reliance of funding as mentioned earlier in section 2.2.1. This means that NGOs do not have the capacity to set and achieve their social goals through skills, knowledge and systems. This is closely related to the problem of high demands and accountability from donors mentioned earlier where NGOs need to report on completed activities. This might be a challenge due to lack of professional capacity. According to Wyngaard (2013), the Non-Profit Organisations Act of 1997 is problematic and funding criteria are not practical. They argued that the Act states that government should establish an enabling environment for the NGO sector, yet many NGOs find it challenging to access support from the government and to get funding from the government. It can be said that all registered NGOs are exposed to the same standard of reporting which is a challenge as it is intimidating and not tangible for the small NGOs. It may be further argued that the problem of high demand for accountability and transparency from donors may worsen due to lack of professional staff capacity.

It can also be argued that as a result of lack of institutional capacity, there is lack of leadership and management capabilities in NGOs. There is no sufficient leadership to foster the implementation of policies and legislation as there are very few community development and auxiliary workers because of lack of affordability due lack of financial support from government or limited financial support from donors as discussed later.

- Lack of or insufficient financial support from the government

Stuart (2013:18) also argued that there is insufficient and inappropriate funding from the government. Patel (2012:610) added that some NGOs get a major part of their income from the government, individual donors and private donors through subsidies, donation and subscriptions from its members. He further argued that social security services receive 90% of the social development budget and only 10% goes to welfare services which also shows lack of a comprehensive policy structure and appropriate funding norms between the government and NGOs. It can also be posited that there seem to be insufficient management information systems which makes it difficult to establish appropriate funding methods to sustain the NGOs. It can also be argued that the national government funds provinces, but the national government is seemingly failing to hold these provinces accountable for the misuse of funds. The funding criteria are also changed from time to time without informing NGOs, which result in the NGOs failing to properly plan and strategise.

Patel (2012); Wynguaard (2013) and Stuart (2013) also argued that the government expects accountability but it is failing to provide transparency and a standardisation for the subsidising of social services. This has led to the disparity in the financing of NGOs resulting in the deregistration of more than 23 000 NGOs in 2013 as they failed to submit their yearly final report (Hailey 2006:30; Wyngaard 2013; Statistics South Africa 2015:24; Patel 2012:611; Stuart (2013); Wiggill 2014:278).

Furthermore, 35 000 NGOs were declared non-compliant. Subsequently, all NGOs were registered again after an uproar from the public and they were given only six months to comply (Hailey 2006:30; Holtzhausen 2014:286; Statistics South Africa 2015:24). However, it can be argued that the uproar might have been in 2014 but the same pattern still exists in the present NGOs.

- Tough competitions

According to Stuart (2013:18), NGOs also face another challenge of tough competition. They argued that the lack of adequate funding support from the government as mentioned earlier in this section and their reliance on donor funding (see section 2.2.1) has resulted in NGOs engaging in a competition among themselves which has seen many NGOs failing to keep up to the competition resulting in their closure and failing to meet their goals (Patel 2012:611; Stuart 2013; Wyngaard 2013; Wiggill 2014:278).

- Dependence on projects for continuity

Padaki (2007:70) also pointed out another problem faced by NGO of coming to light only when there is a project to be implemented which may develop into other various projects and programmes which are conducted through funding received from donors. He added that this funding is allocated to a specific project. Based on this, it can be said that continuity of some NGOs' depends on the availability of projects. These NGOs may cease to exist once the project ends which may also lead to job uncertainty of employees as employees may lose their jobs at the end of such projects if other projects may not arise.

As a result of NGOs' continuity depending on the availability of projects, Padaki (2007:70) also added that another challenge faced by such NGOs is the appointment of staff which is usually based on projects in NGOs over a specific period of time. It

can be said that such NGOs struggle to offer longer term employment with career path or permanent employment to employees as they are forced to employ staff until the end of the project. This also result in NGOs failing to properly plan for manpower. These NGOs may face problems of losing loyal employees as employees cannot wait for the availability of the next project while they stay unemployed.

- Job worthiness and employee worthiness

Since NGOs rely on funding (see section 2.2.1), Padaki (2007:70), argued that NGOs face the problem of job worthiness. This shows that NGOs finds it difficult to find ways of determining salaries and benefits that are appropriate. He added that most NGOs struggle to allocate salaries according to job description, job specification and job evaluation (Padaki 2007:70). This shows that NGOs struggle with job analysis as they try to consider salaries, perks, benefits and opportunity for growth but they end up relying on one of these aspects and forgetting others although they are interdependent.

Linking to the above challenge and NGOs reliance on funding (see section 2.2.1), NGOs face the problem of determining the worthiness of employees where they struggle to reward employees for growth and advancement hence they usually use funds that the organisation has earned for itself to reward its employees (Padaki 2007:71). Based on this, it can also be argued that the budget relating to staff salary increments and benefits is made possible by public funds which makes NGOs wary about rewarding their employees as they also struggle with the ratio of expenses on employees and the activities that they carry out.

- High staff turn-over

According to Padaki (2007:71), NGOs face high staff turn-over as many employees in NGOs feels alienated from their families, friends and communities when they work

far away from home in the fields of deployment due to the nature of NGO work which result in emotional stress. Such NGOs ends up facing high staff turn-over as these employees fail to cope without their families and friends around them or as a result of demanding family responsibilities. In addition, Padaki (2007:72) added that NGOs also expose employees to emotional load. This result from the nature of NGO work which exposes employees to issues of poverty, cruelty, exploitation and injustice. This means that employees ends up feeling emotional leading to depression. Such employees end up leaving their jobs. Padaki (2007:72) added that most employees in NGOs fail to balance work and life as they tend to work for long hours and during weekends as NGO is very demanding forcing employees to put the developmental goals of the projects first before family. This means employees end up suffering from high levels of stress as they try to balance between work and personal lives. This results in many employees resigning resulting in NGOs facing high staff turn-over and insufficient capacity.

- Failure to use technology

According to Barker and Sutherland (2013:12), NGOs' face another problem of failing to use technological channels to establish and maintain relationships with their stakeholders (Barker & Sutherland 2013:12). In this context, Kim and Hammick (2013:10) mention that "the dialogic features of social media become critical for organisations". The advantages of digital interaction in organisations and its continuous efforts to establish community awareness, communicative relationships have been evaluated by various scholars (Briones 2010:23; Kenix 2008:11; Lovejoy & Saxton 2012:45; Saxton & Water 2014:33). However, Campbell (2014:11) further augment this view by arguing that although digital communication is used to improve communication among employees, organisations are not taking advantage of the entire qualities that every digital channel offers (Campbell 2014:11). McNamara (2010:13)'s research on digital communication in NGOs also augment this view by

arguing that even though NGOs are using digital channels of communication for internal communication, these NGOs were failing to sufficiently use digital media to connect with their employees (McNamara 2010:13). It can be pointed out that NGOs need to advance themselves technologically so that they can effectively communicate with their stakeholders.

After an exhaustive discussion on the overview of the NGOs as organisational setting, criteria and characteristics of NGOs, management and governance of NGOs, their roles in societies, role of NGOs in society and problems faced by NGOs, for the purpose of this study, it is cricial to look at the internal organisational communication in the context of NGOs. This is done in order to give a contextual understanding of communications within the NGO setting which is discussed in the next section.

2.3 Internal organisational communication in the context of NGOs

Before looking into the concept of internal communication satisfaction (see section 2.7), it is also important to discuss the concept of internal organisational communication in the context of NGOs in order a general overview of internal organisational communication in the context of NGOs. Kapur (2018:1) defined internal organisational communication as a situation when an organised collection of individuals work interdependently within a structured, organised and an open system to achieve a common goal and get involved in communication. Along the same vain, Winarso (2018:1) also defined internal organisational communication as the exchange of messages among employees within an organisation. He further argued that communication within an organisation is very essential as it creates a common understanding of the information that is presented to employees. He added that internal organisational communication can also create employee communication satisfaction for those who exchange messages within the

organisation (Winarso 2018:1). Based on this and in the context of this study and linking to the problems, management and governance requirements of NGOs (see section 2.2) which can be seen as employee-related, it can be argued that communication within organisations such as NGOs involves the exchange of messages that result in the same interpretation and understanding of the communicated messages which also result in internal communication satisfaction among employees (Downs & Hazen 1977:64), (see section 2.7).

In the context of this study, internal organisational communication points to the nature of communications and all communication activities in the context of NGOs such as Gender Links. Linking to the government's provision of legislative framework and governing bodies to NGOs and the provision of Kings' codes, as set out in section 2.2.2, it can also be said that the NGO sector is highly regulated with tight controls by government and high expectations are set out on various codes which NGOs should abide by (IoDSA 2016a:61-62; South Africa, Department of Social Development 2010; Independent Code of Governance for Non-Profit Organisations in South Africa 2012:10). It can be argued that proper internal organisational communication in NGOs can enable NGOs such as Gender Links to operate according to the government expectations as they will be able to communicate the information regarding the controlling nature and expectations from the government to employees in order to align themselves accordingly (Gastrow 2014:16).

With reference to section 2.2.2, the adoption of a stakeholder-inclusive approach that balances the needs, interests and expectation of stakeholders in line with organisational objectives could mean that internal organisational communication issues are implicitly important in the running of the organisation (IoDSA 2016:7). Based on this, it can be said that employees are generally regarded as a central stakeholder group in the NGO sector. It can also be argued that focusing on employee communication in NGOs can help to maintain continuous relationship with

employees which may in turn reduces staff turnover and result in high productivity in the NGOs as employees are always satisfied (Wyngaard 2013; Wiggill 2014:278).

As pointed out in section 2.2.3 above, with reference to the societal role of NGOs of enhancing the lives of the needy people in societies through advocating for their human rights and social protection and giving humanitarian assistance (Hailey 2006:30; Wyngaard 2013; Holtzhausen 2014:286), it could mean that internal organisational communication is essential in organisational operations for effective advocacy. Based on this, it is logical to deduce that as NGOs have societal role, internal organisational communication helps them to reach their advocacy goals.

In relation to section 2.2.4 on the problems faced by NGOs, lack of or insufficient financial support from the government and global economic crisis that NGOs are experiencing which results in tight budgets could be seen as a communication problem as funding is constantly decreasing in NGOs (Patel 2012:611). It can also be argued that communication in NGOs is very crucial in the sourcing of funding to sustain NGOs so that they can continuously operate independently (Wiggill 2014:278). This also means that effective communication can counter for such shortfall of declining funding in NGOs as NGOs can use communication as an instrument to reach out to as many potential donors as possible for more funding which can in turn contribute to the financial survival of the NGOs.

In addition, as mentioned above and as pointed out in section 2.2.4, lack of funding or limited funding which results in tight budgets also contribute to lack of leadership and management in some of the NGOs as there might not be sufficient leadership to implement policies and rules (Wiggill 2014:279). These tight budgets also result in low salaries of employees which leads to high staff turnover in the NGOs (Hailey 2006:30). It can also be deduced that communication in NGOs is very important as it can be used as a tool to source donation that can enable the NGOs to recruit

professional staff who may offer quality services and contribute significantly to the organisation and to pay better salaries to employees which may increase staff retention.

In line with the above statement and as indicated in section 2.2.4, NGO cannot afford to hire highly qualified staff which always poses as a problem in NGOs due to tight budgets which might be seen as a communication problem (Swilling & Russell 2002:57). It can be argued that lack of sufficient budget forces NGOs to recruit unprofessional staff and volunteers who may be lacking the necessary skill. In such instances, lack of staff skills could also be regarded as a communications problem. Wyngaard (2013), argued that there are very few skilled workforces in NGOs. This could be as a result of limited budgets which results in lack of affordability to remunerate professional staff according to their skills and experience (SANGONet 2018:2). It can also be argued that there is need for a more focused driven approach to internal organisational communication in NGOs to counter for such shortfall as effective communication may increase funding in NGOs and increase employee loyalty if their financial needs are met.

Having given a comprehensive discussion on the internal organisational communication in the context of NGOs in this section which gave a context through which communications can be comprehended within the NGO setting, the next section looks at the systems theory that was used as a meta-theory that guided the study. As set out in Section 2.4 below, the systems theory is central to the understanding of this study as it provides the foundation through which the concept of communication satisfaction can be understood. According to Von Bertalanffy (1972:407), the systems theory explicates and contextualise the relationship of different elements in a system. Relating to this study, a system can be seen as consisting of different employee sub-systems at Gender Links working together to achieve a common goal (Von Bertalanffy 1972:407).

2.4 Systems theory: Meta-theory

At its core, Von Bertalanffy (1968:154), defined a system as a set of elements that are connected to one another. In augmentation, Skyttner (1996:16) defined a system as, "a set of interacting units that form a whole, intended to perform some function", and he also explained it in daily language as "any structure that displays order, patterns and purpose" (Skyttner 1996:16). He posited another definition from a pragmatic and management perspectives which reads "a system is the organised collection of men, machine and material required to accomplish a specific purpose and tied together by communication links", (Skyttner 1996:16). Based on this, it can be argued that a system implies a unique whole, although in a system, the whole is more than the sum of its parts. It can also be said that a system is a result of interaction amongst the numerous parts. These parts are interrelated and can be understood holistically as they are dependent on other parts in the system and therefore are sub-systems. The interdependence is responsible for the organisation in a system (Skyttner 1996:16, Von Bertalanffy 1968:154).

All the above discussed definitions have elements that are applicable to NGOs, their communication with their employees and their desire to achieve organisational goals. Stuart (2013), argued that the continuous desire to achieve organisational goals of the NGO as a system and its employees, is specifically relevant since NGOs operate in dynamic and challenging environments that are demanding. Applying to this study, the system theory refers to the organisation as a system consisting of subsystems of which employee subsystem is one of them, that work collectively to achieve a common goal.

Skyttner (1996:20), posited that the system theory consists of various characteristics which includes hierarchy which looks at the embedment of systems within one another, interrelatedness, holism and interdependence which focuses on the

interconnectedness of different parts within a system, stability and flexibly which focuses on the balance of the system, openness which focuses on the interchange of open systems within an environment as well as self-regulation which looks at the system as goal oriented and being controlled by its aims which are all discussed in detail in the following sections (see sections 2.4.2.1 - 2.4.2.5)

Historically, the dawn of the general systems theory, can be traced back to the 1930s when Ludwig von Bertalanffy developed it after seeing the necessity of the theory to give guidance in research in multiple disciplines including communication science (Von Bertalanffy 1972:411; Begley 1999). It can be said that although it started in the discipline of biology with a focus on how living things operate, the same idea formed the basis of the systems theory that is widely accepted in various disciplines which includes social sciences such as organisational studies and communication studies.

Holtzahausen and Zerfa (2013: 289), also posited that the systems theory has been the foundation of various Communication science studies because it shows how communication comprises of the interaction of complex sets of variables (Littlejohn 2003:37;52) and should therefore be used in studying the phenomena related to communications (Broom 2006:148-149). Pearson (1990:220) further supported that the systems theory has become one of the well-known meta-theoretical point of departure for public relations, which points to stakeholder relationship management. Moreover, the adaptive open systems view holds that a successful organisation successfully manages relationships between its internal systems (internal employees), in the case of this study (Dahnke & Clatterburck 1990:162). Turbanti (2022:267) further argued that the structure of the organisation and the social and psychological condition of its members cannot be envisioned separately of such relationship and interactions.   Based on this, it can be argued that although there are different theories that framed organisational communication, the systems theory

can be seen as one of them and it can form the basis through which internal organisational communication can be explained and understood which is discussed in the later section (Lin 2001:47). Following from this discussion, the systems theory can therefore be regarded as a meta-theory in this study.

The next section focuses on apprehending the basic features of the systems theory, within the context of internal organisational communication.

2.4.1 Basic features of the system

Skyttner (1996:19-21); Begley (1999); Littlejohn (2002:35-38); Von Bertalanffy (1968:154), Angelopulo (2002:42); Burns and Deek (2010:4), Samoilenko (2008:282); Walby (2007:449) and Wadsworth (2007:154) proposed various characteristics of the systems theory which includes hierarchy, interrelatedness, holism and interdependence, stability and flexibility, openness as well as self-regulation which are discussed separately below.

2.4.1.1 Hierarchy

According to Skyttner (1996:19-21); Begley (1999) and Littlejohn (2002:35-38), hierarchy refers to systems that are most likely to be embedded within one another. In augmentation, Burns and Deek (2010:11), Mulej (2007:347), Angelopulo (2002:42) also argued that each and every system forms part of a hierarchy which is dynamic and that "Systems are all seen as subsystems of greater systems (supra-system), and in turn as systems which comprise of subsystems." These subsystems can, in turn, also be viewed as individual systems which comprise of their own different subsystems (Katz and Kahn (1978:3; Von Bertalanffy 1968:154).In support, Nicotera (2019) further argues that "systems are organised n a nested fashion so that systems exist inside and around other subsystems, each of which contains subsystems of its own." It can also be argued that the hierarchical structure depends

on the fact that "one man's system is another man's subsystem," (Burns & Deek 2010).

Linking to the above discussion of a system, the focus of this study centers on the staff as a system. It can be argued that the staff as a system have different subsystems such as the management and lower level employees. From a systems perspective, internal communication is communication between the different employee subsystems as the employee subsystems are 'internal' to the organisation. This refers to communication between the management subsystem and a lower level staff subsystem within Gender Links context.

For instance, if the management subsystem communicates with the lower level employee subsystem, the hierarchical difference between these two subsystems guides how they interact with each other. Thus communication between the different staff subsystems of the staff system at Gender Links is controlled. In terms of Systems Theory, the management and employee sub-systems are both on the same level as they are both subsystems of the staff system but it be argued that they also have a hierarchy between them too. This hierarchy is a hierarchy in a bureaucratic sense (Burns and Deek (2010:11)

The next section discusses another three-in-one feature of the systems theory, interrelatedness, holism and interdependence, which focuses on the relationship shared by various systems in the hierarchy, which serves as the next basic feature of the systems theory.

2.4.1.2 Interrelatedness, holism and interdependence

Due to this notion of systems, the general systems theory points out that every system that connect to one another is to some extent interrelated where the interrelatedness is aligned to interdependence which perceives the connection of

systems as essential for each other's survival (Burns & Deek 2010: 118; Mulej 2007:347; Kurtyka 2005:30). Due to these interconnections, the system as a whole can be considered to be greater than the sum of its different parts which links to the uniqueness of every system based on interaction and interdependence among different parts (Lai and Lin (2017:3). Nicotera (2019) also argued that the functioning of each element heavily relies on the function of other elements. Turbanti (2022:251) added that these part of a system cannot be analysed separately from one another based on the reason that a system is not just a sum of the elements that forms it. The general systems theory develops on this by positing that all systems must be studied as a whole rather than studying the individual elements independently (Hammond 2003:103, Katz & Kahn 1978:3, Von Bertalanffy 1968:154).

The notion of interrelatedness posits that all systems that are connected to each other have the power to influence each other (Von Bertalanffy 1968:154; Angelopulo & Barker 2006; Bausch 2001:43; Samoilenko 2008:282). Thus every subsystem in a system affects the system as well as its subsystem whereas the system itself influences its subsystem and cause a change (Kurtyka 2005:30, Hammond 2003:103; Katz & Kahn 1978:3). This also shows that the elements influence the behaviour of each another which can be concluded that the interaction of these elements enables them to achieve a common goal (Turbanti 2022: 251).

Due to these interrelationships, systems become dependent on one another for survival, which points to the fact that one system cannot function independent of others. For instance, in the case of this study both staff subsystems are embedded in the staff system. They are interrelated and interdependent so that changes in the management subsystem affects the rest of the staff system and that the wellbeing of the staff system and supra-system cannot be separated from the wellness of its subsystems. In the context of Gender Links, the lower level employee subsystem

and management subsystems depends on each other as reaching goals in one subsystem is dependent on reaching goals in another.

Skyttner (1996:19-21); Begley (1999) and Littlejohn (2002:35-38) also argued that on the notion of interdependence as pointed out earlier that a system is the result of communication amongst the various parts. These parts are not only interrelated and can be understood together, but they are also constrained by their dependence on other parts that are in the system. In augmentation, Lai and Lin (2017:3) further argued that "components are interdependent with one another in the system to the extent that one component cannot function without the support of other components". Based on this, it can be argued that this interdependence is responsible for the organisation in a system.

Angelopulo (2002:42) clarified the notion of holism by stating that "the complex organisation of the whole creates manifestations which do not exist where the parts of the systems are considered separately", which point to the fact that the apprehension and purpose of a system as a whole can only be made possible if the subsystems can operate as a whole. In augmentation, Turbanti (2022:251) posited that there is need for a holistic approach to the study of systems when it comes to interaction of the elements. This notion was further supported by Nicotera (2019) who argued that the system is not just the sum of its parts but rather, the essence of a system emanates from interaction among its parts which is very crucial in organisation communication where interaction is the focal area. It can be argued that although systems are interdependent and interrelated, they are also able to maintain their identities despite of ongoing changes and they are also linked by communication.

Based on the above discussion, it can be argued that the interrelatedness of these systems and their subsystems informs their communication which is defined by the quality of media used, channel selection and technology.

The next section discusses another two-in-one characteristic of the system which is stability and flexibility.

2.4.1.3 Stability and flexibility

Linking to the characteristic of interrelatedness, holism and interdependence, (see section 2.4.1.2), systems also tend to move towards stability and in order to maintain stability a certain degree of flexibility is required." As a result of the holistic and hierarchic essence of systems, every system has dual tendencies under stability, namely integrative tendency and self-assertive tendency. An integrative tendency is viewed as a tendency that directs the system towards operating as part of the whole in order to maintain stability (Kurtyka 2005:30; Hammond 2003:103). Based on this, it can be argued that staff subsystems may tend to work together as an integrated whole in some cases for the sake of stability. In contrary, a system also has another tendency called self-assertive in which it will aspire to preserve its autonomy at individual level (Angelopulo 2002:42). This means it will be assertive in terms of its own demands rather than the requirements of the whole (Burns & Deek 2010:4; Angelopulo 2002:42).

The two-in one feature of stability and flexibility alludes to the steadiness and flexible states of the systems, as steadiness allows the system to operate holistically over time, while its dynamic nature also allows changes in the system in order to enable it to adjust to its dynamic environment (Burns & Deek 2010; Mulej 2007:347; Kurtyka 2005:30).

The notion of flexibility is seen in the behavior of employee subsystems, where the environment in which it operates has changed in terms of a vigorous commitment to communication (Burns & Deek 2010; Mulej 2007:347). Thus flexibility permits systems such as management subsystem and lower level staff subsystem at Gender Links to adjust to this change of environment in order to remain stable. Again, the bi-polar essence of systems is also seen here, where, because of flexibility that steadiness in a system, can be established (Mulej 2007:347; Kurtyka 2005:30; Katz & Kahn 1978:3).

2.4.1.4 Openness

Although this section discusses openness as another characteristic of a system, it is necessary to give a difference between an open system and a closed system in the systems theory for better comprehension. The open or closed state of a system highly depends on its connection that a system upholds with its environment. If a system disconnects itself from its environment, that means it cannot adjust to changes in the systems around it, therefore, it is regarded as a closed system and it will gradually decline into disorder (Bausch 2001:43; Samoilenko 2008:282). Conversely, if a system is in continuous association with its environment for the exchange of messages, it will be categorised as an open system (Samoilenko 2008:282).

Gregory (2000:267), also further differentiated closed and open systems which he referred to open and organismic systems. With the acknowledgement that there might be some degrees of closeness and openness, a closed system can be referred to as one that does not change with the environment and goes towards chaos, disintegration and death (Littlejohn 2000:35). Conversely, the open systems theory sees organisations as made up of subsystems that are functional and social systems that are interactively interrelated (Dahnkeh & Clatterbuck 1990: 162). They further argued that these open systems consist of living things such as individuals, groups

and organisations. The open system depends on the relationship that it shares with its environment for its survival, maintenance and growth. Gregory (2000:267) further argued that units in an organisation affect one another and the organisation as a whole respond to the dynamics in the environment.

In relation to this study, the approach to open systems gives an assumption that communication takes place in a complex communication systems and not in isolation (Bowers & Courtright 1984: 23). Based on this, it can be said that in the context of this study, the organisations such as Gender Links within the NGO sector, as a supra-system, depends on other systems such as lower level employee and management subsystems for its full functionality as Gender Links and its employees can be considered as open systems that are adaptive.

Katz and Kahn (1978:18-34), gave a comprehensive explanation of the application of the open systems theory to organisational operations. They proposed that the operations of the individual parts of an organisation can be totally understood by looking at the complete system of the organisation and that the organisation achieves the same final goal from different initial conditions and avenues. In the context of this study, NGOs such as Gender Links can be seen as organisations with the abovementioned properties from an open system perspective as applicable to them.

In the context of this study, the open system can be applied to Gender Links where the lower level employee and management subsystems can adapt to changes in each other's' environments in order to achieve a common communication objective (Angelopulo 2002:44).

2.4.1.5 Self-regulation

In general, systems aim at achieving the goals and they are also governed by their purpose. The activities of a system are controlled by its objectives which are regulated by the system and the system controls its behaviour in order to reach such objectives (Skyttner 1996:19-21; Greeff 2010: 30). It can be argued that the supra-system sets a framework within which lower-level employee systems have to operate. This framework will measure and guide the end product of the systems, as systems will have to operate within these so that they can be able to achieve their set goals (Skyttner 1996:19-21; Greeff 2010: 30).

Based on the above discussion on the features of a system, in the context of this study, NGOs, particularly Gender Links employees, are considered as a system and therefore, the mentioned basic features are considered as applicable to them, from an adaptive open system point of view. In line with this view, the employees can be considered as systems, taking note that they could be open and closed systems (Rapport 1975:37; Georgiou 2007:29). This study pays attention to Gender Links employees systems as mostly adaptive open systems which needs a comprehension of the aspect of employees as systems (see 2.11.2).

2.5. Conclusion of the general systems theory

In its simplicity and precision, as outlined in section 2.11.2 the general systems theory includes various features discussed above that are also applicable to Gender Links which is seen as a supra-system. It comprises of a staff contingent system (system under examination), which consists of two subsystems which are the management and lower-level employee subsystems that are cooperatively functional, connected and depends on each other for survival. Five basic features of the systems theory have been discussed above (see sections 2.4.1.1 - 2.4.1.2)

which includes hierarchy, interrelatedness, holism and interdependence, stability and flexibility, openness as well as self-regulation.

In terms of hierarchy, in the case of this study Gender Links as an organisation is seen as a supra-system with its staff as a system which also has distinctive subsystems namely the management and lower level employee subsystems (Angelopulo 2002:42). From a systems view, communication within the organisation takes place between the employee subsystems and the management subsystems which is guided by the bureaucratic hierarchy although they are both sub-systems of the bigger employee system.

Interrelatedness, holism and interdependence looks at the relationship shared by systems where every system has an equal chance of influencing each other (Von Bertalanffy 1968:154; Angelopulo 2002:42). This relationship makes them to depend on each other to the extent that the changes made in the management subsystem affects the whole of the staff system. Despite the subsystems operating as a whole due to communication, they are still able to maintain their identities in spite of the continuous changes.

Under stability and flexibility, stability sees every system having a double tendency which are caused by the wholeness and hierarchy of systems and these are integrative tendency and self-assertive tendency (Kurtyka 2005:30; Hammond 2003:103). Thus staff subsystems can work collectively for stability purposes and individually in some cases with the confirmation of the whole. The lower level employee subsystem can work according to its own requirements where the management subsystems are compelled to adapt to these requirements. For flexibility the change of the communication environment forces the employee subsystems to behave accordingly and adjust in order to remain stable (Burns & Deek 2010; Mulej 2007:347).

In terms of openness, attention is given to open systems although there is also closed systems since it is the focus of the study. In an open system, the systems adjust to the environmental changes whereas in a closed system it does not. (Bausch 2001:43; Samoilenko 2008:282). Thus an organisation, as a supra-system, depends on employee systems for it to operate well where these employees can adapt to changes in the supra-system in order to achieve the organisational goals.

Under self-regulation, the system's activities are governed by its aims and the system also controls its behaviour in order to achieve those aims (Skyttner (1996:19-21; Greeff 2010: 30). Thus the employees work according to the principle set out by the supra-system which guide them in working towards achieving the objectives set by the supra-system.

After giving a detailed discussion of the characteristics of the system for better comprehension of communication within organisations, the next section discusses internal communication satisfaction as a core theoretical construct of this study.

2.6 Internal organisational communication satisfaction in NGOs

The construct, communication satisfaction can be tracked back to the 1960s to Likert (1967)'s work, who argued that communication is an interceding variable between job satisfaction and the recognition of organisational objectives (Battey 2010:13; Likert 1967:17). This concept binds with what has been noted from the communication satisfaction theory, even though Likert (1967:17)'s assumption predates these theories in some way.

Closely linked to internal communications (see section 2.9), the communication satisfaction concept maintains that an organisation that successfully exchange messages with its internal stakeholders, is an organisation that strives to establish satisfying relationships with these stakeholders, providing an organisation with a

leeway to set objectives which are underpinned by these stakeholders which results in the achievement of such objectives. Given this assumption, it can be maintained that the communication satisfaction theory clarifies the suppositions made by Likert (1967:17).

Taking into consideration the above argument to NGO employees as the particular stakeholders in this study, it can be stated that job satisfaction is closely linked to top employee productivity which contributes to the accomplishment of organisational aims (Battey 2010:13). Hopper (2009:13) reinforces this view by positing that employees in an organisation, who are knowledgeable comprehend their "job requirements and expectations of their contribution to an organisation's success" and this result in their job satisfaction due to their achievements (Hopper 2009:13). In further augmentation, Tkalac Vercic, Sincic Coric and Poloski Vokic (2021:593) argued that internal communication satisfaction is positively related to the engagement of employee and perceived support from the organisational.

Gray and Laidlaw (2004:427) further argued that if there is very low employee satisfaction in organisations such as Gender Links, in this case, the organisation can anticipate "reduced employee commitment, greater absenteeism, increased industrial unrest, higher employee turnover and reduced productivity" (Gray & Laidlaw 2004:427). This reinforces the significance of organisations like Gender Links apprehending communication satisfaction and being capable of measuring the satisfaction of its employees. Based on both the negative and positive theoretical principles discussed above, it can be argued that as the link between communication satisfaction and job satisfaction is proven, the same link could stand as both a motivation for keeping Gender Links employees satisfied and a warning of what negative effects unsatisfied employees may have on the goal-attainment of Gender Links.

However, the challenges surrounding the comprehension of the concept of communication satisfaction as idealised by Likert (1967:17) till the late 1970s, is that the communication satisfaction concept was seen as one dimensional, being an ordinary feeling that employees experience in their entire communication environment (Zwijze-Konig & De Jong 2007:263; Rubin 2004:114; Downs & Hazen 1977:64).

Cal. W. Downs and Hazen, the theorists, in 1977, explored the connection between communication satisfaction and job satisfaction where they concluded that communication satisfaction is a multi-dimensional concept. Downs and Hazen (1977:64) proposed that the degree of contentment is measured by eight dimensions of satisfaction which makes the exact gauge and grasping of this construct possible (Gray & Laidlaw 2004:429; Rubin et al 2004:114; Downs & Hazen 1977:64).

From this multidimensional condition of the concept of communication satisfaction, it is clearly defined as the social and emotional result on an employee experience in an organisation, like NGOs in the case of this study, which results from the communication that these employees have with the different facets of communication in an organisation (Battey 2010:13; Tsai & Chuang 2009:826; Carriere, Bourque & Bonaccio 2007:61). This social extent of communication satisfaction is influenced by the communication relationships to superiors, communication climate, organisational integration, media quality, horizontal and informal communication, the organisational perspective, relationship with subordinates and personal feedback (Battey 2010:13; Tsai & Chuang 2009:826; Carriere, Bourque & Bonaccio 2007:61; Downs & Hazen 1977:64). These form the dimensions of organisational communication satisfaction which are discussed below. Based on this, it can be argued that there is a link between the systems theory and internal organisation communication aspect. Linking internal organisational communication satisfaction with systems theory, which is the meta-

theory of this study, the systems theory holds that the systems are interdependent and communication satisfaction and job satisfaction influence each other. This shows a strong link to the systems theory where communication and job satisfaction are interdependent on each other. In addition, internal communications are between staff members of different subsystems and between staff subsystems and management subsystem and internal communications are usually about these internal subsystems.

2.6.1 The dimensions of communication satisfaction

In their seminal research project of qualitative and quantitative exploration, Downs and Hazen (1977) operationalised the dimensions of communication satisfaction. The quantitative examination produced ten dimensions from the factor analysis that was exploratory in nature, which were reduced to eight dimensions describing and materialising organisational communication satisfaction. These factors were later proven by other scholars such as Clampitt and Downs (1993), Downs (1988), Crino and White (1981). These eight dimensions are discussed in the context of this research study and the discussion emanated from the seminal work of Downs and Hazen (1977:66) and then from Battey 2010:13; Clampitt 2009:58; Hopper 2009:13; Tsai & Chung 2009:826; Carriere et al 2007:61; Downs & Adrian 2004:115) as supporting works. The first dimension in line with the discussion is communication climate.

2.6.1.1 Communication climate

Downs and Hazen (1977:66), defined communication climate as the level at which communication within an organisation encourages and invigorates employees to achieve the objectives of the organisation and employees' attitude towards communication within the organisation. In augmentation, Barker (2006:85), and Eisenberg & Riley (2001:307), argued that communication climate points to how

employees in organisations perceive the quality of the collective relations and the communication within the internal parameters of the organisation which stimulates deductions of the disposition maintained by the organisation. Barker, (2006:85), further added that communication climate looks at the general feeling that employees has about the organisation. The communication climate dimension, with preference to this discussion, however, is inclined to review employee contentment in terms of the general facets of organisational communication. Aligning the above to the purpose of this study, communication climate can be explained as the Gender Links employees' experiences, attitude and perception towards the general communication, aspects of media quality, channel selection and technology at Gender Links which all contribute to their internal satisfaction.

As argued by Mohammed (2002:376), different factors reflect on the communication climate of an organisation which include communication, competence, work pressure, worker's environment, supportive environment, communication rules and procedures (adopted by Greeff 2010:70). From this adapted model, originally devised by Mohammed (2002:376), Mohammed (2002:376) stated that communication satisfaction needs commitment from all organisational levels to make sure that employees see communication satisfaction as something that the entire organisation is committed to. This means that the communication rules and procedures must be implemented in the organisation and the whole environment and the needs of the organisation must support communication satisfaction endeavors. To amplify a communication climate, employees should also feel confident in their own, including their co-workers' communication competence.

Lastly, as noted by Mohammed (2002:376), communication pressure as it is named in this study, also affects communication climate in organisations. Thus employees perceive the significance of communication satisfaction in their organisations as measured together with the pressures of excellent communication satisfaction

results. To amplify this view, Tkalac Vercic, Sincic Coric and Poloski Vokic (2021:596) added that organisations that intends to be successful should always align internal communication with the perceptions and preferences of its employees.

Based on the above, in the context of this study, it is explicit that employees in the NGO sector such as Gender Links are satisfied even more with the climate that supports communication satisfaction in their organisation. Thus, internal communication in the NGOs must kindle employees to meet organisational communication satisfaction objectives as argued by (Downs & Hazen 1977:66). The :596next dimension is discussed below.

2.6.1.2 Organisational Integration

Downs and Hazen (1977:67), maintains that organisational integration looks at the satisfaction of staff regarding the information that they receive about the organisation and the work environment which includes information regarding departmental policies and plans, job requirements and personnel news. In support of this, Angelopulo (2006:40) added that organisational integration has a dual meaning where, firstly, it makes reference to personal integration into the organisation and secondly to cross-sectional integration (Francis & Woodcock 1994:4).

According to Downs and Adrian (2004:115), with regard to personal integration, employees should receive information about their work and everything that accompany it like benefits, policies, among others, alongside personal news about their co-workers and the aspirations of all organisational departments including the organisation as a whole. This enhances the employees to feel involved in the organisation. The most crucial factor to consider with regard to personal integration in organisations is internal communication from superiors to employees (Francis & Woodcock, 1994:6). In order to harmonise employees at a personal level, interaction from management has to indicate the bigger picture of the organisation's operations

65

and how every employee's work is positioned into this bigger picture of the organisation. Accordingly, the management in the organisation is anticipated to interact with employees about their work's contribution towards the organisation so as to have these employees unified into the organisation as well and assure them about their value to the organisation in a positive way (Francis & Woodcock 1994:6; Downs & Adrian 2004:115).

In addition, in line with this study, cross - sectional integration means that employee subsystem should be integrated into the system, which is Gender Links in this case, in order to work interactively to intensify organisational communication satisfaction objectives. Therefore, in order to implement this, communication strategies must be devised to enable this integration (Downs & Adrian 2004:115).

In support of the above, Angelopulo (2006:40) and Grunig (1997:290), emphasised the importance of cross-sectional integration when he argued that successful communication satisfaction efforts points to those that forms part of all activities that are undertaken by an organisation like an NGO as organisations and that "the further apart communication satisfaction efforts are from daily functions of an organisation, the less successful they are". Therefore, integration is pivotal in ensuring the success of communication satisfaction, which can be done through meaningful and two-way communication between the operations in an organisation such as an NGO like Gender Links, in the case of this study (Francis & Woodcock 1994:4). This integration is important to the study as it allows Gender Links employees to align themselves with Gender Links goals in an attempt to achieve such organisational goals. The next dimension, informal horizontal communication is discussed below.

2.6.1.3 Informal horizontal communication

Downs and Hazen (1977:67) argued that horizontal informal communication is when there is communication between employees and their fellow workers which also

points to grapevine. The channels discussed in the previous section also points to informal media and in terms of communication satisfaction. In support of the above definition, informal horizontal communication refers to the interaction between same level employees, which is not really task-oriented or governed by the organisation (Sitkin et al 1992:586). This dimension of communication satisfaction is concerned about how active grapevine is in organisations like NGOs as well as the adequacy and flow of these informal messages (Naude & Le Roux 2005:3; Rensburg 2003:159).

In relation to internal communication satisfaction in NGOs, for the purpose of this study, this dimension is very appropriate as it allows the employees subsystem at Gender Links to freely share information about their experiences and perceptions with communication satisfaction in general and specifically with media quality, channel selection and technology through grapevine.

2.6.1.4 Organisational perspective

Downs and Hazen (1997:67) defined organisational perspective as messages communicated about the organisation's overall operations such as any changes that takes place in an organisation, the financial standing of the organisation and its policies and objectives. It also includes knowledge about events taking place in the organisation such as new policies from the government which affects the organisations (Downs et al 2004:115). This means that organisations have to convey their objectives to employees so that employees can work in accordance to the objectives of the organisation in order perform respectively and achieve them.

Moreover, it is argued that employees in organisations should be directly involved in the strategies and plans when these organisations are setting their goals rather than receiving information about these goals only (Downs et al (2004:115). With that said, employees in the organisations need vast information other than job-related

information which includes aims that are set for them together with the organisation which establishes their emotional connection with the organisation. This also enable employees to have a full comprehension about their organisation and they also feel unified which enables them to make informed decisions and work toward a common goal.

In line with the focus of this study, this means that NGOs like Gender Links must share information with its employees about internal communication goals and how it is copying in terms of these objectives so that employees can make informed decisions, align themselves to the aims of the organisation and work towards a common vision. To add on, the external factors influencing internal communication in NGOs such as new rules from the Department of Social Development for instance, must also be shared with employees. Employees in the NGO sector such as Gender Links must be kept abreast with all aspects outside the regulations of the NGO but which have influence on the aspirations of the organisations in the NGO sector. In terms of internal communication satisfaction in NGOs like Gender Links, in the NGO sector, this would for instance, include the requirements of the Non-Profit Organisations Act of 1997, SANGOCO and The Department of Social Development which governs communication in NGOs, among others. The next dimension is discussed below.

2.6.1.5 Relationship with superiors

According to Downs and Hazen (1977:66), this dimension focuses on the upward flow of messages from subordinate to their superiors. It aims at communication from the subordinates up to the managers. The dimension of superior communication aims at the satisfaction of employees in the organisations, which also include the NGO sector, with their managers and their skills of communication (Downs et al 2004:116). Jones (2006:38) added that the dimension focuses on the degree to

which managers welcome ideas, listens attentively to employees, trust them and guide them in solving problems related to their jobs determine the level of Gender Links' employees' level of satisfaction. These aspects should be considered in order to improve communication from managers (Downs & Adrian 2004:53).

Thus in order for employees to be contented with their managers and their communication skills, the communication satisfaction dimension maintains that managers must truly listen to upward from subordinates (Naude & Le Roux 2005:3). It is only when employees feel that their messages are noticed by their superiors, that they will be satisfied with the communication (Downs et al 2004:116).

Moreover, managers in organisations should be able to guide employees in terms of solving work related problems if the needs of the employees are to be satisfied. This concept is paramount in relation to satisfaction in internal organisational communication in the NGOs as this dimension maintain that managers must be capable of guiding employees in terms of communication procedures if the internal needs of subordinates are to be satisfied (Naude & Le Roux 2005:3).

This means that the internal communication from the employee subsystems to the management subsystems must be of high standard in organisations in order to enable content competence from managers. In this study, internal communication in NGOs, therefore leave managers knowledgeable and competent individuals so that they can experience the dimension of communication satisfaction. The next dimension of relationship with subordinates is discussed below.

2.6.1.6 Relationship with subordinates

Downs and Adrian (2004:56) defined this dimension as downward communication from superiors to subordinates where subordinates trust their managers for open communication. Downs and Hazen (1977:68) added that the dimension's focal point

lies in subordinate's responsiveness to management communication and responsibility of initiative upward communication.

Gender Links employees must trust their superiors and facilitate open communication with them, an indication of their response to their managers' directives, expectation of information from their managers, receptive to assessments, criticism and suggestions (Jones 2006:39). Based on this, this dimension focuses on the flow of messages between managers and subordinate. It also aims at communication from the superior down to the subordinate. In terms of communication with employees, this dimension focus on the degree to which employees respond to communication from their superior and the level to which they feel in control for pioneering upward communication (Downs et al 2004:116). Jooste (2009:235) also added that two- way communication between managers and employees creates a platform where suggestions can be communicated and openly criticised which is crucial employees need to be regularly updated about the outcome of their communication with their superiors.

In this study, this downward - directive communication refers to the level to which Gender Links subordinates respond to communication directed down to them by their superiors (Downs & Adrian 2004:57). This takes communication from supervisors' view which addresses aspects such as who is exchanging information with who, what is being said, how is it said and who should listen (Jooste 2009:234). In the case of this study, for management subsystem in Gender Links to experience communication satisfaction, employee subsystems should be responsive to downward communication and a norm should be established where employees feel accountable and fit to institute upward communication. Thus the presence of this interaction at Gender Links, in the case of this study, results in communication satisfaction being experienced. The last dimension, personal feedback is discussed below.

2.6.1.7 Personal feedback

Personal feedback is another dimension of communication satisfaction which refers to the fact that employees in organisations must obtain messages of high accuracy about how they perform in organisation as their work is measured by clearly defined parameters (Downs & Hazen 1977:67). This dimension is crucial for communication satisfaction as it is significant for employees in an organisation to be consistently updated about their progress in their work as well as their appraisal (Hopper 2009:14).

In line with this study, in terms of internal communication, performance of employee subsystems in the bigger employee system at Gender Links, is therefore, maintained that the employee subsystem must always be acquainted with their communicative performance for continuous improvement which result in internal communication satisfaction. Therefore, it is indispensable for organisations, including NGOs to establish personal feedback and appraisal systems in their internal communication structures to enable personal feedback in order to experience communication satisfaction (Hopper 2009:14). The next section looks at the dimension of media quality.

2.6.1.8 Media quality

Downs and Hazen (1977:67) argued that the dimension of media quality deals with messages as they travel through various channels of communication such as meetings, publications, memos, among other. This include the helpfulness of these communication channels that are used in the organisations, their clarity, the sufficiency of information that these sources of information convey, the organisation of meetings and the appropriateness of written directives (Downs & Adrian 2004:115; Clampitt and Downs 1993:2). In support of this view, from his research findings, Taylor and Ledbetter (2017:1383) also argued that frequent use of communication

channels in an organisation also increases communication satisfaction. For the purpose of this study, media quality is specifically pertinent and this dimension is further understood through the Media Richness Theory and the Dual Capacity Model. For the comprehension of the media quality, the Media Richness Theory was developed by Daft and Lengel 1986 to assess the richness of communication channels. It serves as a guideline to the channel selection during communication as it looks at channels selection and the effect of media usage (Robert and Dennis 2005:10) which is discussed below. In the same vein, Dual capacity model reflects on how the data carrying and symbol carrying capacity influences channel selection and media quality (Sitkin 1992:564), which is the focus of this study, is also explored below.

2.7 Media Richness Theory

Expanding on the basic understanding of media quality, Daft and Lengel (1986)'s Media Richness theory, evaluates the communication channel' ability to reproduce messages sent over it, expressed in terms of the 'richness' of each channel. It ranks channels' ability to enable employees to interact and understand each other, ability to facilitate quick feedback, handle multiple information cues continuously and establish a personal focus (Daft and Lengel 1986:554-571). Men (2014:264-284) also posited that the Media Richness Theory focuses on the ability of the communication channels to enable to users to share information and to ensure that they understand the message and eliminate the equivocality of the task that is involved.

Daft and Lengel (1984:1) argued that organisations process information in order to reduce uncertainty and equivocality which is discussed later. Daft and Lengel (1986:560) further defined information richness as "the ability of information to change understanding within a time interval." They added that interactions that can give clarity to ambiguous messages and enable understanding within a short space

72

of time are regarded as rich while interactions that need more time to facilitate understanding are seen as less rich or lean. Based on this, it can be said that media channels that provide clear messages to recipients are regarded as richer and those than provide multiple interpretations are seen as less rich or lean. This also means that the channel should be appropriate for the information that is needed.

Tkalac Vercic and Spoljari (2020), also argued that the Media Richness Theory is very useful in assessing communication channels including digital technological channels which meets employees personal and professional needs (Braun, Hernandez Bark, Kschener, Stegmann and Van Dick, 2019). This means that the media richness theory can be a useful tool in examining both traditional and digital technological channels used for internal communication in organisations.

Rich and lean media are discussed below.

- Rich media

Daft and Lengel (1986:560) defined rich media as a communication channel which is capable of retaining instant feedback, which uses a lot of cues and also uses natural language as well as possessing personal focus. Daft and Lengel (1986:560) also argued that communication channels are different in their ability to process rich information. They exemplified face-to-face, telephone, letters, memos, documents and numerical documents according to their ability to communicate rich messages. In augmentation, Daft and Wiginton (1979) in Daft and Lengel (1986:560) posited that the differences pertaining to information richness include the media's ability to obtain feedback, many cues and channels used, personalisation and a variety of language. Aligned to this argument, Daft and Lengel (1986:560) classified face-to-face as the richest medium because of its ability to give instant feedback, multiple cues through tone of voice, body language and the content of the message is expressed through natural language and because it is also based on personal

interaction between the sender and receiver of the transmitted messages (Devney 2016:33).

Daft and Lengel (1986:560) further argued that the Media Richness Theory also looks at media naturalness which looks at the use of media channels in natural interacting environments such as face- to-face communication which offers employees to communicate in real time, observes the reactions and responses from others. It can be argued that this makes messages clearer and more comprehensive because face-to- face communication enables employees to resolve disagreements during meetings and clarify ambiguous messages which can be communicated through visual social cues such as body language and gestures.

Daft and Macintosh (1981) in Daft and Lengel (1986:560) also found out that face-to-face is mostly preferred to convey equivocal messages. Closely related to earlier discussion, Daft and Lengel (1984) also argued that rich media influences the reduction of equivocality through allowing managers to provide interpretations of messages that are complex and process messages that are subjective in nature. It can also be said that face-to-face can be seen as rich media because it provides quick feedback and it is more suitable for simplifying difficult messages that may be based on opinions as it gives room for a common interpretation of such messages. It can also be argued that media richness theory focuses on message clarity which looks at the ability of communication channels to communicate accurate information that is receptive to other employees' opinions.

- Lean media

Contrary to rich media, Daft and Lengel (1986:560) also noted that media that is low in terms of richness process very few cues and limited feedback and are also not very appropriate when it comes to providing solutions to issues that are equivocal in nature. Daft and Lengel (1984) also argued that written memos or formal reports are more appropriate for unequivocal messages. Daft and Lengel (1986:560) also

74

maintained that media that are less rich or lean are impersonal and they depend on rules, procedures, forms, among others. Based on this, it can be argued that written media is lean because of its inability to provide instant feedback and it is more appropriate for processing simple messages that are lean and that can be understood easily while rich media is more appropriate for processing complex messages that have many interpretations which may not be difficult to understand (Daft and Lengel 1986:560).

- Uncertainty

Daft and Lengel (1984:5) defined uncertainty as the absence of information. They added that uncertainty decreases as information increases. Gabraith (1973) in Daft and Lengel (1984:5) also defined uncertainty as "the difference between the amount of information required to perform the task and the amount of information already possessed by the organisation. This means that adequate information helps to clarify issues in organisations which reduces uncertainty. It can also be argued that the improvement in information processing also reduces uncertainty. Based on this, it can also be said that the media richness theory provides the bases through which organisations can understand information processing. A detailed discussion is given in section 2.9.1.

- Equivocality

Closely linked to uncertainty, Daft and Lengel (1984:1), also argued that organisations process information in order to lessen equivocality. Daft and Lengel (1984:2) defined equivocality as when a message has different interpretations. Weick (1976) and Daft and Macintosh (1981) in Daft and Lengel (1984:5) also defined equivocality as the existence of many interpretations that are conflicting about the situation of an organisation. Based on these definitions and underpinning arguments, it can be argued that if the message is equivocal, it means it is complex,

unclear, have many interpretations and confusing, which make it very difficult for the recipient to decode.

Daft and Lengel (1984:2) and also posited that emerging research such as Daft and Macintosh (1981) found out that equivocality is closely linked to information processing (Daft and Lengel 1986:555). They added that Daft and Macintosh (1981) found out that equivocal information was mostly preferred for tasks that are unanalysable where managers use their experiences to interpret messages (Daft and Lengel 1984:2). Daft and Lengel (1986:31) in Daft and Lengel (1984:2) reported that face-to-face communication was used for messages that are equivocal. Based on these findings, it can be said that managers select a communication channel which is based on aligning the equivocality of the message to the richness of the communication channel. It can also be argued that channel selection is based on how communicative channels are and how efficient they are in conveying a certain task. Thus it can be further said that when the messages are too ambiguous, managers chose to use face-to-face communication because of its ability to clarify difficult messages.

- Later Theories supporting Media Richness Theory

In support of the Media Richness Theory, later scholars such as Carlson and Zmud (1999:153) developed the Channel Expansion Theory and argued that the theory emerged from Media Richness theory to contribute to the enhancement of knowledge base on the use of media. Carlson and Zmud (1999:154) further posited that channel expansion theory focuses on the perception regarding a certain channel and not the process of selecting a channel. They further maintained that the apprehension of the development of perceptions about a channel is equally an important aspect of grasping the selection process of a channel which is influenced by channel perception and social influences (Carlson and Zmud 1999:154). In further elaboration, they argued that the use of an email as a lean media does not intensify

76

the knowledge about an email or incite perceptions of email as a richer media (Carlson and Zmud 1999:154). Based on this, it can be argued that channel selection is associated with the individual experience with the media channel itself, the communicator and the message being communicated. It can also be said that a person's experience with using a lean media channel may force the person to utilise that lean media for ambiguous tasks.

Other emerging scholars such as Robert and Dennis (2005:10) also supported the media richness theory arguing that the media richness theory builds on social presence theory which argues that media vary in their ability to relay the psychological view that other people are physically present. Based on the above discussion, despite the criticism of the media richness theory, it still remains the theoretical foundation through which media quality and channel selection can be understood in organisations.

As the above discussion looked on channel selection and media quality, the next section explores the dual capacity model which is a model of the determinants of channel selection that gives a reflection on how the data-carrying capacity and symbol carrying capacity affects the choice of media.

2.8 Dual Capacity Model and its concepts

Daft and Lengel (1986), proposed the Media Richness model as a framework for understanding the choices made by members of an organisation on the use of communication channels (see section 1.7). Linking to media richness theory, Sitkin, Barrios-Choplin and Sutcliffe (1992: 564-5) proposed that Dual Capacity model gives a reflection of the dual functions of the media of communication. These two functions include the media's ability to carry out data and symbolic meaning (Sitkin et al 1992:564-5) which are discussed below separately. Based on this, it can be argued that a communication channel can function in both ways which include the

transmission of information and interpretation of symbols to create meaning. Which are discussed separately below

- Data carrying capacity

Daft and Lengel (1984) in Sitkin et al (1992: 566) defined data carrying capacity as the extent to which a communication channel can relay task-related information in an effective and efficient way. In augmentation, Rice (1987) in Sitkin et al (1992:566) further argued that the given definition involves verbal and non-verbal information and both qualitative and quantitative data. Belkin (1975) in Sitkin et al (1992:566) also defined data carrying-capacity as the capacity of the media channel to convey information with images, numbers, letters and words.

Sitkin (1992:566) also posited that other scholars such as Shannon and Weaver (1949) and Dance (1967) also argued that when it comes to communication, as a way of improving the efficiency and effectiveness of the communication channels, communicators, media, messages and communication actions are described in terms of the connection between the characteristics of the media channel and task-related requirements. Following from this, it can be said that the efficiency and effectiveness of a communication channel is determined by both the characteristics of the media and the task. Thus communication is seen as involving the deliberate selection of media channels in order to carry out task-related functions (Dance 1967 in Sitkin et al 1992:566). Sitkin et al (1992:566) also maintained that the communicator intentionally chooses a media of communication and takes note of the consequences. It can also be argued that communication channels are selected based on their ability to relay data. To some extent, it can also be argued that media channels' high or low data carrying capacity determines its richness. This also shows that communication channels differ in their ability to convey rich data with qualitative characteristics such as body language, emotions and visuals (Redding 1972 in Sitkin et al 1992:566).

- Symbol carrying capacity

Short (1976) in Sitkin et al (1992:567) defined symbol carrying capacity as the extent to which a communication channel is able to relay symbolic meaning. This is because communication has symbolic functions which involves establishing and maintaining shared valued and meanings (Goffman 1963, Mead 1934 in Sitkin 1992:569). Eisenberg and Riley (1988) also argued that organisational behaviours and acts of communication are also symbolic. They added that media channels carry symbolic meanings in two ways which include through conveying a certain set of meanings and by acquiring the symbolic status (Eisenberg & Riley 1988 in Sitkin eta al 1992:569).

Media channels are seen as carriers of meaning, when there is shared belief of what is meaningful in an organisation (Douglas 1973 in Sitkin 1992:569). Eisenberg and Riley (1988:136) added that individuals make sense of their environments through symbolic transactions. This means individuals create meanings during communication where information contains images, numbers, among others. In this regard, it can be argued that a communication channel is seen as a good carrier of meaning if it can convey messages with meanings that can be understood.

Media channels are also seen as symbols when they gain the status of a symbol, when the symbolism of the message becomes more crucial than the content of the message (Peters 1978, McLuhan 1964 in Sitkin 1992:570). Sitkin et al (1992:570) gave an example of a communication channel that is seen as technologically advanced. In line with this, it can be argued that communication channels have a symbolic meaning embedded in them and not in what they are conveying. Thus although a channel is seen as a carrier of meaning, in such instances, it is seen more as a symbol itself of what is valued in an organisation.

Following from the above discussion, it can be concluded that data carrying capacity and symbol carrying capacity differs in that a communication channel's ability to relay

and establish symbolic meaning may differ depending on the situation and context (Sitkin et al 1992:571. This has also been supported by Smircich (1983a) in Sitkin (1992:571) who argued that communication is unique and particular to a specific context and situation. Based on the given discussion on characteristics of data-carrying capacity and symbol-carrying capacity, it can be argued that these characteristics impact on the channel selection within an organisation where channel selection is very important to consider in terms of media quality which also contribute to employee satisfaction with media quality. These factors also help to further discuss satisfaction with media quality and channel selection in this study.

Having a comprehensive discussion of the data carrying and symbol carrying capacity of a communication channel discussion and media richness in mind, that influences the selection of a media channel, the next section discusses the determinants of channel selection in detail. Sitkin et al (1992:573) proposed a model of determinants that are taken into consideration when selecting a media channel with a consideration of the media's richness. These include task contingencies, communication capability and normative contingencies. These three categories of determinants are discussed separately below as they also apply to the focus of this research.

2.8.1 Task contingency factors

Sitkin et al (1992:577) defined task contingencies factors as one of the determinants of data- carrying capacity that influence the selection of media channels. Sitkin et al (1992:577) classified task contingency factors under task characteristics and message characteristics which are discussed separately below.

2.8.1.1. Task characteristics

Linking to the media richness theory and dual capacity model discussed earlier (see sections 2.8 and 2.9), Sitkin et al (1992:577) argued that task characteristics is one of the category of task contingency factors which are considered during channel selection. These includes two task characteristics which have been identified within the information richness literature (see section 2.8) namely uncertainty and urgency (Sitkin et al 1992:577).

Uncertainty: Daft and Lengel (1984:5) defined uncertainty as the absence of information (see section 2.8). Galbraith (1977) in Daft and Lengel (1884:5) further argued that uncertainty refers to, "the difference between the amount of information required to perform a task and the amount of information already possessed by the organisation." Sitkin et al (1992:577) added that task uncertainty has been regarded as the most crucial determinant of the organisation's informational needs and activities.

Daft and Lengel (1986:563) further argued that the presence of uncertainty result in the selection of communication channels that are effective and efficient which are mostly found in richer media. Daft and Lengel (1986:563)'s further argues richer media is suitable for uncertainty as indicated earlier (see section 2.8). Based on this, it can also be argued that task uncertainty is a major factor that is considered when selecting communication channels in an organisation because it generates adequate information when retaining feedback which also reduces misinterpretation of messages and amplifies clarity of messages.

Urgency: Sitkin et al (1992:578) posited that urgency is another task characteristic that influence the selection of communication channels which he defined as the significance that is associated with the communication of tasks. Stein field and Fulk (1986) in Sitkin (1992:578) added that communication channels that are easy to access and use are mostly used to convey information needed quickly. Sitkin et al (1992:578) further argued that when urgent task-oriented communication in

organisations arises, "most readily accessible, easily used and rapid means of conveying information", should be used. Based on this, it can be argued that a communication channel is chosen based on its ability to communicate messages during emergencies. Linking to the media richness theory earlier discussion (see section 2.8), face-to-face can be regarded as one of the channels that can convey information quickly with immediate feedback. One can also argue that certain prescribed channels of communication can be abandoned during times of emergencies paving way for channels that are readily available so that they can convey such quick and urgent messages.

The next section focuses on another classification of task contingency factors which is message characteristics which is also considered when choosing communication channels.

2.8.1.2 Message characteristics

In relation to message characteristics, Sitkin et al (1992:578) identified four message characteristics that also considered during channel selection as discussed below which include complexity, clarity, volume and relevance which are discussed below (Daft & Lengel 1986:560).

Complexity: Aligned to the media richness theory (see section 2.8), Daft and Lengel (1984, 1986:560) argued that complexity is another characteristic of a message that points to "different frames of reference and ambiguous issues that is linked to equivocality." They further argued that complex messages are equivocal, unclear and very difficult for the receiver of the message to understand. In augmentation, Trevino et al (1987) in Sitkin et al (1992:578) added that complexity is very crucial in influencing the use of communication channel. Sitkin et al (1992:578) also postulated that message characteristic is a characteristic of a task that looks at tasks that are more complex and are associated with messages that are lengthy and more

complete. Based on this, it can be argued that the match between a communication channel and message requirements enhances effective communication. In line with this, thus, communication channels are chosen based on their ability to reduce misinterpretations of the message making messages very simple and easy to understand. Such channels include face-to-face as they can clarify ambiguous and complicated messages which may enhance employees understanding.

Clarity: According to Sitkin (1992:578), message clarity is another characteristic that influences the selection of communication channels. Daft & Lengel (1986), argued that certain communication channels are chosen based on their ability to convey unclear messages with multiple meanings in order to enhance effective communication. In support, Daft and Macintosh (1981) in Sitkin (1992:578) added that lean media is more capable of conveying specific messages while rich media provide instant and narrative messages. In line with the media richness theory (see section 2.8), written memos and formal reports are considered as lean media because of their ability to process very few cues and limited feedback. In line with this, it can be said that communication channels are chosen based on their ability to convey clear messages for effective communication. This view has been augmented by Devenyi (2016:33) who posited that communication channels are also chosen based on the type of message that needs to be conveyed, whether routine or non-routine. He added that the appropriate channels for transmitting routine messages are the written media, as they are able to convey clear messages and minimise ambiguity.

Volume: According to Sitkin (1992:578), volume is another characteristic of the message that also influences the selection of communication channels. Sitkin (1992:578) further argued that some communication channels are more capable of carrying large quantities of textual, numerical, audio and visual information than others. In such cases, the capacity of a communication channel to carry data is assessed through counting the number of words, numbers or pages it can convey.

Based on this, it can be argued that the amount of information a communication channel can transmit is a contributing factor to the selection of a communication channel. It can also be argued that communication channels should balance the specifications of the message transmitted.

Relevance: With close reference to the media richness theory (see section 2.8) Sitkin et al (1992:579) also posited that the relevance of the message is another characteristic of the message that is taken into account during the selection of a communication channel. Sitkin et al (1992:579) added that a communication channel is chosen based on whether the message is interesting and motivating for the receiver or not. Sitkin et al (1992:579) also noted that Petty and Cacioppo's (1986) analysis of attitude change literature also posits that messages can effect attitudes to the recipients depending on how relevant and evolving they are to a receiver. Following from this, it can also be argued that communication channels are chosen based on their ability to evoke an attitude in a receiver which are in turn regarded as relevant and useful to them. Thus the more applicable a message is to a receiver, the more the receiver's attitude will be influenced by the information conveyed to him/her.

The next section looks at communication capability constrains, which is another determinant of media selection.

2.8.2 Communication capability constraints

Linking to the Dual capacity model, Sitkin (1992:579) argued that communication capability constraints is another determinant of media choice which include the constraints that are imposed by the characteristics of the communicator, the recipient and the organisation that limit the media choice options (Rice 1987 in Sitkin 1992:580). This means that the specific features of a situation influences the selection and usage of communication channels by affecting the ability of communication through various communication channels.

Sitkin et al (1992:578) further argued that "there are a number of significant constraints imposed by characteristics of the communicator, the recipient and the organisation that limit the media selector's range of practical options" of communication channels. Sitkin (1992:580) added that communication capability constraints look at the features and implications of these constraints the characteristics includes communicator, recipient and organisational characteristics (Rensburg 2003:159) which are discussed separately below.

2.8.2.1 Characteristics of the communicator

Sitkin (1992:580) postulated that previous work explored some characteristics of the communicator which include competence, access, comfort/familiarity and flexibility that can be regarded as constraints on unlimited choice of communication channels.

***Competence*:** In terms of competence, Sitkin (1992:580) argued that competence is one of the characteristics of a communicator which refers to a communication channel's potential which can also be differentiated from the extent to which it is competently used by a communicator. Rensburg (2003:159) further argued that communication channels are chosen based on the communicator's expertise with the channel. Based on this, it can be said that communicators choose communication channel that they are more knowledgeable about.

Access: Rice and Shook (1988) in Sitkin (1992:580) also maintained that in terms of access, communicators opt to use communication channels that they can easily access. Rensburg (2003:159) added that communicators also choose communication channels based on their ability to access the resources available to them. Based on this, it can be argued that communicators choose to frequently use the communication channels that are always available to them.

Comfort: According to Hittz and Turoff (1978) in Sitkin (1992:580), with regard to comfort, individuals also tend to use communication channels that they are

comfortable/ familiar with which is also influenced by their skills in using the channel (Trevino et al 1987 in Sitkin 1992:580). Based on this, it can also be argued that communicators choose a communication channel that they have a lot of skills in using, that are well known to them in terms of usage and that they feel comfortable in using.

O'Reilly (1982) in Sitkin (1992:580) further added that the individuals choose communication channel that they are familiar with which is also influenced by how compatible a communication channel is with a person's communication preferences and style. Rensburg (2003:159) also added that familiarisation is also considered during communication channel selection. Based on this, it can also be said that communicators also prefer to use communication channels that they know very well.

Flexibility: In relation to flexibility, Daft et al (1987) in Sitkin (1992:580) also argued that managers are more flexible in the use of communication channels are most likely to comply with the implications of the communication channel and are seen as more effective. Based on this, it can be argued that managers who are more flexible in using communication channels perform better. It can also be argued that these high performing managers choose rich media for non-routine messages and lean media for routine messages. Thus they are more sensitive to the richness requirements in media selection (Daft and Lengel 1987).

Daft and Lengel (1986:561) also argued that communicators in an organisation take into account how personal a message is when choosing the appropriate channel of communication. They added that communicators choose richer media because they are more personal as they include body language, facial expressions, gestures, tone of voice and other non-verbal cues that indicate a person's reaction to a message. Also linked to the symbol carrying-capacity model, it can also be argued that these richer media promote a very close relationship between a manager and a

subordinate as the sentiment of the message may have an influence on the medium chosen.

The next section looks at the recipient characteristics, one of the communication capability constraints.

2.8.2.2 Recipient Characteristics

Sitkin et al (1992:580) argued that recipient characteristics is another constrain of communication capability that is considered when choosing communication channels. Sitkin et al (1992:580) further argued that the recipient's skills and knowledge are very important in determining the receipt and understanding of the message. In augmentation, Janis and Hovland (1959) in Sitkin et al (1992:580) also posited that the characteristics of the recipient can also affect the effectiveness of the data and symbol carrying capacities of a communication channel which can also reduce the recipient" perception of the communication channel. This is because every communication channel needs different characteristics of the recipient such as good vision, ability to read and literacy in computers of which these characteristics can limit effective communication (Sitkin et al 1992:580). Thus communication channels are chosen and customised according to the receiver's physical wellness, literacy levels and how well they know the channel which contribute to their understanding of the message.

Sitkin et al (1992:580) further argued that effective choice of communication channels highly depends on a number of factors that influence the response of the recipient which include educational background, familiarity with the communication channel, physical capabilities, previous communication history with the communicator and knowledge of the context of communication. Sitkin et al (1992:580) gave an example and argued that conducting meeting with employees who are not well educated may be more effective than conveying written messages

87

to them. Devenyi (2016:33) also posited that organisations also select communication channels for the organisation based on the qualifications of the employees. In relation to this, it can also be argued that communication channels are also chosen based on the receiver's education al background and familiarity with the channel for effective communication to take place. In correspondence, the level of skills and knowledge of the receivers are very crucial in the determination of whether the communication information is received and comprehended (Rensburg 2003:159). It can be argued that media channels are chosen depending on how well the receiver can use that communication channel to receive and understand the message being conveyed.

The next section focuses on organisational characteristics, another constrain of communication capabilities that also influence the choice of communication channels.

2.8.2.3 Organisational characteristics

Closely linked to the recipient and communicator capabilities and aspects of task characteristics (see section 2.9.1.1,2.9.2.1 and 2.9.2.2), Sitkin et al (1992:582) postulated that organisational characteristics is also another constrain of communication capabilities that are taken into account when selecting communication channels. He further argued that organisational characteristics such as "experience, structure, resources, current needs and time availability" can also enable or obstruct access and usage of communication channels (Fulk et al 1987: in Sitkin et al 1992:582). Daft and Lengel (1986) argued that if organisational norms and resources support a particular media, it will be challenging for the communicator to choose another communication channel to communicate messages. It can be argued that the choice of a particular media is not voluntary as communicators are forced to use communication channels that are supported by the organisation.

Spull and Kiester (1986) in Sitkin (1992:581) added that organisational constraints in terms of the use of communication channels also include previous experience of the organisation in using a communication channel, previous experience in using communication technologies, time and costs (Redding 1972 in Sitkin 1992:582) and the extent to which policies and structures of an organisation enhances the easy access and usage of communication channel. In support, Huber (1991) in Sitkin et al (1992:582) further argued that the experience of an organisation is reflected in the employees, systems and processes that establish and maintain the learning of the organisation. In this regard, it can be said that organisations are more likely to use channels which they have access to as dictated by their policies. In addition, it can also be said that organisations may use modern technologies or expensive communication channels if they have enough funds or resources. Thus such constrains determines the choice and usage of communication channels in an organisation.

Trevino et al (1987) in Sitkin (1992:582) added that time availability is another constraining factor in the choice of communication channels. Sitkin et al (1992:582) further added that deadlines and the amount of work also limit the choice of communication channels. Based on this, it can be said that organisations may use communication channels that are not time consuming or difficult to access that enable organisation to meet tight deadlines and accomplish tasks on time.

Rice and Shook (1988) in Sitkin (1992:582), also argued that organisations with hierarchical structures may not favour certain communication channels because of access, skills or the use of a communication channel may not match the organisation's current needs. This means that such organisations choose communication channels based on the level of employees in terms of their positions in the organisation and their expertise in using communication channels as well as the expectations of the organisation.

Sitkin et al (1992:582) also argued that cultural differences and geographical boundaries may also influence the choice of communication channels in organisations. Rice (1992: 476) also concurred and added that different communication channels are chosen based on how they can overcome different communication problems of time, location, distance and distribution. In the same vein, Trevino, Lengel and Daft (1987) proposed that communication channels differ in the extent to which they overcome situational problems. In line with this, it can be said that organisations select communication channels that are suitable for conveying messages effectively to geographically dispersed employees and that caters for employees with different cultural background. Thus organisation customise communication channels according to situations at hand.

Having discussed the task contingencies and communication capability constrains as determinants of media choice, the next section focuses on the other determinant of media choice which is normative contingency factors.

2.8.3 Normative contingency factors

According to Sitkin et al (1992:583), normative contingencies are one of the determinants that influence media choice which include cultural norms, role and institutional expectations as discussed below. Sitkin et al (1992:583) further argued that normative effects take place through the "influence of norms on a media's symbol carrying capacity". Thus a communication channel's symbol carrying capacity reflects its role as a symbol as well as its ability to relay meaning. The factors are discussed below separately.

2.8.3.1 Cultural norms

Considering the cultural norms, the organisations setting makes decisions regarding the way in which the media of communication, as symbols are interpreted or how

meaning is attached to them (Sitkin et al 1992:584). Adding to this, the way in which channels are interpreted differ according organisational settings. In this, it is considered how the culture of the organisation impact on the selection of communication channels. If it is a norm for organisational employees to be communicated to using one type of communication medium, the usage of a different media would convey better meaning to the information (Daft & Lengel 1986:565). Devenyi (2016: 33) also argued that organisation choose communication channels based on the culture, profile and the size of the organisation. Based on this, it can also be argued that communication channels are chosen based on what channels the organisation offer for communication.

2.8.3.2 Role expectation

Similarly, role expectation within organisations can have influence on the communication media selection, pointing to the opinion of what is suitable in organisations in particular roles (Sitkin et al 1992:585). It can be argued that media channels are selected based on who is using it and to communicate to who. Thus the hierarchical role of employees determines the choice of media to be used.

2.8.3.3 Institutional expectations

Furthermore, institutional expectations see organisations developing a standard way of interacting by unifying the anticipations and specifications of different external constituencies (Sitkin et al 1992:586). By adopting communication methods that are acceptable to key external groups, the organisations can maintain an institutional image of legitimacy that could be essential for continued success (Sitkin et al 1992:586). It can be argued that channels are chosen based on the role of the organisation to its stakeholders as the chosen channels must be formal and capable of keeping records for accountability purposes (See section 2.2.1)

Based on the above discussion, it can be said that the consideration of task contingency factors, communication capability factors and normative contingency factors is very crucial when choosing channels to be used during employee communication so that internal communication satisfaction among employees can be improved. It can be argued that channels are chosen based on their ability to carry messages and symbolic meaning during internal communication and this selection is influenced by communication capabilities, normative contingencies and task contingencies. In addition, for the purpose of this study and for full comprehension of the media quality dimension, channel selection and technology, it is equally important to look into the different types of formal internal communication channels that are well known within an organisation which is discussed below, before looking into the next dimension of informal horizontal communication in the later section.

2.9 Well known formal and informal channels of internal communication

Aligned to the dual capacity, the focal point of media quality is on the transmission of communication messages through different types of internal communication channels to get to all employees in an organisation. Jooste (2010:209) defined a communication channel as a media through which information flows. Based on this, and with close reference to the dual capacity, it can be said that employees' perception of these channels in terms of their adequacy, clarity, quality and helpfulness remains the central aspect (Downs & Adrian, 2004:115). This also include task characteristics, message characteristics and communicator characteristics that are considered during media selection. Employees' perception of these channels depends on the type of media channels that are available for use during employee interaction within an organisation. This is supported by Mohamed (2002:376) and Downs et al. (2004:114) who argued that different types of formal and informal media channels must be used during internal communication.

92

As previously discussed in section above, media selection is very crucial. This followed the reason that communication carried out through a single channel rarely produce similar results as the communication conveyed through another, as the receivers of such communication relate distinct values with various communication channels that are utilised (Cutlip 2002:194; Barker & Gaut 2002:11). To ensure that the organisations' needs are catered for, different media are normally used concurrently in order to convey the exact information to all employees (Rensburg 2002:114). In order to choose a channel to use, organisations may need to be aware of the various channels of communication that are accessible to them and the values associated with them (Cutlip 2002:194; Barker & Gaut 2002:11).

Distinctive internal communication media can be classified in several ways. Firstly, they can be classified based on the communication flows and these include formal/informal, upward, downward, horizontal, internal and external communication flows. According to Jooste (2010:209), communication flows may be both formal and informal which also have an influence on the speed with which assignments are done, the accuracy of the assignments as well as how satisfactory and flexible the tasks are. As such, it could be assumed that Gender Links employees uses both formal and informal networks during interactions (www.genderlinks.org).

In this study, Gender Links, uses formal channels of communication such as reports, meetings, memorandum, among others as a way of sharing information about policies and procedures of the organisation (Jooste 2010:209). Similar to other organisations, Gender Links employees also use informal communication channels during internal communication such as WhatsApp and grapevine when conveying their feelings about their satisfaction with the quality of media used in the organisation, channel selection and technology or the communication environment in general (Muller et al 2006:304). Grapevine seems to enable Gender Links employees to understand the world around them and it serves as a relief from emotional stress (www.genderlinks.org).

The flow of information in an organisation may also include downward, upward and horizontal information and interpersonal (Steinberg 2007:295). In terms of upward communication, similar to other organisations, information at Gender Links may also flow to the managers from the lower level employees as employees inform their supervisors about ways of improving things in the organisation, how they feel about communication issues in general, including media quality, channel selection and technology (Steinberg 2007:295).

In downward communication, information at Gender Links also seem to travel from the management to lower level employees when informing employees about Gender Links' policies and procedures, the allocation of aims and objectives, when giving job related instructions to employees, when indicating problems in certain areas, when taking disciplinary measures and when managers are giving performance feedback to employees (Downs & Adrian 2004:54). Downs and Adrian (2004:55) augment this by adding that quality communication from top management to employees contributes more to the effectiveness of information exchange within an organisation.

In terms of horizontal communication, at Gender Links, messages seem to be exchanged between employees of the same level which enable them to remain satisfied with their needs during social interactions, enables them to facilitate their daily activities in their respective departments, allows them to improve their level of understanding of departmental or individual responsibilities as well as solving their own problems (Steinberg 2007:296).

Secondly, internal communication can also be classified based on physical aspects. These include verbal and non-verbal communication channels. Cleary (2008:17), argued that verbal communication refers to oral communication that focuses on spoken word which includes face-to-face communication, telephone and gatherings at formal level where proper communication skills are required. Just like other

organisations, Gender Links seems to utilise oral communication majorly, one-on-one meetings or telephone communication when there are urgent assignments to be completed, when there is need for clarifying complex projects, during annual staff meetings, among others (www.genderlinks.org).

In the context of this study, such verbal communication enables immediate feedback among Gender Links employees, where questions are asked and answers/solutions to problems given at the same time which also enable tasks to be completed without difficulties as adequate information is provided (Cleary 2008:17). Formal gathering also seems to be Gender Links' order of the day where opinions are shared during such meetings which result in informed decisions being made.

In terms of non- verbal communication, according to Cleary (2008:18), non-verbal communication involves sharing of information without using the spoken or written words and it highly influences communication where body language, facial expressions, hand signals and body posture is used. In support, Afifi (2007:48) also added that non-verbal communication is ideal for communicating employees' feelings, influencing other employees and controlling communication activities. Similar to this study, Gender Links employees seems to regularly use facial expressions, gestures, among others to express their contentment and discontentment with communication aspects, media quality, channel selection and technology (www.genderlinks.org). Written communication which are part of non-verbal channels has been viewed as the exchange of information in written forms such as minutes, circulars, letters, policies, reports, memorandums, among others (Van Staden et al 2002:27). As such, Gender Links might also be utilising policies to inform its employees about the organisational environment. In addition, they also use reports, both annually or staff evaluation reports and appraisals to inform employees about the progress of individual employees, among others.

Thirdly, internal communication is also classified based on the mode which includes visual, audio or audio-visual which are part of electronic media. Van Staden et al (2002:28) argued that technology plays a vital part in the exchange of information hence the need to update information systems such as computers, overhead projectors and PowerPoint presentations within an organisation which enable easy access to information. Similar to other organisation, Gender Links might be technologically oriented as it also uses technology for sharing of information among its employees. It also uses emails, intranet, among other to convey information during employee interaction (www.genderlinks.org).

Fourthly, internal communication is also classified based on distance and this include interpersonal, small group or public. Interpersonal communication also describes the relationship formed through communication between the employee and the manager in an organisation (Downs & Hazen 1977:72). In the context of this study, at Gender Links employees also share ideas, information and emotional experiences and it is vital to the building of communication relationships among employees (Steinberg 2007:296). Just like any other organisations, Gender Links might be utilising interpersonal communication where managers constantly exchange information with their subordinates during the assigning of tasks, reports, among others. This interpersonal communication, which is the core of this study, also enables Gender Links employees to share their experiences and perception about communication satisfaction in general, and specifically media quality, channels selection and technology with each other.

Lastly, internal communication is also classified based on time which include, synchronous, asynchronous, immediate or lasting aspects. It is also classified in terms of reason which includes using channels for information, instructions, control or to maintain relationships. According to Lim (2017:231) synchronous communications take place in real-time where video conferencing is one of the most common examples while asynchronous communication does not take place in real-

time where participants may read and respond as their respective schedules allow them to do so. This may also be facilitated in traditional ways or with the aid of technology tools and includes emails, intranet, website, among others According to (Lim 2017:232). Based on this, it can also be argued that asynchronous communication enables participants to obtain instant immediate feedback from each other while there is no immediate feedback in asynchronous communication.

For this study, internal communication channels were also classified based on personal communication channel utilisation, electronic communication channel utilisation, social media channel utilisation and written communication channel utilisation which are discussed in detail in the next sections.

Rensburg (2002:144) and Steyn and Puth (2002:91) posited the classification that is most appropriate for this study. These authors argued that channels for internal communication in organisations can be categorised into four different classes which includes written communication channels, interpersonal communication channels, oral communication channels and electronic communication channels (Rensburg 2002:144; Steyn & Puth 2002:91).

In the context of this study, based on the theoretical discussion given, the channels discussed below are all relevant to Gender Links as employees also use them for various purposes within the organisation during internal communication. Thereupon, these channels are explained in detail below.

2.9.1 Written communication channels

According to Dawns et al (2004:116), written channels of communication refers to those media that use text in written form for interaction. Thus it can be argued that traditional written communication was produced in printed form but written communication in the present day is dominated by textual communication which is produced in digital form. Devney (2016:33), also argued that the written

communication channels are tangible and verifiable. Based on this and in the context of this study, Gender Links seems to use various written communication channels. These include newsletters, internal newspapers and magazines, annual report, memos, internal posters and induction documents (see section 4.2 and 4.8). Accordingly, these media need the reader's literacy, together with language knowledge that they are written in. Nevertheless, these forms of media are favoured in many organisations because of their flexibility and impart themselves to any organisational purpose (Rensburg 2002:144; Scholes 1999:41). Aligned to media richness theory (see section 2.7), and in this study, written channels of communication can be seen as lean media as they are less personal, with no verbal cues and no instant feedback and they are mostly relevant for conveying routine messages that are also factual in nature (Daft & Lengel 1986). It can also be said that written communication channels leave a paper trail and employees can constantly refer back to them as they leave a paper-trail. Linking to the above discussion, it can also be argued that these written communication channels are also formal, downward, written and asynchronic in nature and they seem to be used to provide information, control and maintain relationships at Gender Links.

Rensburg (2002:144); Steyn and Puth (2002:91) and Scholes (1999:39), gave examples of written communication channels which are tabulated below:

Table 2.9.1.1: Written communication channel utilisation at Gender Links

Newsletters	Newsletters are a very common selection of written communication channel in organisations. Its aim is to exchange organisational information that has a current or future impact. They come in either printed or virtual form, they are downward in terms of communication flow, asynchronic and they are used to share official information

	with the public/mass and they are also used for controlling purposes.
Internal newspapers and magazines	Internal newspapers and magazines generally cover a broader information spectrum since they involve employees' stories of interest and features such as feature articles, activities, graphics and cartoons. They are also in printed or virtual form, downward in terms of communication flow, asynchronic and they are used to share official information, control and maintain relationships.
Annual reports	The annual report of an organisation focus on the annual financial statement of that organisation. There are three yearly reports. Firstly, the annual report for stakeholders which is a report on the financial position of the organisation. Secondly, the employees' yearly report which gives employees in organisations crucial financial information regarding the organisation's financial achievements and also notices the contribution of employees towards the financial achievement of the organisation. Thirdly, the summary annual report which gives a summary of the information regarding the finance of the organisation, which is provided in the annual report for stakeholders. Annual reports are also formal, they can be printed or emailed, they are written, they are used to share official information and they are downward in terms of communication flow.
Memos	Memos are used mostly by management employees to communicate and share details about upcoming meetings. They are also printed or e-mailed, they are formal, written,

	downward in terms of communication flow and they are used for official information.
Internal posters	These forms of print communication media are commonly used to convey emergent information which is very short and uses visuals to support the message. They are formal, written/visual, asynchronous and they are used to communicate official information.
Induction documents	Induction documents are written media given to new employees so that they are inducted on the vision, mission and objectives of the organisation and the expected role of employees. New employees are given policies and communication manuals to help them integrate into the organisation and to share loads of information about employees' code of conduct. They are also printed or virtual, formal, downward in terms of communication flow, and they are used for official information and for control.

Sources: Rensburg (2002:144); Steyn and Puth (2002:91) and Scholes (1999:39)

2.9.2 Interpersonal communication channels

Daft and Lengel (1986) defined interpersonal communication channels that are interactive in nature, as they are traditionally physical in nature and also virtual in nature in the present day. Francis and Woodcock (1994:7) emphasises that this communication media is only effective when those who communicate within organisations, are kept updated and have the suitable communication skills to sufficiently express themselves to the recipient of the message. This is linked to communicator characteristics as discussed earlier (see section 2.9.2.1). Aligned to

the media richness theory (see section 2.8), Daft and Lengel (1986) added that interpersonal channels are a richer form of media because they are more relevant for tasks that needs high social presence, they are more personal because they include verbal and nonverbal cues such as body language and gestures that shows the reaction of a person to a particular message and they also enable immediate feedback and give clarity to ambiguous messages. Nande and Le Roux (2005:5) argued that such communication channels may take the form of small group meetings (staff or departmental meetings), among others as indicated in the table below.

Daft and Lengel (1986) defined audio visual communication channels as a form of media that allows participants to see each other even when they are in different locations. Aligned to the media richness theory (see section 2.8), Daft and Lengel (1986) added that audio visual media are richer communication channels that give both visual and audio cues to the participants which allows more efficient and accurate interpretation of information. These include face-to-face staff and departmental meetings, telephone, appraisals and orals. Devney (2016:33) also emphasised that interpersonal communication includes speed and feedback as the main advantages. Based on this, in this study, it can be said that audio visual channels enable participants to ask questions for clarity and receive immediate feedback. In augmentation, Rensburg (2002:144) argued that audio visual media trigger emotions and encourage more human senses compared to many channels that can be used in organisations. This shows that it allows participants to engage more in interactions with more understanding and clarity received. He added that their encouraging nature makes it very appropriate to the communication of internal messages, regardless of the designing and distribution of the media even though they are all comparatively costly to produce and they need expertise and professional tools (Rensburg 2002:144). Rensburg (2002: 144) gave examples as indicated in the table below.

Table 2.9.2.1: Interpersonal communication channel utilisation at Gender Links

Face-to face	Face-to-face channels are verbal channels that may be physical or virtual that include staff or departmental meetings, grapevine among others to assist communication between the superiors and employees. These face-to-face media are also conducted through zoom video conferencing and skype.
	Face- to- face meetings are conducted during general staff meetings as well as departmental meetings when managers meet with their teams. These face-to-face meetings focus on communicating urgent issues, general issues, reports, instructions about major projects and feedback.
	Zoom meetings are virtual meetings where employees share information in real time regardless of their location using video, audio and text to connect online.
	Skype video calling is also used employees to share instant messages using video and voice calls. Skype is used to share information with employees who will be working away from the offices at that time.
	These staff or departmental meeting are formal in nature. They can be for small groups or public meetings. They are used for controlling purposes.
Telephone	A telephone is another interpersonal channel of communication which is in verbal and audio form. Employees tends to use a

	telephone to communicate urgent issues that needs urgent attention with employees who will be in the office or away from the office. A telephone is also used to share official information.
Appraisals	Appraisals are another written form of media used by the management to exchange information about performance issues such as progress in employees' work. They communicate performance feedback to employees and are accompanied by incentive information. There are departmental appraisals and general appraisals. Employees sign a performance agreement form committing them to set tasks. It details a list of expectations and targets which helps employees to know what is expected of them in order to deliver.
Oral	Oral media is usually informal, horizontal or lateral in ter,ms of communication flow. It can either be verbal or non-verbal, physical, audio-visual, interpersonal or small groups. It is also used to communicate immediate information and to maintain relationships.

Source: Nande and Le Roux (2005:5), Rensburg (2002: 144)

2.9.3 Electronic media

Rensburg (2002:144; Steyn & Puth (2002:91) and Scholes (1999:39) also defined electronic media as forms of print or online media that permit the organisation to interact timeously at the lowest possible cost to employees. They exemplified electronic media as e-mails, intranet, weekly planners and social media (WhatsApp). Based on the above discussion under dual capacity model, (see section 2.9), electronic media can be said to be more interactive (Daft& Lengel 1986). Aligned to the media richness theory (see section 2.8) Nande and Le Roux (2005:5) added that electronic media also include private created channels that are created only for

internal usage in organisations and they are mostly designed by the organisation itself. They gave examples of electronic media as indicated in the table below:

Table 2.9.4.1: Electronic channel utilisation at Gender Links

E-mails	E-mails are one of the formal internal communication channels that comes in both online and written form that is used as a tool of communicating both inside and outside the organisation, giving itself various functions which include informing staff about new developments in the organisation when need arises. They are also used to communicate instruction, notice of the meeting, events, among others. They are also asynchronic in nature and they are upward, downward and horizontal in terms of communication flow.
Intranet	The intranet is another form of electronic network that is formal and it is used to share official information within the organisation. The intranet of an organisation, focuses on the control of information, serve as a database and archive of the organisation's documents which involve policies and procedures, among others. It is also asynchronous and it is used for downward communication. It is used to share both written and audio-visual content. In order to use this channel, employees need to be computer literate so that they can navigate the programming that is involved.
Weekly planners	Weekly planners are online private created channels that are created by the organisation itself for internal usage and they are shared on the intranet. These media are meant to educate employees in the organisations about the organisation itself and

	employees' positions, accordingly. They contain set objectives for the week and they communicate departmental information about the whereabouts of employees, the period during which they will be doing certain activities.
Social media (WhatsApp)	Social media is another online channel that includes WhatsApp that employees use to share quick and short messages urgently about general issues such as notices. It involves a record of the information shared which can be made reference to. These seems to be different WhatsApp groups at Gender Links for different functions. Apart from WhatsApp, social media also include Facebook, Twitter, YouTube and Blogs (see section 2.10). It is more informal, virtual and mostly written although it includes audio-visual information. It is also used for upward, downward, horizontal and interpersonal, group or public communication.
Website	Website is one of the electronic channels used in NGOs for employee and donor engagements (see section 2.10). It is formal and downward in terms of communication flow. It is virtual and asynchronous. It is also used to share official information to the public and for controlling purposes.
Electronic newsletter	e-newsletters are a very cheap digital channel used by many NGOs including Gender Links, to connect in two-way interaction with employees (see section 2.10).It is also formal, asynchronous and downward in terms of communication flow.
Video conferencing	It is an audio-visual media that enables participants to see each other in a live environment despite being in separate locations. They also provide both audio and video cues for easy understanding of messages. These includes Zoom video

	conferencing and Microsoft teams. It Is also synchronous, formal, upward and downward in terms of communication flow. It is also used to share official information, give instruction and control. It also provides immediate feedback among participants.

Sources: Nande and Le Roux (2005:5), Rensburg (2002:144), Steyn and Puth (2002:91), Scholes (1999:39), Caers (2013:29), Park and Lee (2013:11), (Saxton & Waters 2014:12), Ingenhoff and Koelling (2009:9), Buchanan and Luck (2006:15).

In order to fully understand electronic media, the aspect of technology must also be taken note and the next discussion focuses on technology which forms part of media quality.

2.10 Technology

As discussed earlier under the problems faced by NGOs, (section 2.2.4) particularly the problem of technology usage in the context of NGOs, it is pivotal to also look at the convergence of media and engagement of transmedia as discussed below, in order to fully understand electronic, paid and earned media quality in NGOs.

2.10.1 Media convergence and transmedia engagement

Converged media refers to deploying information across various platforms of the media to attain a harmonised approach to communication (Curtis et al 2010:90-92; Kim et al 2014:9; Lovejoy & Saxon 2012:44; Pawk et al 2013:4). Jenkins (2004:13) exemplified convergence media campaign as paid media, TV, digital, radio, earned media through social media. Jenkins (2004:13) further added that this concept has been impelled by the need for NGOs to appear online in order to reach their employees.

As argued by Jenkins (2006:19), digital channels are also identified as the main catalyst of converged media as technological advancement is establishing great opportunities which also stimulate and expand association and participation of employees in organisations through transmedia connection (Jenkins 2006:19). However, media convergence focuses on ensuring that employees engage in story-telling across all digital platforms (Jenkins 2006:20). Transmedia story-telling focuses on establishing intensive online presence in order to give depth to interaction which will increase audience, including employees' engagement and participation (Jenkins 2006:14). Jenkins (2006:14) also explained transmedia as a strategy where messages can be disseminated and distributed across many channels and points to the possibilities of participation provided by converged media so that audience including employees, are given a communication experience that is rich (Curtis at al 2010:23; Kim et al 2014:13; Lovejoy & Saxon 2012:44; Pawk et al 2013:4).

Interestingly, Barker and Sutherland (2013:9), from their research, noted that various channels have been used by organisations without taking into mind the benefits they can accomplish. However, they also noted that research assessing transmedia used by organisations is still very limited (Barker & Sutherland 2013:9). In addition, Barker and Sutherland (2013:9) added that organisations are scared that transmedia storytelling and engagement can break their strategies of communication and may reduce the effects of their communicative efforts instead of improving them. This might indicate a push back from organisations if communication practitioners propose the use of transmedia engagement as a possible strategy (Barker & Sutherland 2013:10; Pammet 2015:7; Edmond 2015:19).

Limited research in digital channels has been noted as a problem that prevents organisational communication with its employees, among other stakeholders (Jenkins 2006:13). To counter for this, Barker and Sutherland (2013:9; Pammet 2015:7 and Edmond (2015:10) noted that converged media usage may inspire maximum participation and interaction to reach and preserve relationships among

technologically oriented stakeholders, employees included. Additionally, organisations currently have a lot of access to digital channels and devices as well as to the users of those channels (Barker & Sutherland 2013:11).

Jenkin (2006:13) suggested that organisations should use transmedia in order to attain their communicative goals across various digital channels which may improve reaching employees and interaction. In line with the above, the next section gives an insight into the organisations' digital channels, specifically the social media channels.

2.10.1.1 Facebook

Caers (2013:29)'s assessment of published articles gives an outline and timeline of the occurred changes with Facebook from its original aim up to the benefits it currently offers for NGOs. He emphasised that even though Facebook was devised to engage with individuals, it is now used as a suitable tool from NGOs' communication with employees (Caers 2013:29). However, according to Caers (2013:29), current Facebook changes have legitimised the services it offers.

In line with this, it can be argued that ongoing technological research is necessary as shared results can empower NGOs with best communication channels to enable them to improve their internal online communication with employees as it is quick to reach all diverse employees at the same time and it is also interactive with very short and clear messages (Campbell et al 2014:23). Another social media channel is discussed below.

2.10.1.2 Twitter

Twitter, another social media channel has increasingly become popular in NGOs like Gender Links (Park & Lee 2013:11; Svensson et al 2014:12). When NGOs utilise Twitter for posting tweets of up to 140 to reach a bigger audience, as a real time interactive channel (Park & Lee 2013:11). Additionally, Twitter has also been

classified by many scholars as an online channel that can provide particular dialogic opportunities for communication with employees that cannot be reached through websites (Saffer, Sommerfeldt & Tailor 2013:19). Based on this it can also be argued that Twitter provides two-way internal communication among employees, it is a quicker way of reaching employees at the same time with very short and comprehensive and clear messages.

The next social media channel is discussed below.

2.10.1.3   Blogs

Blogs, another digital communication channel has been noted as a popular online channel for NGOs to initiate communication and engagement with employees which provides constant updates and informs (Briones 2010:14; Hon and Grunig 1999:13; Kellerher & Miller 2006; Kent 2008:57). It can be said that blogs are seen a fast way of updating employees and facilitating communication, through pushing employees to other online channels such as Facebook (Saxton & Waters 2014:12). Another social media channel is discussed in the next session.

2.10.1.4   YouTube

One of the online communication channels, online video media has transformed the manner in which NGOs interact with employees, among other stakeholders (Barker & Sutherland 2013:14; Waters & Jones 2011:23). They also realised that NGOs have been emancipated with the capability to reach their employees directly through videos (Barker & Sutherland 2013:13).

In line with the above, it can be argued that YouTube allows NGOs to reach to larger groups of employees using their personal resources (Waters and Jones 2011:248). It also allows many employees to receive information at the same time and the videos strengthen their understanding of the message because of the visual impact.

At the same time, it also strengthens key messages for internal communication as well as their organisational goals. Waters and Jones (2011:248).

2.11 Conclusion

Based on the above discussion, in summary, literature review was used to give an assessment of other researcher's views and how they have researched a particular research topic and to provide a theoretical framework of the study. As a result, the study was developed and an examination of the systems theory that framed the study and the concepts of internal organisational communication satisfaction in NGOs with aspects of media quality, channel selection and technology in NGOs was given. This was done to enhance the understanding of the topic of communication satisfaction with media quality, channel selection and technology at Gender Links. Contextually, literature review was also used to inform the study. The systems theory was used to deepen the understanding of the environment in which communication satisfaction takes place at Gender Links. In the same vain, literature also provided the theoretical and conceptual basis for the study.

Reference of the systems theory that involves the interdependence of systems and their sub-systems (Burns and Deek 2010:118) was made to the employee systems that depends on the management system at Gender Links in order to meet their organisational objectives. Reference of Daft and Lengel (1986:560)'s model of selecting communication channels according to the level of ambiguity or complexity was also made to the potential of the media channels to effectively relay the intended messages at Gender Links. Thus if Gender Links employees choose appropriate media channels for certain tasks coupled with good media quality and technology, they can achieve effective communication.

The concepts of internal communication satisfaction with a specific focus on aspects of media quality, channel selection and technology in the context of NGOs, Gender

Links was also discussed to give an in-depth understanding of these concepts. Based on literature, this led to the demonstration of the quality of media, channel selection and technology that can be used during employee interactions at Gender Link for the purpose of communication satisfaction. In this context, the systems theory was used as a framework for this study in order to understand the occurrence of communication satisfaction at Gender Links.

Various literature has also been reviewed for the study which focuses on assessing the evolution, development and relevance to the NGOs. The theoretical framework and its various concepts that guided the study was explored. As a result, the constructs that informed the study such as internal organisational communication, communication satisfaction, media quality, channel selection and technology were intensively discussed. In addition, a comprehensive overview of the present conditions of NGOs in South Africa and the theoretical framework of the NGO sector in South Africa was discussed in order to understand the concepts of internal communication satisfaction with media quality, channel selection and technology in NGOs.

In addition to this conclusion, a summary of the general systems theory concepts is given in the table below:

2.11.1 Summary of the general systems theory

Property/ definition	Description
Systems Theory	A group of interacting and interrelated individuals or parts, functioning as a whole
Hierarchy	A single system is part of a higher system. Every complex system is embedded in a bigger/higher system referred to as the supra-system

	and it is itself constituted by a smaller/lower systems referred to as subsystems
Interrelatedness, holism and interdependence	A system implies a whole that is more than the sum of its parts. A system is the result of interaction between different parts. A system is seen as a group or individual interacting and interrelated employees functioning as a whole. These parts are interrelated and interdependence on other parts in the system. The interdependence is responsible for the organisation in a system.
Stability and flexibility	The two-in one feature of stability and flexibility points to the steadiness and flexible states of the systems, as steadiness allows the system to operate holistically over time, while its dynamic nature also allows changes in the system in order to enable it to adjust to its dynamic environment
Openness	Systems consists of closed and open systems where an open systems is referred to as open and organismic and it changes with the environment.
Self -regulation	Systems are generally goal-orientated and they are governed by their purpose. A system's activities are controlled by its objectives and the system controls its behaviour to achieve those objectives.

Source: Concepts conceptualised from Corman, Banks, Bantz and Mayer (1990:116-119); Skyttner (1996:19-21); Begley (1999); Littlejohn (2002:35-38); Burns & Deek (2010; Mulej (2007:347); Kurtyka (2005:30); Gregory (2000:267),

An operationalisation of the internal communication satisfaction concept is also given below as informed by the systems theory.

2.11.2 Operationalisation of the Internal communication satisfaction concept and its sub concepts.

Conceptualisation	Operational definition

Key concepts	Sub-concepts	
Internal communication satisfaction		The level of contentment Gender Links employees have between the overall communication flow and variables within the organisation. Communication satisfaction at Gender Links also refers to management's use of communication channels that enable two-way communication with feedback as well as conveying clear and sufficient messages on time during interactions.
	Communication climate	Communication climate at Gender Links refers to whether Gender Links' communication motivates and encourages its employees' identity.
	Relationship to superiors	Relationship to superiors in this study involves both downwards and upwards communication between Gender Links managers and the rest of the employees. This promotes openness of Gender Links superiors to their subordinates and the superiors will also listen to their subordinates. This also enables the superiors to build trust in employees.
	Organisational integration	Organisational integration at Gender Links points to the information employees get about their jobs, policies and benefits. It also involves messages about the current situation at Gender Links' departmental activities and personnel news.
	Horizontal and Informal communication	Horizontal and informal communication in this study points to the way in which information flows at Gender Links. This also includes channels of communication in which information flows among Gender Links employee as well as the accuracy of messages they carry.
	Organisational perspective	Organisational perspective in this study alludes to the messages disseminated to gender Links employees about the organisation's goals, performance and new policies from the government which may affect Gender Links.
	Relationship with subordinates	Relationship with subordinates at Gender Links implies the communication from managers to subordinates. It points to Gender Links employees' responsiveness to downwards

		communication and their ability to send useful information to their superiors.
	Personal feedback	In this study, personal feedback points to Gender Links managers' understanding of the challenges faced on the job and if the employees find the criteria by which they are judged by are clear.
Media quality		Media quality refers to how messages travel through channels during employee interactions. It focuses on the clarity, adequacy, timeous and helpfulness of information channels.
Channel selection		Points to Gender Links employees' selection of communication channels that are effectively communicative.
	Channels available/used	Refers to channels of communication available to Gender Links employees for internal communication
	Media Richness	It describes the quality of communication channels used in Gender Links in terms of their ability to convey information and share understanding. This ability is expressed in terms of the 'richness' and 'leanness' of a channel/medium. Media is considered 'rich' when it allows for instant feedback, handle multiple cues concurrently, allows for the use of natural language, and establishes a personal focus. Media is considered 'lean' when they are limited in their ability to facilitate feedback, cannot process multiple cues, and are impersonal in nature.
	Dual Capacity	Dual capacity at Gender Links points to each channel/medium of communication's capacity to carry both information (data-carrying capacity) and meaning (symbol carrying capacity) at the same time. Data-carrying capacity refers to the extent to which a channel can convey information, usually task-related, efficiently and accurately Symbol-carrying capacity refers to the extent to which a channel can convey symbolic meaning like status or cultural values

| | Determinants of channel selection | Informed by both the concepts of media richness and the dual capacity of media, the determinants of channel-selection is:
Task contingency factors:
- Task characteristics (uncertainty, urgency)
- Message characteristics (complexity, clarity, volume, relevance)
Communication capabilities
- Communicator characteristics (competence, access, comfort, flexibility)
- Recipient characteristics (skills, knowledge, abilities, experience)
- Organisational characteristics (structure, resources, time, physical distance, infrastructure)
Normative contingencies
- Cultural norms (cultural experience/interpretation of symbols, organisational culture)
- Role expectations (hierarchy, suitability for role)
- Institutional expectations (expectations from external stakeholders, industry norms, legal requirements) |
| Technology | | Refers to digital forms of communication used by Gender Links employee for interaction in order to improve online interactivity with its employees at any given time. |

Chapter 3 below covers the research design and methodology that was used in the study.

3. CHAPTER 3 - RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

Research is standardised peculiarity which involves pricking and snooping with a purpose. (Nora Zeale Hurston 1891-1960), (in Lewis 2009)

This study's overall objective is to describe and explore the internal communication satisfaction in NGOS, Gender Links, with a specific focus on aspects of media quality, channel selection and technology. Walliman (2011:63) argued that a research methodology constitutes of scheme of ideas that a researcher prepares for answering the research question. This also includes the design and data collection and analysis approaches (Burns & Grove 2013: 44). Subsequently, this chapter discusses the research design (mixed method -quantitative and qualitative) and the data collection and analysis methods used in the study.

For comprehensive understanding, Chapter 2 explored the systems theory (see section 2.4), a theoretical framework that guided the study and informed the instruments and also the understanding of media quality, channels selection and technology alongside internal communication satisfaction (see section 2.7), a theoretical concept that also guided the study. Literature on systems theory was reviewed and how it relates to the interdependence of employee subsystems in NGOs like Gender Links for internal communication satisfaction to be achieved. In the same vain, internal communication satisfaction concept was also reviewed and how it relates to communication satisfaction in NGOs with a specific focus on media quality, channel selection and technology. This also shed light on the understanding of employees' attitude and perceptions in NGOs towards media quality, channel selection and technology in NGOs such as Gender Links.

Key concepts were identified from literature for empirical testing which led to their three-phased research. Firstly, quantitative research was done by means of a cross-sectional survey where initial findings were generated. Secondly, qualitative research was done through partially-structured interviews to depend the understanding of survey findings. Lastly, quantitative research and qualitative

research findings are integrated to explain and interpret mixed findings and provides a broader comprehension of the research problem which points to the use of mixed methods research (Mouton 2001:51). Mixed method design is discussed in full later in section 3.3.

As a starting point, attention is given to the pragmatic paradigm that guided the study as outlined below.

3.2 Pragmatic paradigm

According to Darlington and Scott (2002:35), pragmatism is a school of thought that holds the belief that the function of thought is a tool for prediction, action, and problem solving. They added that it is appropriate for research because it allows room for innovations and interventions. Creswell (2019:10) also posited that pragmatism arises out of actions, situations, consequences rather than antecedent conditions. According to (Duram 2012:2), pragmatism is about the real world and real situations and the individual decision-maker. In augmentation, Cersosimo (2019) also argued that pragmatism prioritises the relationship between thoughts and action, between knowledge and real-life context. Duram (2012:2) also maintained that pragmatic researchers believe that research should solve real problems. Based on this, it can be argued that pragmatism paradigm resonates with this study because the study is situated in the real world of Gender Links and communication satisfaction is also studied within this context.

Creswell (2019:10), emphasised on the application of solutions to problems. In augmentation, Duram (2012:2) added that pragmatic researchers believe that research should solve real problems and improve social and environmental conditions. Thus in this study, pragmatism was also chosen because it allows the researcher to carry out the research in innovative ways in order to find solutions to the research problems outlined in Section 1.2. This is further supported by Tashakkori and Teddie (1998:46), who posited that communication research in South African NGOs is faced with many managerial intricacies. This shows that the research in the NGO sector is fewer and far between, but the management complexities are many, making research into this topic that I have chosen worthwhile. In this study, these challenges include but not limited to failure to achieve internal communication goals at Gender Links which may influence the choice of communication channels used for internal interaction and they can be reduced through the use of the mixed methods as mentioned earlier, (Darlington and Scott (2002:35), hence the choice of pragmatic paradigm.

Pragmatism also frees the researcher of the mental and practical constraints imposed by paradigmatic dichotomies as argued by (Feilzer 2010:8). Creswell (2019:10) further added that pragmatism is not committed to a single philosophy and one set of assumptions and do not see the world as a unity but rather sees the world containing different things that work at different contexts. Tashakkori and Teddie (1998:87) also posited that pragmatism simply means practicality. For the pragmatists, an ideology or proposition is true if it works satisfactorily in practice. They also added that, pragmatism is guided by experiences, ideas that are relevant to time and place, methods and techniques that work. Pragmatic research involves using the methods which appear most suitable for the type of research to be conducted in order to yield credible results as augmented by (Creswell 2003:78). Based on this, it can be argued that this study used the pragmatic worldview because

it allowed the researcher to use intuition to measure satisfaction with media quality, channel selection and technology while "embracing methods that are appropriate and using findings in a positive manner in harmony with the value systems held by the researcher" (Tashakkori & Teddie 1998:6).

According to Tashakkori and Teddlie (1998:71), there are three assumptions in research which are based on the pragmatic approach: epistemological, ontological, and methodological. Epistemological refers to the ways to acquire the knowledge (Bryman, 2001:78). This refers to the knowledge that is acceptable in certain paradigms. Hypotheses have to test by empirical approaches. The results have to be objective through scientific method added (Bryman: 2001:78). In addition, epistemology also points to the acquiring of knowledge by investigating the phenomena in many ways, because the social context is different from natural science (Bryman, 2001:78). Therefore, investigating the social phenomena can result in many interpretations. Moreover, in critical theory, practical issues can construct the knowledge. Therefore, the results can also be subjective.

Furthermore, ontological assumption concerns on the nature of the world and human being in social contexts (Bryman, 2001:79). There are different assumptions to see the world as outside individual. Therefore, ontology emphasis that social phenomenon is independent from other factors. The world is one and that there are no other perceptions and that the world in social phenomena has different meanings. One factor influences the change in social context. As a result, different researches can have different conclusions for one observation (Bryman, 2001). Moreover, Guba and Lincoln (1994:108) argued that methodology points to ways in which an inquirer can go about finding out what can be known. Thus it involves the practical part of acquiring knowledge.

Based on the above discussion and the epistemological, ontological and methodological approaches associated with the pragmatic approach, in this study the selection of the pragmatic paradigm followed the rationale that the researcher acquired more in-depth knowledge about Gender Links employees' attitude and opinions towards communication satisfaction with media quality, channels selection and technology through various methods such as partially-structured interviews and questionnaire-based survey which emanated from mixed method research which also allowed the researcher to reach a single and solid conclusion. As a result, it also increased the certainty of findings as both methods can counter for the shortfalls of the other (Feilzer 2010:6).

In augmentation to the three assumptions mentioned above (Tashakkori and Teddie 1998:79), apart from mixing data collection methods, Creswell (2003:79) added that the pragmatic paradigm also implies that the overall approach to research also involves mixing data analysis procedures within the research process. Central to the application of mixed methods research in pragmatism is the development of research questions that can be answered by integrating the results of qualitative and quantitative research (Tashakkori & Teddie, 1998:71). For these reasons, pragmatism was used in this study because it allowed the mixing of data collection methods and data analysis procedures within the research such as partially-structured interviews and questionnaire-based surveys in order to gather sufficient data about Gender Links employees' attitude and behaviour towards communication satisfaction with media quality, channel selection and technology which strengthens the validity of results. The integration of multiple methods also provided a more complete picture of the research topic, Communication satisfaction with media quality, channels selection and technology among employees at Gender Links. This also addressed a variety of research questions which provided an in-depth knowledge about Gender Links employees' attitude and views towards their

communication satisfaction with media quality, channel selection and technology as indicated by (Johnson & Onwuegbuzie 2004).

Tashakkori and Teddie (1998;79) also suggested that mixed methods is one of the approaches to research that emanated from pragmatism. For these reasons it can be argued that the pragmatic paradigm can be adopted for the purpose of social and management research endeavours, relevant to this study, as this is congruent with the mixed method design approach taken within the predisposition of "practitioner-based" research (Tashakkori and Teddie 1998:79).

Felzer (2010:34) also stated that the pragmatic worldview involves opinions that are objective, subjective and a mixture of both which emphasises that the nature of reality should be of great use to a person rather than trying to be accurate. Dewey (1934:181) and Yu (1996:44) also supported the use of mixed research because an" individual's cognitive truths are not invariable and absolute since they change over time". As a result, this study adopted pragmatic paradigm which allowed the use of mixed research methods so that the researcher could gain more information, reliable and proven findings about Gender Links employees' communication satisfaction with media quality, channel selection and technology.

The mixed method design used for this study is discussed in detail below.

3.3 Mixed Method Research design

This study uses a mixed method design which employs both qualitative and quantitative methodologies. Mouton (2001:51) defined mixed method design as "a method that focuses on collecting, analysing, and mixing both qualitative and quantitative data in a single study or series of studies. Its central premise is that the use of qualitative and quantitative research designs, in combination, provides a

better understanding of research problems." Thus it provides a deeper understanding of the issue under investigation (Fetters & Molina-Azorin 2019:411). According to Mouton (2001:56) and Neuman (2011:26), a research design involves demonstrating the kind of intended research, the research problem or questions involved, the kind of proof needed to sufficiently address the research questions and provide a solution. In augmentation, Tashakkori and Teddie (2002) outlined three areas where a mixed method is superior to a mono-methods approach. Firstly, mixed methods has the ability to answer simultaneously confirmatory and exploratory questions (Tashakkori and Teddie 2002). In the context of this study, mixed-methods approach is specifically suited for this study because it allows the answering of different research questions (see section 1.2.1) and different objectives (see section 1.2.3). These different research questions relate to Gender Links employees' satisfaction with media quality, channel selection and technology in order to reach different research objectives. In addition, as argued by Creswell and Plano (2011:56), mixed research designs assisted the researcher to obtain a deeper insight and comprehension of research questions and results.

Secondly, it provides room for combining qualitative and quantitative research and these include, combining statistics and processual features, gaining the perspective of the researcher and the researched as well as to address the issue of generalising findings (Creswell & Plano Clark 2011:8. With multiple methods used in this study, the researcher's biasness was also eliminated during the interpretation of research results. In relation to this study, the mixed-methods approach is also best suited for the study because it allows qualitative interviews and quantitative surveys to supplement each other which strengthens the reliability and validity of results (Bryman 2004:79; Mawlood 2017:1). Thus this study adopted mixed research methods so that the researcher could gain more informative, balanced and useful research findings that are well-validated and substantiated about Gender Links employees' communication satisfaction with media quality, channel selection and

technology. As quantitative research provides a general understanding of employee experiences in general, qualitative research assists in providing in-depth understanding of employee perceptions and opinions that they express during the quantitative research (Creswell & Plano Clark 2011:8; Johnson & Onwuegbuzie 2004; Eyisi 2016:19).

Thirdly it offers the opportunity through divergent findings for an expression of differing viewpoints in order to reach trustworthy answers (Decrop 1999:157). For this reasons, mixed method design was used in this study because it allowed the mixing of data collection methods and data analysis procedures within the research such as partially-structured interviews and questionnaire-based surveys in order to gather sufficient data about Gender Links employees' attitude and behaviour towards communication satisfaction with media quality alongside channel selection and technology. In the context of this study, the mixed-methods approach is suitable for this study based on the reason that different viewpoints such as employee opinions, manager opinions, own interpretation and statistical analysis are integrated in order to reach to solid answers.

Fourthly, with mixed –method design, researchers have an opportunity to deal with the procedures of the research. They need to decide on the method of priority in the study design, the sequence of data collection and analysis as well as the occurrence of the integration of the data (Almalki 2016:288). Fetters & Molina-Azorin (2017: 299) added that the purpose of the study or the nature of the inquiry mostly informs the procedural decisions. In this study, mixed-method design is suitable as the researcher is able to acquire a general understanding of employee experiences and establish commonness.
.
Furthermore, this research is a cross-sectional in nature as it was conducted at one point in time and it relied on "existing differences rather than change following

intervention" as defined by De Vous (2002:170). Based on this definition, in this study, data was gathered at one point in order to determine the attitude and opinions of Gender Links staff members regarding their communication satisfaction with the quality of media channels, channel selection and technology used during internal communication as well as assessing the content, quality and adequacy and helpfulness of messages communicated through those communication channels. In addition, this study is a cross- sectional because it was cheap, it enabled data to be collected once and it measured the prevalence of all variables under investigation, satisfaction with media quality in this case (Miller 2001:152).

Based on the above discussion, in this study, data was collected from quantitative surveys and from qualitative interviews which supplement the survey data (De crop 1999:157). In this study, although interviews were supplementary, they were conducted first and supplemented data gathered through surveys. Linking to Creswell and Plano Clark (2011:69), as alluded to earlier, data collection for the study was conducted in three stages. The researcher collected qualitative data first using an interview guide to explore Gender Links employees' attitude, opinions and perceptions towards communication with media quality and used the findings to refine and analysed it. This was followed up with surveys to collect quantitative data and analysed it which helped to explain their outcomes from qualitative data (Creswell and Plano Clark 2011:69). Both strings of data were linked and findings were integrated. Thus in this study, both findings were integrated during interpretation which assisted in making sense of the mixed findings as argued by Fetters and Molina-Azorin (2017:301). Thus the integration also provided a better understanding of the attitude and perception of Gender Links employees towards the nature of internal communication channels, internal communication satisfaction with media quality, channel selection and technology at Gender Links. It also enabled the researcher to fully understand the answers to the questions that were

presented in the questionnaire based on the manager's beliefs and perception towards media quality, channel selection and technology used during interaction, once it was contextualised by Gender Links interview respondents who were managers.

In close relation to the above discussion, the research used partially-structured interviews and questionnaire-based survey research methods to collect quantitative qualitative data which are discussed below.

3.4 Research Methods

Linking to the above discussion, this study is based on a questionnaire-based survey and partially-structured interviews and in the following details these methods are detailed. As pointed out in section 3.3 above, the mixing of these research methods enabled the researcher to use different data collection methods, data analysis methods in order to obtain rich, informative data that improve the reliability and validity of results on communication satisfaction with media quality, channel selection and technology among Gender Links employees. This is discussed in detail in the next sections.

3.4.1 Partially-structured interviews

In this study, face-to-face partially-structured interviews were used as a qualitative method. As defined by Berg (2007:89), interviewing refers to a conversation that intends to collect information where most of the talking is done by the participants according to Babbie (2016:267). In the case of this study, a face-to-face partially-structured interview with two departmental managers who are senior employees with relevant exposure was used because it allowed the researcher to have a two-way conversation in order to purposively establish in-depth information about certain

125

practices and nature of media channels used for employee communication at Gender Links (Wagner 2012:133). The face-to-face partially-structured interview also enabled the managers to talk broadly in a partially structured way, in order to provide a deep insight into the manner in which the communication channels are managed at Gender Links, including their challenges, merits and overall unique nature, as posited by Berg (2007:89). This offered a high degree of flexibility as the interviewee was able to speak freely without speaking to specified restricted questions.

Moreover, partially-structured interview in this study was also used because it allowed for changes in the questions and gave the researcher a chance to clarify unclear questions, improved the participating managers' rate of response and record comprehensive data (Babbie 2016:267, Patton 1990:288). This resulted in detailed information being collected from the Gender Links' managers about practices and the nature communication channels used to convey employee messages at Gender Links.

More specifically, face-to-face partially-structured interviews, which were used in this study, refers to a temporary exchange of information between the researcher and the participant where the participant is given a chance to share his/her views of the phenomenon being researched through question and answer within a physical environment (Jones 1991:203; Du Plooy 2002:175; Jones 1991:203).

These face-to-face interviews also gave the researcher an opportunity to observe and interpret the non-verbal communication that was used by the managers which intensified an understanding of their feeling and perception towards media quality, channel selection and technology used at Gender Links (Patton 1990:288; Babbie 2016:267).

The instrumentation and data collection process used for the interviews is discussed below.

3.4.1.1 Instrumentation and data collection processes

Following from the above discussion on partially-structured interviews, a qualitative research method, the instrument and data collection process, which is the interview schedule/guide, is discussed in detail below.

Interview schedule: For the purpose of this study, the theoretical concepts and sub-concepts as summarised at the end of Chapter 2 formed the basis of the measuring instruments in this study (see section 2.11.2). With reference to the interview schedule, the questions were designed to cover all these concepts and sub-concepts.

Dayman and Holloway (2002:272) defined an interview schedule as a "loosely formed questions which are used flexibly by the interviewer in qualitative interviews" and it is less formal (Lindlof and Taylor (2011:199). The first data collection instrument, the interview schedule, was used to collect data about the practices and nature of communication channels, channel selection and technology from two senior managers at Gender Links.

Bryman (2008:295) further claimed that an interview schedule is mostly used in partially-structured interviews that uses open-ended questions which allowed the researcher to probe for a deeper understanding and ask for clarity about Gender Links' channels and practices from the Gender Links managers in the case of this study (Patton 2002:353; De Vos et al 2011:76; Fouche 2005:272). Seidman (2013:9) supported this view by arguing that the structure of the interview schedule should allow participants to share their experiences and perception in their own terms.

Based on this view, this study used an interview schedule (See Annexure B) to collect data from the partially-structured interviews with open-ended questions from Gender Links' two senior managers. The open ended questions enabled the

researcher to take a holistic and comprehensive insight at Gender Links employees' perceptions, attitude and feeling towards media quality, channels selection and technology used at Gender Links. It was used because it allowed the managers to freely talk about certain practices and nature of communication channels used during employee interaction which provided in-depth information to this study.

An interviewing procedure to be followed in this study is discussed below.

Interview procedure: In this study, the interviews took place in the afternoon at Gender Links Head Office in Johannesburg. The venue and time of interview was confirmed in writing with the willing Gender Links managers who were participants. The aim of the study was to explain to the participating managers at the beginning of the interview. The researcher also assured the participating managers that they would participate anonymously and that the data gathered from them about the practices and nature of communication channels used for employee communication at Gender Links would be treated with confidentiality. The participants signed a consent form prior to the interviews asking for their permission to contact them if there is need for clarification in the information that they gave during the interviews and they agreed (see Annexure G).

In addition, the interviews with the participating Gender Links managers were conducted separately and they were recorded digitally with their consent (Dayman & Halloway 2002:178; Bryman 2008:451). In this study, the interviews were recorded because it allowed the researcher to take note of the non-verbal communication that was expressed by the participating Gender Links senior managers without any disturbance of note-taking as argued by (Patton 2002:381). Surprisingly, the responses from the interviews were so similar that the researcher suspected that the managers had a discussion first prior to the interviews in preparation for their interviews although they were not given any interview questions before the interview. However, this did not breach confidentiality as no any possible discussions that took

place before the interviews were conducted and the interview data itself was treated confidentially.

Moreover, Gender Links participating managers were also asked to give the researcher permission to record the interviews. Participants were also informed that the interviews will be transcribed. The researcher also sought permission to contact them in case clarification was needed on any information and they all agreed (see Annexure C).

The next section discusses the trustworthiness of interviews.

3.4.1.2 Trustworthiness of the interviews

Lincoln and Guba (1981:78) defined trustworthiness as "confidence in the truth value of data and their corresponding interpretations." In accepting that researchers actively participate in interviews and that the findings of interviews cannot be separated from the context in which they were collected (Fontana & Frey 2000:663), an attempt was made verify the quality of the process of research and to ensure the trustworthiness of the findings (Guba 1981:80; Lincoln & Guba 2000:163).

According to Guba (1981:78), rigour is a criterion of quality for data and findings that is used by those who proposed quantitative research while qualitative research proponents focuses more on the relevance of data and findings. Lincoln and Guba (2000:163) and Guba (1981:80;88) further argued that qualitative research consists of its own criteria for quality and it is not practical to apply quantitative criteria of validity, reliability and objectivity to qualitative research. They substituted reliability and validity with trustworthiness when it comes to qualitative data and findings. Subsequently, they advocated for new terminologies of trustworthiness which include credibility, transferability, dependability and confirmability (Lincoln & Guba 2000:163; Guba 1981:80;88). Nowell, Noris and White (2017:1) argued that in order

to ensure trustworthiness of the research findings, the researcher should show the way in which data analysis was conducted, taking into consideration how the findings will be used as indicated in see section 3.4.1.4

Guba (2000:163) and Morse et al (2002:13) posited that credibility focuses on the truth value from the views of the research participants. They added that qualitative researchers may be faced with challenges of interpreting participants' views and perceptions due to interlocking factor patterns. Despite this, they deal with these patterns in their entirety and they devise measures to account for the complexities of these patterns (Guba 2000:163; Morse 2002:13; Guba 1981:78). In this study, the researcher ensured credibility by interviewing two Gender-Links senior managers with vast experience with the nature of communication at Gender Links.

Transferability also focuses on the applicability of findings since social and human phenomena are based on the context and statements and interpretations must also be relevant to the context (Guba 2000:163; Morse 2002:13). In this study, the two Gender Links managers were chosen deliberately with the aim of maximising the amount of uncovered information and describing the context of the study in detail.

Guba (2000:163) and Morse (2002:13) also argued that dependability focuses on the consistency of the measuring instruments. They further argued that humans who act as instruments can change because of errors and new insights. This shows that there is likely to be instability but the difference on consistency can be accounted for, thus confirming dependability (Guba 2000:163; Morse 2002:13). In this study, the interview data from two Gender Links managers was recorded in detail with a tap- recorder to avoid missing any detail which was later transcribed. During the transcription, the researcher had the opportunity to listen repeatedly to the recorded data in order to ensure that all the data was well captured and transcribed for the sake of accounting for changes (see Annexure C).

Guba (2000:163), Morse (2002:13) and Guba (1981:78) also posited that qualitative researchers know about the lack of neutrality in research and they accept the fact that multiple realities inclusive of their own predispositions may play a role. Therefore, they focus on the confirmability of data rather than on the neutrality of the researcher or the methods (Guba 2000:163; Morse 2002:13; Guba 1981:78). In this study, the researcher aligned the existing data from interviews with two Gender Links managers and the interpretation in order to ensure confirmability.

The next section discusses the population.

3.4.1.3   Population and sampling

Leedy and Omrod (2015:182) defined population as a homogeneous group of single units which points to all possible unit of analysis. In this study, population include all six managers at Gender Links in Johannesburg because they have vast knowledge of communication practices and channels that are used during internal communication. In this study, all managers are accessible, but the participants were selected based on their involvement in internal communication procedures.

This study used purposive sampling, a non-probability sampling, which is mostly used as sampling method in qualitative research (Bryman 2008a:415) where results cannot be generalised to the population of the study, because it is not all units in the population that had an equal chance of being chosen (Patton 1990:186; Babbie 2016:190). Barker (1999:138) referred to a purposive sample as "a form of non-probability sample in which the subjects selected seem to meet the study's needs". Purposive sampling, is based on the researcher's judgement in choosing cases with a particular intention in mind (Neuman 2011:268; Babbie 2016:187). In this study, the sample of two senior managers was deliberately chosen to give in-depth information about communication practices at Gender Links (Leedy & Ormrod 2015:183). These two mangers were selected based on their involvement in internal communication, experience in using internal communication channels, their

involvement in decision making and that they can voice their insights of the management subsystem at Gender Links, they are implementers and supervisors of communication practices at Gender Links. This stems from (Patton 1990:169; Daymon & Holloway 2002:163)'s argument that qualitative research is generally based on small sampling units studied in-depth and information-richness of the selected cases, resulting in meaningful insights, plays a more important role in qualitative research than sample size (Patton 1990:185).

The next section discusses thematic data analysis which was used in this study. The interview data was analysed thematically and the process is detailed below.

3.4.1.4   Thematic data analysis

In this study, thematic data analysis method was used to analyse data from interviews. According to Babbie (2016:382), qualitative data is "a non-numerical examination and interpretation of observations for the purpose of discovering underlying meanings and patterns of relationships." Qualitative research data analysis involves logic, thinking and theorising and systematically organising, examining and interpreting data and reducing and interpreting data (De Vos et al 2011:399; Daymon, Holloway &Holland 2002:232; Neuman 2011:507).

According to Bowens (2009:59), thematic analysis refers to "a form of pattern recognition with the document's data where emerging themes are taken and made into categories that will be utilised for further analysis. Bowens (2009:59) further added that thematic analysis includes intensive focus of reading and re-reading of data as well as coding and categorisation. Based on the above description, interview transcripts in this study were analysed using thematic analysis which was done manually through the use of pre and post-coded themes (See Table 4.18, section

4.3.1, Chapter 4) and the researcher interpreted the content of the interview responses.

According to Javadi and Zarea (2016:33), qualitative data can be analysed through different methods which includes thematic analysis. Thematic analysis was chosen for this study because of its flexibility as it can be modified to meet the needs of the researcher (Nowell et al 2017:1). It was also chosen for this study because it is very easy to use as it does not need any exact formula to use during the process of analysing data (Patton 2002:432). It was also chosen because it allowed the researcher to customise the process of analysing data (Creswell 2007:150). The researcher gave the two participating Gender Links managers a unique number to protect their identity (Neuman 2011:50). The two managers were named Manager A and Manager B respectively (See Interview transcript, Annexure B).

Data was analysed in 6 steps as follows:

Step 1: Preparation and organising of data: As argued by De Vos et al (2011:405), data analysis needs a two-way approach where data is analysed onsite during fieldwork and afterwards, away from the site. Patton (2002: 436) concurred and argued that the first stage of qualitative data analysis starts during field work where new ideas are generated. In this study, during face-to-face interviews with two Gender Links managers, the researcher was very sensitive to new emerging ideas and used the information to make changes and follow-up questions in the interview guide where necessary. While the tape recorder was digitally recording the interviews, the researcher wrote down notes after each interview detailing what happened, what she experienced, heard and thought during the interviews. The researcher also took note of the two managers' views and opinion in order to analyse emerging themes. The researcher then transcribed the recorded interviews and

added the notes taken during interviews respectively to the interview transcript (See Annexure B).

Step 2: Managing the data: This step emanates from Creswell's (2007:151) data analysis process away from the interview site. The researcher initially assigned preliminary codes to the transcribed data which were developed through the input that was received from the pilot and literature on communication satisfaction. The researcher assigned letter A to the interview transcription from the first Manager and labelled it as Manager A and letter B to the transcription from the second Manager and labelled it as Manger B (See Annexure B). The researcher used different colours of highlighters to highlight phrases or ideas with the same meaning from both interview transcripts. This was done for easy categorisation and interpretation of each theme.

Step 3: Reading of interview transcriptions: The researcher immensely read each sentence in the interview transcriptions repeatedly, highlighting short phrases and ideas that had the same meaning in different colours accordingly.

Step 4: Generating themes and sub-themes: According to Creswell (2007:151), categorising or coding is the first step in reducing high volumes of data into manageable portions (De Vos et al 2011:410). In this study, data emerging from face-to-face interviews with two Gender Links' managers was categorised into themes which was guided by the interview guide. Similar patterns of data were also grouped into main and sub-themes (see table 4.18, section 4.3.1, Chapter 4). These were also grouped into pre-coded themes as guided by the interview guide and post-coded themes which emerged from the interviews. The researcher reduced the identified various themes and sub-themes to few themes and then further reduced them into a final reduced number of three main themes as augmented by

(Koschmann 2008:86). The first theme identified was Channel preference of managers (see section 4.3.1.1, Chapter 4) which aimed at exploring the channels that are mostly used at Gender Links. The second theme identified was media quality considerations (see section 4.3.1.2) which focused on the criteria used to choose communication channels at Gender Links. The last theme identified was managing internal communications (see 4.3.1.3) which aimed at assessing the managers' perceptions and impressions about the dimensions of communication satisfaction. This allowed the researcher to remain with relevant themes and sub-themes that were used to report on findings in this study (Creswell (2007:152). Subsequently, a thematic map was crafted.

Step 5: Naming the themes: The researcher grouped data with the similar patterns into main themes and sub-themes which led to the creation of a thematic map (see section 4.3.1, table 4.18, Chapter 4).

Step 6: Reporting on findings: The thematic map structure that was created was used to report on the findings for various themes. The researcher used the quotes from two Gender Links managers who were interview participants to support the findings report and these quotes served as evidence.

In order to gain more understanding on the Gender Links employees' beliefs and attitude towards communication satisfaction with the quality of media used during interactions, channel selection and technology, a questionnaire-based survey was also used which was complemented by face-to-face partially-structured interviews, which is discussed in the next section.

3.4.2 Questionnaire-based surveys

As pointed out by Burns and Grove (2009:22), quantitative research is objective, formal and it involves a systematic process in which numerical data is used to get information which can be generalised from a sample to the population (Keyton 2006:53; Du Plooy 2002:82). In line with this, the questionnaire-based survey was used for quantitative research for this study because the researcher intended to describe Gender Links employees' satisfaction with internal communication, specifically their satisfaction with media quality, channel selection and technology for internal communication and integrate with data collected with partially-structured interview from qualitative research in order to provider richer data.

In addition, the quantification of communication satisfaction levels with media quality, channel selection and technology among Gender Links employees, in this study, allowed the researcher to compare larger groups of Gender Links participants who shared similar characteristics. Therefore, the whole population was not included in the research in order to determine their feelings, attitudes or beliefs about communication satisfaction since the sample population shared the same characteristics and therefore, could represent the whole population (Keyton (2006:53; Brewer & Hunter 2006:175).

Moreover, another reason that guided the selection of quantitative research method was that quantitative research utilised numbers and statistics which yielded precise and exact comparisons as pointed out by Keyton (2006:53; David and Sutton 2004:57). Following from this, in this study, numerical data which was collected from surveys provided accurate findings regarding Gender Links employees' feelings, attitudes and beliefs towards media quality, channel selection and technology used during the exchange of information. These findings were used to supplement findings from qualitative research for further clarification.

As augmented by Keyton (2006:53), quantitative research also has its own weaknesses as it enables a focus on small elements to the communication processes, which therefore means it does not give a deep understanding of the complex aspects of the entire communication phenomenon. However, this s one of the benefits of mixed methods research (see section 3.3). In this case, where quantitative research fails to provide an in-depth account of the attitude and perceptions of Gender Links employees towards communication satisfaction with media quality, channel selection and technology completely, qualitative research counters for such a weakness (Keyton 2006:53; Brewer & Hunter 2006:175).

Moreover, a paper-based questionnaire survey (see Annexure A) was chosen as it also enabled the researcher to have control over the sampling and gathered vast amount of primary data within a short period of time at the lowest possible cost (Miller 2001:153). Thus in this study, surveys saved a lot of time, where a lot was covered within a short period which also ensured a more accurate sample in which to draw conclusions about Gender Links employees' beliefs, opinions or attitudes towards internal communication satisfaction with media quality.

Furthermore, since survey also maintain anonymity (Miller 2001:153), the paper-based questionnaire survey was also used because it maintained anonymity of Gender Links participants and allowed them to feel very free with their responses. This also enabled the researcher to collect data that was more accurate which improved the validity and reliability of the findings (see section 4.2.5 and 4.2.6, Chapter 4). This was further augmented by Gray and Laidlaw (2004:67) who posited that to get accurate data, you need your participants to be as honest as possible with their answers.

As pointed out by Rubin, Rubin and Piele (2000:201), researchers use questionnaires in order to give a description and explanation of respondents' beliefs, thoughts, attitudes, views and behavior with regard a particular issue. Based on this

view, the paper-based questionnaires were used in this study to collect information which described and explained Gender Links employees' attitude, perception, and opinions about their communication satisfaction with media quality during internal communication. The researcher obtained informed consent from the respondents to use data collected from them for the research purpose. Gender Links respondents felt comfortable enough to disclose their opinions and beliefs as the consent form informed them not to write their names (see Annexure G).

3.4.2.1 Instrumentation and data collection processes

Following from the above discussion on quantitative research methods, the instrument and data collection processes for the qualitative research method for this study, which is the questionnaire-based survey, is discussed in detail below.

Survey Questionnaire: Similar to the interview schedule as discussed above (see section 3.4.1.1), the theoretical concepts and sub-concepts as summarised at the end of Chapter 2 also formed the basis of the measuring instruments in this study. For the questionnaire, the adaptation of Downs & Hazen was done based on the theoretical conceptualisations that are discussed in section 2.11.2.

Structured closed-ended items were used to measure Gender Links respondents' level of satisfaction with media quality, channel selection and technology which ranged from very dissatisfied to very satisfied. Furthermore, closed-ended items were also used because they brought uniformity in the data which made data easy and quick to analyse as data provided by respondents was unambiguous and straight forward (Terre Blanche 2006:484).

The survey questionnaire used in this study was adapted from the Communication Satisfaction Questionnaire (CSQ) that was developed by Downs and Hazen (1977). The CSQ was chosen because it was specifically developed to determine the

relationship between communication and media quality with aspects of channel selection and technology in organisations (Downs & Hazen 1977:363). The original CSQ was factor analysed to explore the multi-dimension of communication satisfaction by Downs and Hazen (1977:63) which led to the identification of eight dimensions of communication satisfaction. Many researchers have since then used the CSQ in different environments and its validity was confirmed by (Clampitt & Girard 1987:245; Clampitt & Girard 1993:89; Crino & White 1981:831; Gray & Laidlaw 2004:425), among others. The CSQ used for this study was adapted and retained eight dimensions from the original CSQ and the dimension of technology was added to meet the specific needs of the study (refer to Annexure A).

Moreover, section A of the questionnaire survey tool in this study included demographic items that included non-identifying employment characteristics such as, age, gender and qualifications. Section B looked at general information such as years of employment, position, internal communication channels used and internal communication methods which assessed awareness and usage. Section C measured the 8 dimensions of internal communication satisfaction that were identified in literature (see section 2.7.1) and technology that was included to meet the specific needs of the study using a five-point Likert scale. Communication satisfaction was also measured using the survey developed by Downs and Hazen (1977) which was slightly adjusted to suit the specific needs of this study. In this study, the paper-based questionnaire survey measured the following eight dimensions of communication satisfaction (Downs & Hazen, 1977) as outlined in section 2.7, to probe respondents regarding their perception towards internal communication satisfaction at Gender Links including the dimension of technology. These include:

1) Communication Climate

2) Relationship to Superiors

3) Organisational Integration

4) Media Quality

5) Horizontal and Informal Communication

6) Organisational Perspective

7) Relationship with Subordinates

8) Personal Feedback

9) Technology

This tool originally had a seven-point Likert scale with 15 items but recently the scale has been validated using a five-point Likert type scale (1 =very dissatisfied, 5 = very satisfied) with 15 items (Lu, While, & Barriball, 2007). The five-point type Likert scale was used in this study to measure communication satisfaction with media quality among Gender Links employees where responses ranged from 1 = very dissatisfied to 5= very satisfied.

In order to ascertain the quality of items in the questionnaire, before the actual data collection, a pilot test was conducted in this study which is discussed below.

Pilot test: Pilot testing has been described by Gillham (2000:55) as a test that exposes new issues and indicates the need for re-writing some questions in the questionnaire. Before administering the actual questionnaire, the questionnaire was pretested among some of Gender Links respondents before the collection of data by means of a pilot study as suggested by (Brewer and Hunter 2006:57). The pretesting was also administered to some of Gender Links respondents who were selected by means of willingness and they were asked to complete the questionnaire, in the same way that all respondents would during data gathering. As posited by Keyton (2006:176), this type of pilot test included a selection of individuals who were part of

the research population, who then completed the survey, just as it was done during data gathering. These respondents completed the questionnaire as other respondents would but they did not form part of the final sample because they answered a slightly different questionnaire before changes were made.

Pilot testing was done before administering the actual questionnaire in order to refine the items as described by Creswell 2007:133). Based on these views, the pilot study of questionnaires in this study was done to test the quality of questions and identify ambiguous questions. In line with this, the selected Gender Links respondents in this study went through the content of the survey (Keyton 2006:175) and read through the questions because they shared the same level of understanding with the rest of the respondents. This was done to identify any semantic problems in how questions were worded (Keyton 2006:175). This also improved the reliability and validity of the findings as no semantic challenges were identified which yielded credible results.

The questionnaire was not adjusted since there was no need, based on their feedback. The questionnaire was then distributed to all Gender Links respondents. The administration procedure of the questionnaire is discussed below.

Questionnaire administration procedure: As part of the procedure, the questionnaires were distributed to all respondents by the researcher in the boardroom where they were anticipated to submit upon completion in a box that was collected by the researcher afterwards. They included a covering letter stating the study objective, estimated time to complete the questionnaire and ethical demands emphasising that participation is voluntary where a consent form was signed by respondents and submitted to the researcher.

The validity and reliability of the questionnaire-based survey, is discussed below.

3.4.2.2 Validity and reliability

As pointed out by David and Sutton (2004:171) the validity of a measuring instrument refers to the degree to which it measures the variable it claims to measure. Additionally, reliability refers to "a valid measuring instrument will accurately measure and describe the variable it is designed to measure" (Gravetter & Forzano, 2006: 74). Heale and Twycross (2015:66) argued that this assures the meaningfulness and usefulness of a study. Field (2018:15), argued that, in order to be rest assured that the instrument is doing what it is expected to do is to, one can determine its validity its reliability. Mansour (2015:1767) also argued that reliability and validity are measures that are used to evaluate the quality of the research. With these definitions in mind, the way in which reliability and validity was maintained in the questionnaire is explored below.

In this study, the validity of survey research was based on the questions which were derived from the well-developed Communication Satisfaction Questionnaire by Downs and Adrien (2004:4) which covers the domain of communication satisfaction, and it was used to answer Research Question 1 (Baxter & Babbie 2004:168). The original questionnaire was modified to suit the needs of this study.

In terms of validity, quality data was collected from the respondents and the data set was subjected to a number of statistical tests. However, in this study, the Principal Component Analysis (PCA) was not conducted due to a smaller number of respondent which was 57. Reliability analysis was conducted on the nine main items of the questionnaire to confirm their internal consistency reliability (Pallant, 2016:101-105), (see section 4.2.4.1).

In order to ascertain the reliability of the survey in relation to Research Questions 2 and 3 which covered media quality, channel selection and technology, the researcher committed herself, prioritising objectivity and diligence. The questionnaire was pre-tested with Gender Links staff for recommendations and comments. The evaluation included technical presentation, the design of the

instrument inclusive of layout, instructions, clarity, relevance, easy to complete and time of completion. Reliability analysis of the nine communication dimensions was also conducted on the sub-scales of the research questionnaire to confirm the items of the sub-scales measuring the same underlying construct using the Cronbach Alpha score (see section 4.2.4.2). The findings obtained from the iterative reliability analysis of the study internal consistency reliability also prove the reliability of all the items used in this study are reliable.

In addition, the Kolmogorov-Smirnova Normality tests were conducted to test the reliability of the survey questionnaire to determine if the data comply too this requirement, if not non-parametrical tests needs to be conducted (Pallant, 2016:80) (see section 4.2.4.3.).

The next section looks at the population and sampling for the study.

3.4.2.3 Population and sampling

According to Burns and Grove (2009:714), Bryman (2008:168), the population of a study refers to all the elements including individuals, objects or subjects that meet the criteria for inclusion in a given universe or all possible units of analysis. Leedy and Ormrod (2015:182) also posit that a population is generally a homogeneous group of individual units. Du Plooy (2002:101; Burns and Grove (2009:724), argued that the population consists of a group of individuals that meet the sampling criteria from which results can be generalised. Based on the given definitions, the population of this study includes all 97 Gender Links employees in Johannesburg. They were all regarded as able to give their perceptions on employees' communication satisfaction with media quality, channel selection and technology at Gender Links.

Simple random sampling was used in the survey in this study which is also another type of probability sampling where every individual in the population has an equal chance of being included in the research (Berg 1995:178). This enable simple

random sampling method to eliminated the researcher's biasness (Keyton 2006:54). As such, the results could be generalised to a broader population (Gravetter & Forzano 2006:74). Berg (1995:178) further posited that simple random sampling is only possible when the sampling frame's population is available. Mouton (1996:135) posited that the sampling frame is a basis from which the actual sample will be drawn. Barker (1999:152) also pointed out that the quality of a sample depends on the quality of the sampling frame and that the sampling frame should represent the population sufficiently.

Thus, the sampling frame represents all the units in the population from which the sample will be chosen. Babbie (2016:201) also stated that it is the "list of units from which a sample is selected". According to him, the sampling frame should incorporate all or nearly all members of the stated population in order to be representative. Therefore, the availability of the sampling frame enabled the researcher to choose every individual from the list, allowing all an equal chance to be included in the research. The interval between the names on the list (n) was determined by dividing the number of people needed in the sample into the whole population (Gravetter & Forzano 2006: 74; Berg 1995:178). The participants were selected randomly from Gender Links' register based on the intervals between their names. A simple formula was initially used to determine the sample size. A sampling proportion of **55 %** was taken from the total population of 97 employees, which delivered the following sample ratio of: **2:57:97**, providing a rounded total of 57 respondents in the sample.

The next section discusses the data analysis method used for the study which is the descriptive statistics and inferential.

3.4.2.4 Descriptive statistics and inferential data analysis

Christenson, Reschly and Wylie, (2012:78) defined descriptive statistics as numbers that are used to give a summary and description of information that has been gathered from a survey. Descriptive statistics were used for Gender Links participants' demographics and presented in terms of standard deviations, numbers and percentages (Munro 2005:56), (see section 4.4). In this study, inferential data analysis was also used to compare the means and to look at the relationship between variables (see section 4.5.4). The inferential data analysis allowed the researcher to assess and identify any differences in internal communication satisfaction with media quality between Gender Links employees and managers, different roles, years of working and managerial experience, contracted hours, area of work, age and gender.

The researcher cross-checked if data that was collected using questionnaire was correctly captured to ensure that all data was included. The researcher then reviewed and adjusted the collected data where necessary in order to ensure that data is accurate and it is of good quality for credibility of results (De Waal, Pannekoek and Scholks 2012:1). The researcher also cross-checked if the received questionnaires were all properly competed. This also include checking if respondents followed the given instructions. The responses to each question ranked from a 1-5 scale, 1=very dissatisfied, 2=dissatisfied, 3=Indifferent, 4=satisfied and 5=very satisfied. All the respondents' names were replaced with numbers for confidentiality purposes.

In this study, quantitative questionnaire survey data, which was presented in the form of descriptive statistics in table and graph forms, was captured, summarised and analysed using a statistical software package, Statistical Analysis System (SPSS), to easily interpret the level of Gender Links employees' satisfaction with media quality without challenges (Walliman 2005:310) (See section 4.2). In addition,

the statistical analysis of the data obtained in this survey was performed with the help of an independent statistician in order to obtain reliable and credible results The researcher used descriptive statistics to describe and summarise data from questionnaire surveys and inferential statistics to make inferences and predictions of Gender links employees based on the sample of data taken (See section 4.2.1 and 4.2.4). The mean, mode, standard deviation ad frequencies were also used to give a description of the demographic information. The validity and reliability of the construct/communication satisfaction dimensions was done using Cronbach's Alpha and Kolmogorov-Smirnova Normality. The researcher used Cronbach's Alpha (see table 4.10, section 4.2.4.2) to determine internal consistency reliability of the nine main scale of the questionnaire used in the study. Kolmogorov-Smirnova Normality test was also done to determine data compliance (see section 4.2.4.3).

Ethical consideration for this study is discussed below.

3.5 Ethical consideration

Babbie (2016:62) referred to ethics as moral issue on what is right or wrong, but that individuals may have different beliefs about what is acceptable or not. This emphasises the fact that researchers should know what is regarded as ethical or unethical research. De Vos et al (2011:113) mentioned that ethical research implies accepting the recognised agreements and anticipations between the involved parties and ensuring that the research is based on mutual trust and cooperation.

Ethical issues in this study were adapted from UNISA Policy on Research Ethics (2016), which focuses on plagiarism, confidentiality and research participants' privacy and anonymity. Christians (2000:138), also added that the guidelines pointing to social research ethics found in most codes of ethics, address the concepts of informed consent, deception and accuracy. Babbie (2016:62-70)

146

elaborate this and claims that no harm should be done to participants and analysis and reporting should be ethical. Daymon and Holloway (2002:72-87) further addressed ethical issues such as recruiting research participants, gaining access to research premises, honesty regarding omission and interpretation, covert research methods and ownerships of research.

Ethical issues in this study were adhered to because the researcher had to be professionally, morally and legally bound to participants in order to sustain the moral honour of the study (Graziano & Raulin 1993).

In this study, maximum care was also considered to adhere with the standards of social research anticipated by the research community. Plagiarism was avoided through careful paraphrasing, referencing all relevant sources consulted and by submitting each chapter to Turnitin to ensure the minimum similarity to other academic sources.

All participants were fully informed of the aims of the research and how the data would be used during and after the research study. Participants were given consent to be interviewed and fill the questionnaire and they signed the consent form (Terre Blanche et al 2006:66), (see Annexure G).

In terms of confidentiality, questionnaires were placed in envelops that were not marked for confidentiality purposes. They were distributed to all participating employees with instructions that they should answer all questions, without writing their names and that they should enclose their completed questionnaires in the same unmarked envelops and drop them in the box in the boardroom where the researcher was present, who collected them immediately (Bell 2007:48). Participants were assured of confidentiality in the sense that sensitive organisational information would not be managed in a manner that may jeorpadise the organisation or benefit

opposition organisations. Interview participants were not pressurised to give sensitive information. On request, participants were given an opportunity to share and discuss the findings with them and the whole research project was done transparently.

In terms of privacy, questionnaires also contained a covering letter containing the objectives of the study, identity, qualifications, institute of the researcher and methodology (See Annexure A). The information sheet (see Annexure G) was shared with participants which outlines how the study was to be carried out including how confidentiality was to be maintained.

To honour anonymity of participants, the researcher asked for permission from Gender Links management to access media content and treated the information with utmost secrecy. Moreover, names of the people were not published in the report (Burns & Grove 2009:715).

Finally, the researcher maintained her role as an instrument in the research process (Creswell 2016:9) and the fact that honest objectivity was not possible in qualitative research (Leedy & Ormrod 2015:319). The researcher also put more effort in striving for balance and completeness in the analysis and interpretation of data, to carefully document these procedures, and to report the results in an ethical manner by clearly indicating how it was obtained and what the challenges were.

The researcher submitted an application for Ethical clearance to the Department of Communication Science, University of South Africa and permission was obtained (see Annexure F). This permission allowed the researcher to request permission from Gender Links and permission was also obtained (see Annexure D) and the consent form from the participants in the study (see Annexure H). The conclusion of this chapter is given below.

3.6 Conclusion

Aligned to the overall objective of the study of describing and exploring the internal communication satisfaction in NGOS, Gender Links, with a specific focus on aspects of media quality, channel selection and technology, in this chapter, the mixed-method research design and the data collection and analysis methods used in the study were discussed.

Following from Chapter 2, that explored the systems theory and internal communication concept were explored as they both guided the study and informed the instruments and also enhanced the understanding of media quality, channels selection and technology. Literature also helped to identify key concepts for empirical testing which led to a three-phased research. This include conducting quantitative research by means of a cross-sectional questionnaire survey where initial findings were generated. It also includes conducting qualitative research through partially-structured interviews using an interview guide to depend the understanding of questionnaire survey findings. This led to the integration of quantitative research and qualitative research findings to further explain and interpret mixed findings and provides a broader comprehension of the research problem (Mouton 2001:51).

The processes of ascertaining the trustworthiness of interview schedule was explained. It was clarified how Lincoln and Guba's (2000)' criteria for trustworthiness, verification strategies for reliability and validity were employed to achieve this. These include credibility, dependability and confirmability. The processes of ascertaining the validity and reliability of the survey questionnaire was also explained. This include pilot testing of the nine communication satisfaction dimensions on the sub-scales of the survey questionnaire, Kolmogorov-Smirnova Normality tests, and Cronbach's Alpha.

Based on the paradigmatic orientation, mixed-research methods design (qualitative and quantitative) was considered for this study. The discussion on the research methodology highlighted the unit of analysis, the population and explained the choice of non-probability and probability sampling. The sampling strategies were non-probability purposive and simple random probability where every Gender Links employee stood an equal chance of being selected and results could also be generalised.

Data analyses methods for both quantitative and qualitative research were discussed. These include thematic analysis for interview transcripts for qualitative research where a 6-step approach was used which includes preparation and organising of data, managing data, reading the interview transcripts, generating themes and sub-themes, naming the themes and reporting on findings. Descriptive statistics and inferential data analysis for questionnaire survey for quantitative research was also discussed.

In this study, it can be concluded that mixing research methods and data analysis methods enabled in-depth and comprehensive data about Gender Links employees' communication satisfaction with media quality to be collected which improved the reliability and validity as well as the trustworthiness of the findings. Finally, relevant ethical issues were discussed illustrating that not only the obvious ethical aspects of plagiarism, confidentiality and anonymity were considered, but that the researcher carefully complied with all ethical criteria relevant to social research.

Chapter 4 below discusses and interprets the research findings.

CHAPTER 4: PRESENTATION OF RESEARCH FINDINGS

4.1 Introduction

As an NGO, our survival depends on communication within the organisation. Without it, we are nothing (Interview participant 2020).

This chapter presents the research findings on the staff internal communication satisfaction with media quality, channel selection and technology at Gender Links, by means of a cross-sectional paper-based questionnaire survey and partially structured interviews. In Chapter 3, the research methodology and design used in this study is outlined. In this Chapter, the results of the quantitative and qualitative analysis as well as the integrated findings are presented. In the sequence of data collection, qualitative data collection was done first, but in the presentation of findings, the findings from the primary method, the questionnaire survey, is presented first.

Inferential statistical calculations were used to make inferences and predictions of the target population based on the sample of data taken from employees from Gender and the results helped to develop deeper understanding of the internal communication experiences of Gender Links employees. A multi-step process was used where the numbers of variables are reduced with Principal Components Analysis (PCA) into a more manageable number of variables or sub-scales. Cronbach Alpha calculations are also conducted as an indicator of the internal consistency reliability of the sub-scales to ensure the sub-scales measuring the same underlying construct. The data is also subjected to normality tests to determine if parametrical or non-parametrical inferential statistical calculations should be conducted. The non-parametric Mann-Whitney U Test and Kruskal–Wallis Test was also conducted for mean score comparisons (see sections 4.5.5.1 and 4.5.5.2)

Validity and reliability of the communication satisfaction questionnaire is also assessed to determine the quality of data that was collected from the paper-based questionnaire respondents and the data set is subjected to a number of statistical tests to determine if the items of the survey questionnaire, can be reduce to a smaller set of components to form coherent sub-scales. Reliability analysis was conducted on the nine main scales of the questionnaire to confirm their internal consistency reliability. Kolmogorov-Smirnova Normality tests and the Cronbach Alpha were used to test reliability of the communication satisfaction dimensions and the section concludes with a summary of the quantitative results. This includes the demographic characteristics of the respondents.

The findings of the thematic analysis conducted on the pre-coded and post coded themes on the qualitative data collected with the semi-structured interviews, are presented and the section concludes with a summary of the qualitative findings. The results of the quantitative and qualitative findings are integrated into a summary of findings for the study with three main aspect discussed which highlight the similarities and differences of respondents' and participants' views and perceptions.

4.2 Presentation and interpretation of quantitative data

For the research objectives 1 and 2 of the study as defined in Chapter 1, quantitative data was collected with a questionnaire-based survey from 57 respondents (see section 3.4.2.3).

The collected data was analysed in two parts, a) descriptive statistical methods, where the data is summarised and presented in graphics and tables, and b) with inferential statistical analysis. The purpose of the use of descriptive statistical methods is to identify and interpret patterns and frequency within the summarised data (Pallant, 2016:55-65). Inferential statistical calculations are used to make

inferences and predictions of the target population, based on the sample of data taken from the population (Leedy & Ormrod, 2015:26).

The first section describes the demographic profile of the survey respondents. The second section which is the descriptive statistics, describes the dimensions of communication satisfaction through the frequency distribution, descriptive statistical analysis, factor analysis, item statistics, data normality tests, and calculation of coefficients of association between all the variables. In the third section the findings of the inferential statistical analysis are presented.

4.3 Demographic profile of survey respondents

The following demographical data was collected from the staff members of Gender Links that participated in the quantitative survey questionnaire namely gender, age, qualifications, and years of service within the Gender Links organisation. In the inferential statistical section of this chapter (see section 4.5 below), this demographical data is used as independent variables to determine the impact on the dependent variables of the study.

4.3.1 The gender profile of the respondents

The gender profile of the respondents is reflected in Figure 4.1 below.
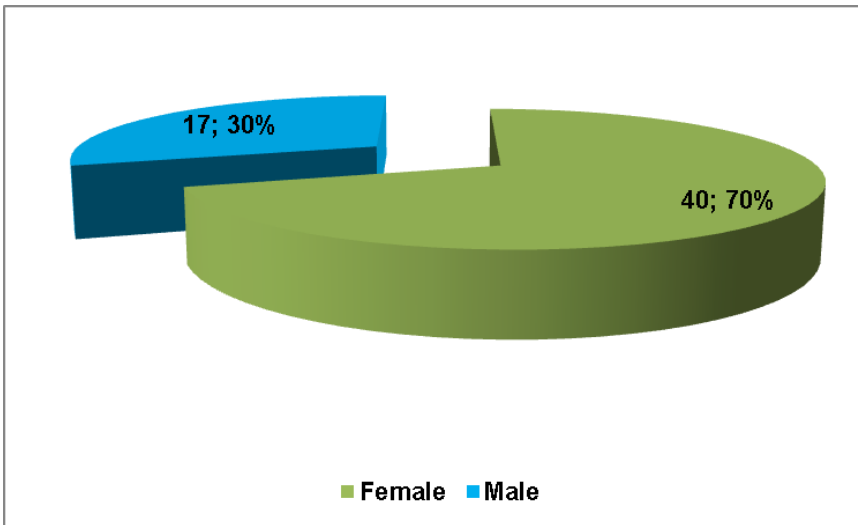
Figure 4.1: The gender profile of the respondents (*n* = 57)

As reflected in Figure 4.1 above, a total of 57 staff members responded to the survey, of which 30% are males and 70% are females. As Gender Links is a Women's Rights organisation in South Africa, it is understandable that the majority of the employees are female.

4.3.2 The age profile of the respondents

The age profile of the respondents is reflected in Figure 4.2 below.
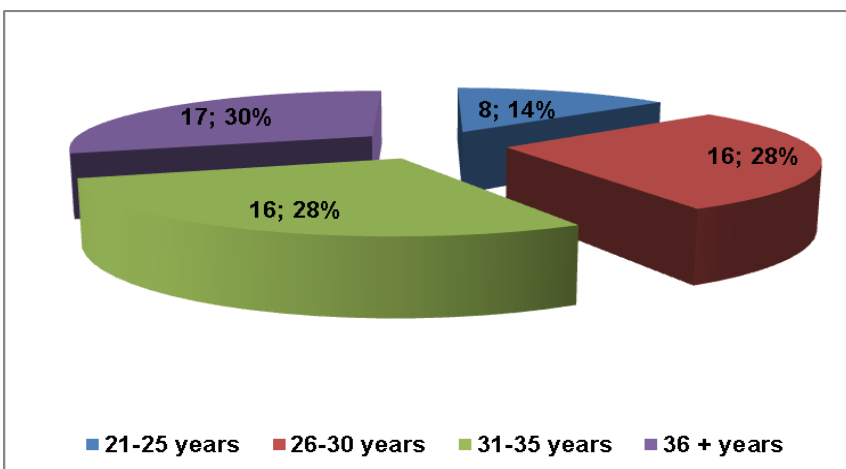
Figure 4.2: The age profile of the respondents (n = 57)

As shown in Figure 4.2 above, a total of 57 staff members responded to the survey of which 30% are 36 years old and older, while 28% are between 26-30 years old, 28% are between 31-35 years old, and 14% are between 21-25 years old. While the sample was not stratified according to age groups, the respondents represents a wide variety of age groups.

4.3.3 Qualification profile of respondents

The level of education profile of the respondents is reflected in Figure 4.3 below.
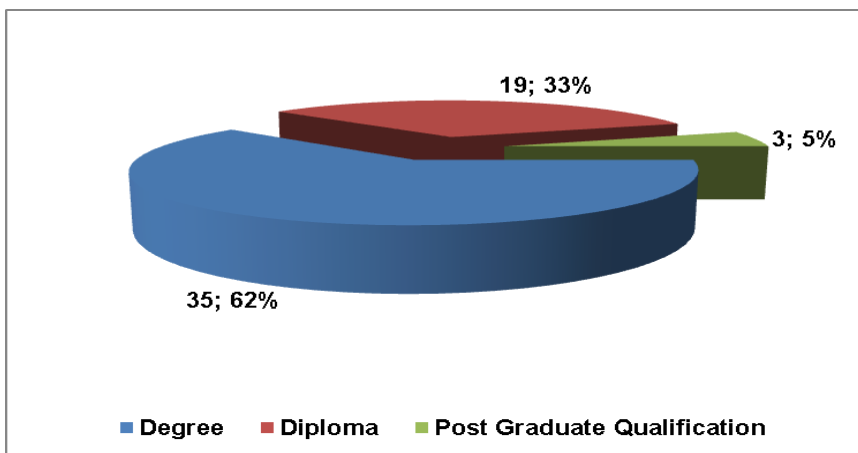
Figure 4.3: The qualification profile of the respondents (*n* = 57)

As illustrated in Figure 4.3 above, out of a total of 57 employees who responded to the survey, 62% have obtained a Bachelor's Degree, 33% hold a post-matric Diploma, while 5% have a Postgraduate qualification. The formal qualifications of the respondents can be regarded as their level of education. It can be argued that all the respondents are generally well educated who can provide credible information to the study.

4.3.4 Gender qualification profile of the respondents

As reflected in section 4.3.1 above, 70% of the respondents are female and 30% are male. The comparison of the gender qualification profile of the respondents is reflected in Figure 4.4 below.
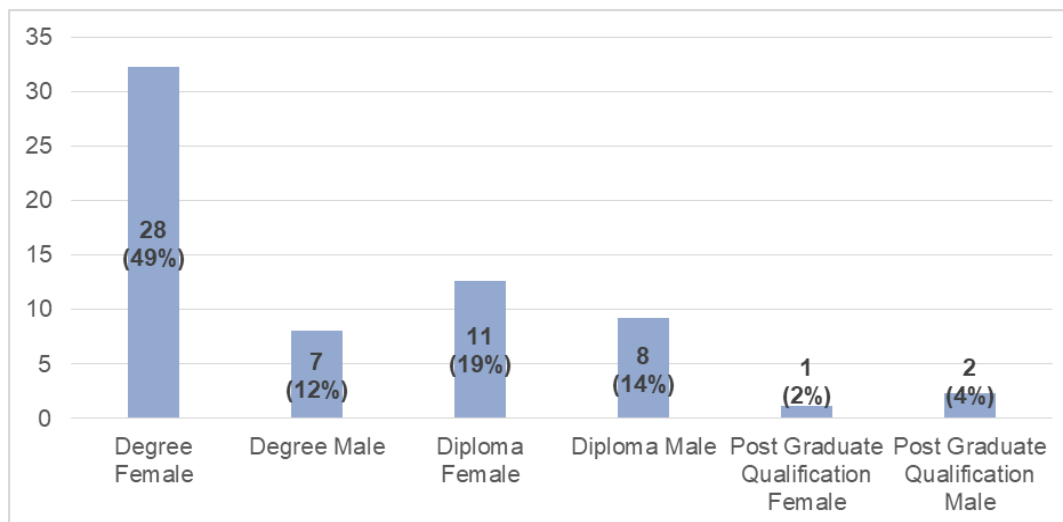
Figure 4.4: Comparison of the gender qualification profile of the respondents (*n* = 57)

Based on the comparison results in Figure 4.4 above, a total of 49% of the females and 12% of the males hold a Bachelor's Degree. A total of 19% of the females and 14% of the males hold a Post-Matric Diploma. In addition, 4% of the males and 2% of the females hold a Postgraduate qualification. While it could be unexpected in the South African NGO sector to have highly qualified female employees, this is not unexpected for an organisation such as Gender Links that has an organisational purpose of advocating for the rights of women, it can be noted that the most female staff members hold Bachelor's degrees.

However, it is interesting that more males hold postgraduate qualifications when the majority of the employees are female. From the 17 males that responded, 2 hold

postgraduate qualifications while only 1 of the 40 women respondents holds a postgraduate qualification. From the 40 women respondents, 28 holds a Bachelor's degree while 7 male holds a Bachelor's Degree showing that majority of the female employees are educated up to degree level. Based on the findings, it can be argued that all respondents are educated with the majority being women, as they all have a post matric qualification which further shows they are all able to provide reliable information about their experiences with media quality, channel selection and technology at Gender Links.

4.3.5 Length of service profile of respondents

The length of service in year's profile of the respondents at Gender Links is reflected in Figure 4.5 below.
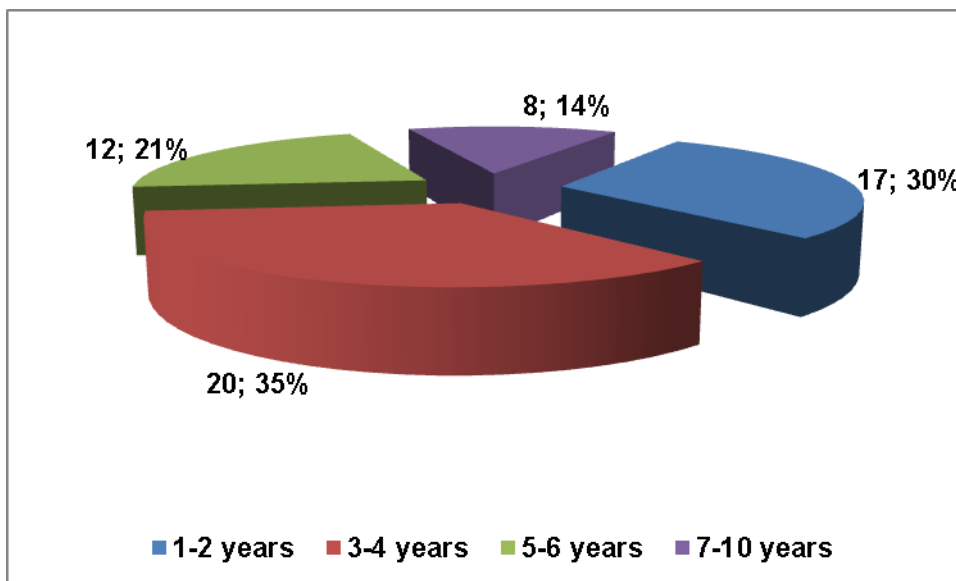
Figure 4.5: The respondent's length of service in years at Gender Links (*n* = 57)

The duration of employment was measured as the total number of completed years a staff member has been working at Gender Links. As indicated in Figure 4.5 above,

out of 57 staff members who took part in the survey, 35% have been working at Gender Links for 3-4 years, 30% have been working for 1-2 years, 21% have been working for 5-6 years, and 14% have been working at the organisation for 7-10 years. The majority of the respondents (86%) have less than 6 years of service with Gender Links. It can be noted that majority (35%) have been working at Gender Links for 3-5 years and a few (14%) have been working for 7-10 years. It can also be said that all respondents have at least one year of working experience at Gender Links. The results show that the sample contained respondents who have been working at Gender Links for a shorter and longer period of time.

The respondent profile as detailed above is in line with the organisational context of Gender Links and their purpose, and further speaks of representing a wide variety of years or service, educations levels and ages.

From the data provided, it can be deduced that Gender Links respondents have the necessary experience and mastery to give reliable input for the study.

- **Summary of the respondent profile**

From the 57 staff members who responded to the survey, majority (70%) of the respondents are female and only a few (30%) are male. Based on the findings, it can be said that majority of Gender Links employees are women. This may be because of the nature of its work and that it is an organisation that focuses on promoting the rights of women. To support its mandate, it has a duty towards women of ensuring that its major workforce are women in order to promote gender equality (www.genderlinks.org.za). As a result, in the case of this study, it also shows that the respondents represent mostly women which also shows that the findings mostly reflect the perception of female employees towards media quality, channel selection and technology at Gender Links.

Although the sample of the respondents represents a wide variety of age groups under the age profile, based on the findings, it can be said that majority (30%) of Gender Links employees are 36 years and older while a few (14%) are between 21-25 years of age. This also showed that Gender Links has more adult employees than youth employees of which majority seems to be adult female employees as they take majority of the population (see 4.3.1). It can be argued that the adult employees with majority being female may give more advanced insight into the study as they have more experience in the field than youth employees.

In terms of the qualification profile of the respondents, majority (62%) of the respondents have obtained a Bachelor's Degree while a few (5%) of the respondents have a Postgraduate qualification. Based on the findings, it can be argued that all the respondents at Gender Links have a formal qualification with majority seemingly being women (see section 4.3.1) which is significant to the study as they are able to provide credible data about the media quality, channel selection and technology at Gender Links.

Based on the gender qualification profile of the respondents, majority (49%) of the female respondents hold a Bachelor's Degree while few (12%) men hold a Bachelor's degree. Based on the findings, it can be said that Gender Links has more female employees who are all educated and they all have at least a post-matric qualification with majority (49%) of the female employees being educated up to degree level who respondent to the survey. This is significant to the study as the female respondents are able to provide reliable information about their experiences with media quality, channel selection and technology at Gender Links.

In relation of length of service for the respondents, out of 57 staff members, majority (35%) have been working at Gender Links for 3-4 years while a few (14%) have been working at the organisation for 7-10 years. Thus Gender Links employees have all worked either for a longer or shorter period of time. Based on the findings, it can also

be said that all respondents with majority being women (see section 4.3.1) have at least one year of working experience at Gender Links which is significant to the study as they all have the necessary experience and knowledge to give reliable input for the study, especially female respondents.

In the next section, descriptive data from the survey questionnaires is presented.

4.4 Results of Descriptive data

In this section, the frequency and the descriptive and inferential statistics of the data collected with the survey questionnaire from 57 staff members at Gender Links is presented. The questionnaire consistent of two main parts, one part asking about channels and the bigger part asking about communication satisfaction (Refer to Annexure A).

In the next sections, the respondents' awareness and use of the different internal communication channels used at Gender Links, is presented.

4.4.1   Communication channel awareness and utilisation at Gender Links

The utilisation and awareness of communication channels at Gender Links are discussed separately, below.

4.4.1.1 Communication channel awareness at Gender Links

Different internal and external communication channels are available in organisations through which employees can receive and send communication (see section 2.10). The questionnaire listed 16 channels used at Gender Links and respondents could indicate which of the channels they are aware of as being used for internal communications at Gender Links.

The level of awareness of the respondents of internal and external communication channels at Gender links are presented in Figure 4.6 below.
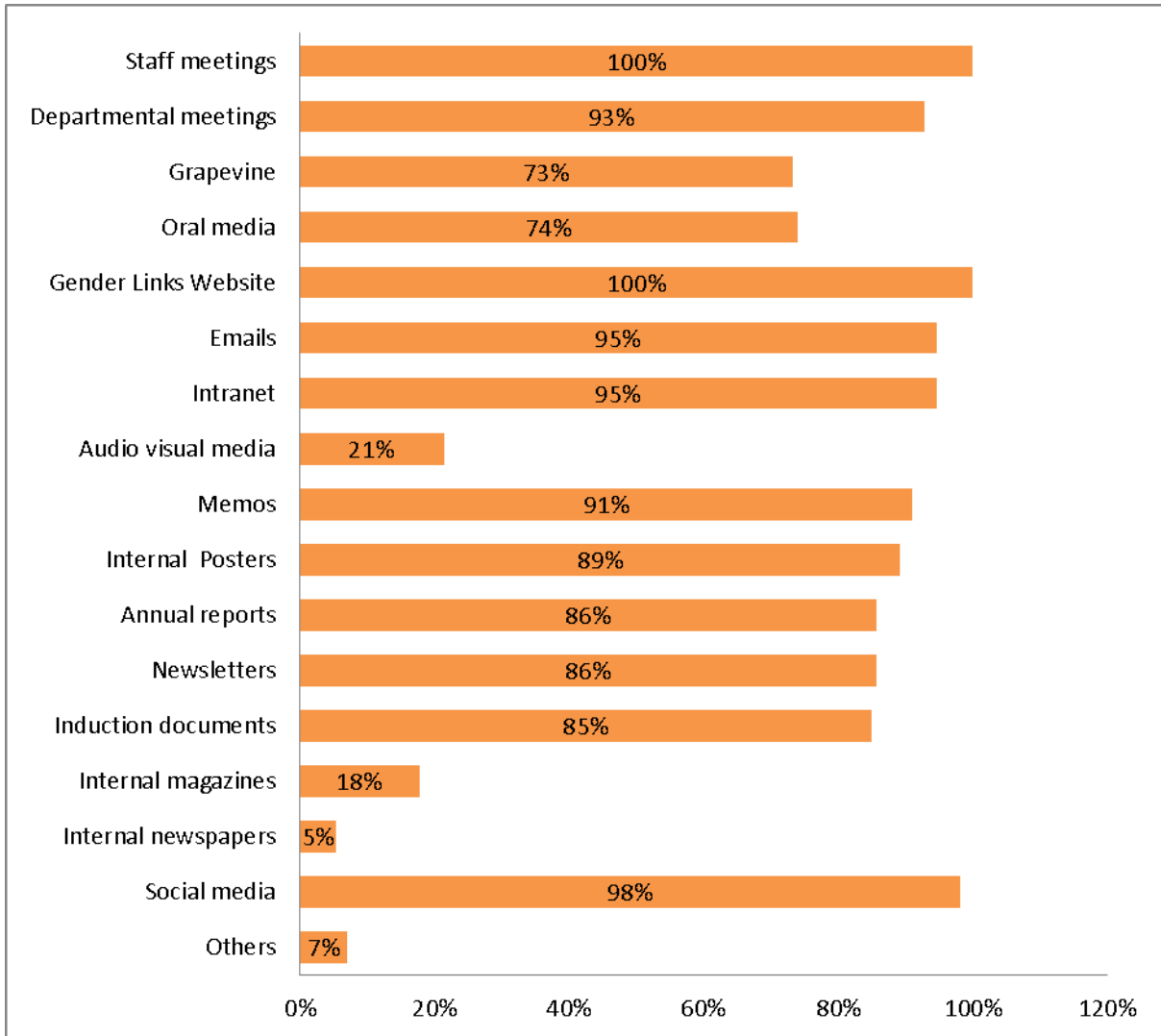
Figure 4.6: Communication Channel Awareness at Gender Links (*n* = 57)

The findings of communication channel awareness at Gender Links, as presented in Figure 4.6 above is summarised as below. These communication channels are grouped as written communication channels, personal communication channels, audio visual, electronic and oral communication channels.

- *Personal communication awareness* (Staff and departmental meetings, oral media, and the grapevine): As reflected in Figure 4.6 above, 100% of respondents are aware of staff meetings while a total of 93% of the respondents reported that they are aware of Departmental meetings and 73% of the respondents are aware of the grapevine as an informal communication channel. A total of 74% are aware of the existence of oral media.

- *Electronic communication awareness* (Intranet, audio visual media, e-mails, and Gender Links website): All staff members (100%) indicated that they are aware of the Gender Links website as a communication channel and 95% are aware of e-mails as communication channel at Gender Links. A total of 95% of the respondents reported that the intranet is one of the channels that they are aware of at Gender Links.

- *Social media awareness:* Data shows that for 98% of the respondents shows social media which could be said that it is well-known communication channels that exists at Gender Links.

- *Written communication awareness* (Internal newspapers and magazines, induction documents, newsletters, annual reports, internal posters, and memos): The respondents reported the awareness of the different written communication channels as follows: 5% of the respondents are aware of internal newspapers and 18% internal magazines. Gender Links induction documents have an awareness of 85% and newsletters shows an awareness of 86%. For annual reports the respondents indicate an awareness of 86% and internal poster awareness is 89% Gender Links while memo awareness is at 91%. A total of 7% of the respondents are aware of other communication channels that they think are available at Gender Links.

Besides asking respondents to indicate which channels they are aware of, they were also asked to indicate which channels they used themselves.

4.4.1.2 Communication channel utilisation at Gender Links

The level of utilisation of internal and external communication channels by the respondents at Gender links are presented in Figure 4.7 below.
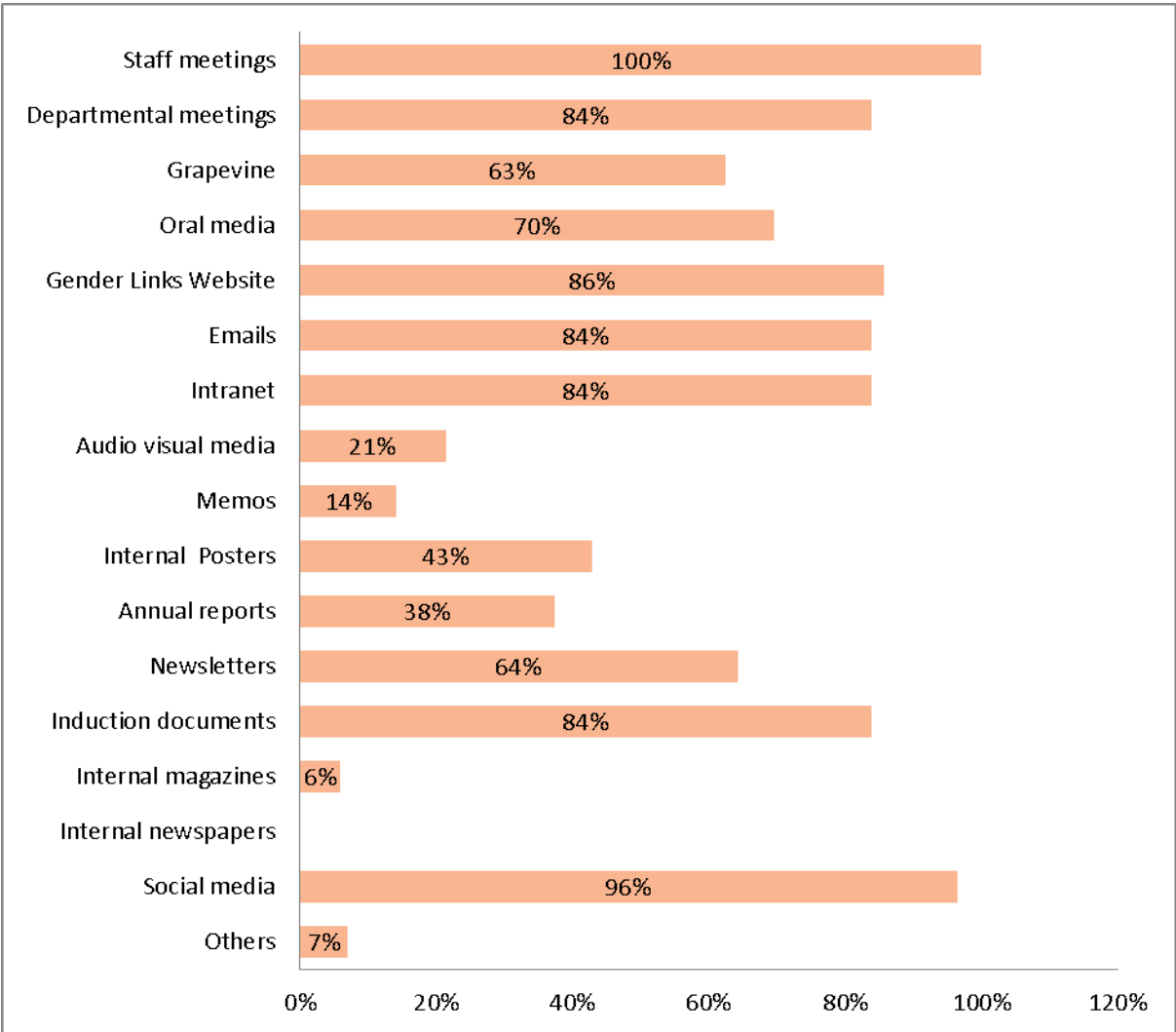
Figure 4.7: Communication Channel utilisation at Gender Links (*n* = 57)

The findings of communication channel utilisation at Gender Links, as presented in Figure 4.7 above is summarised as follows:

- **Personal communication channel utilisation** (Staff and departmental meetings, oral media, and the grapevine): As reflected in Figure 4.7 above, 100% of respondents indicated that they use staff meetings as a communication channel in Gender Links while 84% of the respondents reported that Departmental meetings is used as a communication channel. A total of 73% of the respondents reported that grapevine as communication channel is used while 70% of respondents reported that oral media is used as communication channel at Gender Links.

- **Electronic communication channel utilisation** (Intranet, audio visual media, e-mails, and Gender Links website): A total of 86% of the respondents confirm that Gender Links website is use as a communication channel and 84% of the respondents reported that e-mails communication channel is used while the use of the intranet as communication channel within Gender Links is reported by 84% of the respondents.

- **Social media channel utilisation:** The data summary shows that social media is used by 96% of the respondents showing that a vast majority of respondents use social media for communication channels at Gender Links.

- **Written communication channel utilisation** (Internal newspapers and magazines, induction documents, newsletters, annual reports, internal posters, and memos: The respondents reported that nobody used internal newspapers at Gender Links while 6% of respondents use internal magazines. Gender Links induction documents are used by 84% of the respondents while newsletters are used by 64% of the respondents. According to the respondents Gender Links annual reports are used by 38% of the respondents, while internal poster is used

164

by 43% of the respondents and a memo is used by 14% of the respondents. Other communication channels are used by 7% of the respondents.

In summary, for personal communication awareness, the respondents are aware of staff meetings (100%) and everyone reported using it (100%). The other channels used are Departmental meetings of which 93% of the respondents are aware of it and they are utilised by 84% of the respondents at Gender Links. A total of 73% of the respondents are aware of the existence of the grapevine and 63% reported using it. A total of 74% of the respondents are aware of the existence of oral media and 70% of the respondents use it.

For electronic communication (Intranet, audio visual media, e-mails, and Gender Links website) all staff members (100%) indicated that they are aware of the Gender Links website as a communication channel, and 86% of the respondents reported that this communication channel is used. It was noted that e-mails (95%) are known at Gender Links, although only 84% of respondents reported that this communication channel is used. The intranet (95%) is one of the most well-known channels, and 84% of respondents reported that this communication channel is used. For social media the data shows that social media (98%) is one of the most well-known communication channels and 96% of the respondents confirm that it is used.

With regards to written communication (Internal newspapers and magazines, induction documents, newsletters, annual reports, internal posters, and memos) the respondents reported the use of the different written communication channels as follows: 5% are aware of internal newspapers but nobody is using it; for internal magazines the 18% of the respondents are awareness of it and 6% of the respondents use it; 85% are aware of the induction documents and they are used by 84%; 86 % of the respondents are aware of the newsletter and 64% use it. For annual reports, 86% of the respondents are aware of them and 38% of the respondents use them; 89% are aware of internal poster and 43% of the respondents

use them; and lastly, memo 91% of the respondents are aware of the memo and 43% of them use it. A total of 7% of the respondents are aware of other communication channels that they think are used as communication channels.

Information about the awareness and use of certain communication channels at Gender Links is further explored in section 4.4.1.

In the next section, data on internal communication satisfaction is presented according to eight dimensions.

4.4.2 Internal communication satisfaction at Gender Links

In this section the satisfaction of the Gender Links respondents according to the eight dimensions of internal communication is presented. The respondents were asked to reflect on their experiences with organisational internal communication, by responding to a set of statements that was measured on a five-point Likert scale, where (1) is very dissatisfied, (2) is dissatisfied, (3) is indifferent, (4) is satisfied, and (5) is very satisfied (See Annexure A: Questionnaire-based survey).

The statistical methods used to analyse the data collected with the survey questionnaire include the creation of frequency distribution tables, and the results of mean and standard deviation statistical calculations of all the items of the survey questionnaire. The frequency table is a method of organising the data to show how frequencies are distributed over values (Salkind, 2010:41).

According to Pallant (2016:73), the mean ($\Box$) are the numerical average of a set of numerical values. For interpretation purposes for this study a mean score of <3 indicate that the respondents are generally dissatisfied with the specific statement, while a mean score of 3 and higher is an indication that the respondents are generally satisfied with the specific statement. Pallant (2016:73), further argued that the standard deviation gives an indication of how far a set of numbers are spread

from the mean; where a high score is an indication of a wide data spread from the mean and a low score an indication that the data is closely spread around the mean.

4.4.2.1 Media Quality

As augmented by Dawns and Hazen (1977:2), media quality focuses on how an organisation's perceive communication channels in relation to their helpfulness, clarity, sufficiency and quantity (see Section 2.6.1.8). Items measuring satisfaction with Media Quality are presented in Table 4.2 below.

Table 4.1 Respondents' satisfaction with the Media Quality (*n* = 57)

Media quality	N		1	2	3	4	5	Total	Mean	Std.
24. Extent to which oral media information is sufficient			0	1	10	30	16	57	4.07	.728
	57	0	0.00%	1.75%	17.54%	52.63%	28.07%	100%		
25. Extent to which written directives and reports at Gender Links are clear and concise			0	1	8	32	16	57	4.11	.699
	57	0	0.00%	1.75%	14.04%	56.14%	28.07%	100%		
26. Extent to which our meetings at Gender Links are well organised			0	1	9	31	16	57	4.09	.714
	57	0	0.00%	1.75%	15.79%	54.39%	28.07%	100%		
Average %			**0.00%**	**1.75%**	**15.79%**	**54.39%**	**28.07%**	**100%**		

As indicated in Table 4.2 above, the majority of the respondents are generally satisfied that the extent of oral media information is sufficient ($\bar{x}$ = 4.07; *SD* = .73), as well as with the extent to which written directives and reports at Gender Links are clear and concise ($\bar{x}$ = 4.11; *SD* = .70). The respondents are satisfied that meetings at Gender Links are well organised ($\bar{x}$ = 4.09; *SD* = .71). Based on this information, a notable proportion of the respondents indicated a neutral/indifference response (15.79%) on average for all three items, but for all three items the majority of

respondents indicated satisfaction (Average: 54.39%) and very satisfied (Average: 28.07%) with the media quality items. Media Quality is from the communication satisfaction questionnaire but the more in-depth interpretation of Media Quality is also based on responses to Technology items (as in the next section), channels (Section 4.4.3.2) and interpreted against the theoretical framework of Dual Capacity model and Media Richness (see section 2.8 and 2.9) and more depth interpretation is given in the integrated finding section where the full picture of media quality is given (Section 4.10).

4.4.2.2 Technology

According to Grunig (2009:23), technology is defined as online channels for interaction that organisations use for communication with their employees (see section 2.10). This shows that technology is an aspect of media quality that also contribute to internal communications. Items measuring satisfaction with Technology are presented in Table 4.3 below.

Table 4.2: Respondents' satisfaction with the Technology (*n* = 57)

Technology	N		1	2	3	4	5	Total	Mean	Std.
37. Extent to which social media communication at Gender Links is adequate			0	0	4	17	36	57	4.56	.627
	57	0	0.00%	0.00%	7.02%	29.82%	63.16%	100%		
38. Extent to which online communication at Gender Links is clear			0	0	6	23	27	56	4.38	.676
	56	1	0.00%	0.00%	10.71%	41.07%	48.21%	100%		
Average %			**0.00%**	**0.00%**	**8.87%**	**35.45%**	**55.69%**	**100%**		

As reflected in Table 4.3 above, the vast majority of respondents are satisfied with the extent to which social media communication at Gender Links is adequate ($\bar{x} =$ 4.56; *SD* = .63), as well as with the extent to which online communication at Gender

Links is clear ($\bar{x}$ = 4.38; *SD* = .68). Based on the given information, the vast majority of respondents reported satisfaction about both the adequacy of social media communications and the clarity of online communications in general at Gender Links.

4.4.2.3. Communication Climate

As argued by Downs and Hazen (1977: 66), Eisenberg and Riley (2001:307) and Barker (2006:85), communication climate reviews the employees' gratification with the general aspects of communication in the organisation (see section 2.6.1.1). Items measuring satisfaction with Communication Climate satisfaction is presented in Table 4.1 below.

Table 4.3: Respondents' satisfaction with the Communication Climate (*n* = 57)

Communication climate	*N*		1	2	3	4	5	Total	Mean	Std.
8.1. Extent to which the amount of communication at Gender Links is good enough			0	0	3	41	13	57	4.18	.504
	57	0	0.00%	0.00%	5.26%	71.93%	22.81%	100%		
8.2. Extent to which the attitudes towards communication at Gender Links are basically good			0	0	3	40	14	57	4.19	.515
	57	0	0.00%	0.00%	5.26%	70.18%	24.56%	100%		
8.3. Extent to which communication practices at Gender Links are adaptable to emergencies			0	0	5	43	8	56	4.05	.483
	56	1	0.00%	0.00%	8.93%	76.79%	14.29%	100%		
8.4. Extent to which conflicts are handled appropriately through proper communication channels			0	0	9	38	10	57	4.02	.582
	57	0	0.00%	0.00%	15.79%	66.67%	17.54%	100%		
8.5. Extent to which I receive in time the information needed to do my job			0	0	9	34	14	57	4.09	.635
	57	0	0.00%	0.00%	15.79%	59.65%	24.56%	100%		
8.6. Extent to which Gender Links' communication is interesting and helpful			0	0	4	39	14	57	4.18	.539
	57	0	0.00%	0.00%	7.02%	68.42%	24.56%	100%		
8.7. Extent to which Gender Links' communication makes			0	0	9	41	6	56	3.95	.519
	56	1	0.00%	0.00%	16.07%	73.21%	10.71%	100%		

me identify with it or feel a vital part of it										
8.8. Extent to which people at Gender Links have great ability as communicators			0	0	10	40	7	57	3.95	.548
	57	0	0.00%	0.00%	17.54%	70.18%	12.28%	100%		
8.9. Extent to which Gender Links' communication motivates and stimulates an enthusiasm for meeting its goals			0	1	7	37	12	57	4.05	.639
	57	0	0.00%	1.75%	12.28%	64.91%	21.05%	100%		
8.10. Information about how my job compares with others at Gender Links			0	1	25	26	5	57	3.61	.675
	57	0	0.00%	1.75%	43.86%	45.61%	8.77%	100%		
8.11. Information about Gender Links' policies and goals			0	2	10	36	9	57	3.91	.689
	57	0	0.00%	3.51%	17.54%	63.16%	15.79%	100%		
Average %			**0%**	**0.64%**	**15.03%**	**66.43%**	**17.90%**	**100%**		

As illustrated in Table 4.1 above, the majority of respondents feel that the amount of communication at Gender Links is satisfactory ($\bar{x}$ = 4.18; SD = .50) and the majority of respondents experienced the overall attitudes towards communications at Gender Links to be basically good.

The respondents reported general satisfaction with the extent to which communication practices are adaptable to emergencies ($\bar{x}$ = 4.05; SD = .48), and that conflicts are managed effectively via the correct communication channels ($\bar{x}$ = 4.02; SD = .58). The respondents were also generally satisfied that they receive information needed to do their jobs in time ($\bar{x}$ = 4.09; SD = .64), and that communication is interesting and helpful at Gender Links ($\bar{x}$ = 4.18; SD = .54). The respondents feel that the communication at Gender Links make them identify and feel a vital part of Gender Links ($\bar{x}$ = 3.95; SD = .52). The respondents reported that people at the organisation have a great ability as communicators ($\bar{x}$ = 3.95; SD = .55), and that communication at the organisation motivates and stimulates enthusiasm for meeting organisational goals ($\bar{x}$ = 4.05; SD = .64). Overall the

respondents feel satisfied that the information they receive on how their jobs compare with others ($\bar{x}$ = 3.61; *SD* = .68), however in more detail 1.75% of the respondents was dissatisfied and 43.86% submitted an indifferent response. The information they receive about Gender Links' policies and goals are satisfactory ($\bar{x}$ = 3.91; *SD* = .69) but 3.51% of the respondents was dissatisfied and 17.54% submitted an indifferent response.

In general, the respondents submit for Communication Climate an average percentage for dissatisfaction of 0.64% and for an indifferent response of 15.03%. The majority 66.43% of the respondents submitted a satisfied response for Communication Climate while 17.90% was on average in terms of satisfaction with Communication Climate. Based on these, while respondents are generally satisfied there is some room for improvement when the responses of indifference specifically pertaining to issues of communication at Gender Links making them identify and feel a vital part of Gender Links, information they receive on how their jobs compare with others and information they receive about Gender Links' policies and goals are taken into account.

4.4.2.4 Organisational Integration

Organisational integration dimension makes reference to how contented employees are with the amount of information that they get about their work environment (Downs & Hazen 1977:70). This include policies and aims of the department, personnel information and information about their job expectation (Jones 2006:40) (See chapter 2). Hopper (2009:13) argued that employees should feel integrated into the organisation through continuous dialogues with the management about their work and the organisation (see Section 2.6.1.2). Items measuring satisfaction with Organisational Integration are presented in Table 4.4 below.

Table 4.4: Respondents' satisfaction with the Organisational Integration (*n* = 57)

Organisational integration	N		1	2	3	4	5	Total	Mean	Std.
18. Information about the accomplishments and failures of Gender Links			0	10	16	24	7	57	3.49	.928
	5 7	0	0.00 %	17.54 %	28.07 %	42.11 %	12.28 %	100 %		
19. Information about Gender Links' financial standing			0	15	20	18	4	57	3.19	.915
	5 7	0	0.00 %	26.32 %	35.09 %	31.58 %	7.02%	100 %		
20. Information about benefits and pay at Gender Links			0	1	7	32	17	57	4.14	.693
	5 7	0	0.00 %	1.75%	12.28 %	56.14 %	29.82 %	100 %		
21. Information about the requirements of my job			0	0	2	39	16	57	4.25	.510
	5 7	0	0.00 %	0.00%	3.51%	68.42 %	28.07 %	100 %		
22. Recognition of my efforts at Gender Links			0	2	13	34	7	56	3.82	.685
	5 7	0	0.00 %	3.57%	23.21 %	60.71 %	12.50 %	100 %		
23. Personal news at Gender Links			0	2	19	29	6	56	3.70	.706
	5 7	0	0.00 %	3.57%	33.93 %	51.79 %	10.71 %	100 %		
Average %			**0.00 %**	**8.79%**	**22.68 %**	**51.79 %**	**16.73 %**	**100 %**		

As reflected in Table 4.4 above, the majority of the respondents is satisfied with the information they receive about the accomplishments and failures of Gender Links ($\bar{x}$ = 3.49; *SD* = .93), but more respondents, 17.54%, are dissatisfied with information they receive about the accomplishments and failures of Gender Links and a large proportion is indifferent. More people are indifferent and a large proportion is dissatisfied with information about the financial standing of Gender Links ($\bar{x}$ = 3.19; *SD* = .92), but 26.32% of the respondents are dissatisfied with the financial standing of Gender Links. The respondents are satisfied with the information about benefits and pay at Gender Links ($\bar{x}$ = 4.14; *SD* = .69) and information about their job requirements ($\bar{x}$ = 4.25); *SD* = .51). The respondents are satisfied with the

recognition of their efforts at Gender Links ($\bar{x}$ = 3.82; *SD* = .69), and with personal news at Gender Links ($\bar{x}$ = 3.70; *SD* = .71).

The respondents submit an on average, only 8.79% showed dissatisfaction and an indifferent response of 22.68% for Organisational Integration. The majority, 51.79% of the respondents submitted an averaged satisfied response for Organisational Integration while 16.73% was very satisfied with Organisational Integration. There is a large proportion of dissatisfaction with the information they receive about the accomplishments and failures of Gender Links and a large proportion is indifferent. More people are indifferent and a large proportion is dissatisfied with information about the financial standing of Gender Links. On average, majority of the respondents are dissatisfied with organisational integration within Gender Links hence this dimension needs more attention.

4.4.2.5 Organisational Perspective

The dimension of Organisational Perspective refers to communication that is about the organisation's aims and objectives as well as the bigger environment such as industry environment, policies and legislation of the organisation (Naude & Le Roux 2005:3), (see section 2.6.1.4). Employees require a lot of internal and external information about the organisation that influences its expectations so that they remain in line with the organisation's aims. Items set to measure satisfaction with Organisational Perspective are presented in Table 4.5 below.

Table 4.5: Respondents' satisfaction with the Organisational Perspective (*n* = 57)

Organisational perspective	N		1	2	3	4	5	Total	Mean	Std.
31. Information about changes at Gender Links			0	8	27	17	5	57	3.33	.831

	5 7	0	0.00 %	14.04 %	47.37 %	29.82 %	8.77%	100 %		
32. Information about government action affecting Gender Links			2	17	21	15	2	57	2.96	.92 5
	5 7	0	3.51 %	29.82 %	36.84 %	26.32 %	3.51%	100 %		
33. Information about departmental policies and goals at Gender Links			0	3	8	39	7	57	3.88	.68 3
	5 7	0	0.00 %	5.26%	14.04 %	68.42 %	12.28 %	100 %		
Average %			**1.17 %**	**16.37 %**	**32.75 %**	**41.52 %**	**8.19%**	**100 %**		

As reflected in Table 4.5 above, more respondents are dissatisfied with the information about changes at Gender Links ($\bar{x}$ = 3.33; *SD* = .83), but 14.04% and a largest proportion of respondents are indifferent with information about changes at Gender Links. A few of the respondents are satisfied with information about government action affecting Gender Links ($\bar{x}$ = 2.96; *SD* = .93). However, 29.82% and 3.51% of the respondents are respectively dissatisfied and are very dissatisfied with information about government action affecting Gender Links. The majority of the respondents are satisfied with the statement on information about departmental policies and goals at Gender Links ($\bar{x}$ = 3.88; *SD* = 69), but 5.26% of the respondents are dissatisfied with information about departmental policies and goals at Gender Links.

The respondents submit an average percentage for very dissatisfaction of 1.17% and 16.37% for dissatisfaction with Organisational Perspective. An indifferent response of 32.75% for Organisational Perspective was indicated by the respondents. The majority 41.42% of the respondents submitted a satisfied response for Organisational Perspective while 8.19% was very satisfied with Organisational Perspective. There is general satisfaction by the biggest proportion, but notable dissatisfaction with this and a large proportion of indifference with Organisational perspective.

4.4.2.6 Relationship to Superiors

Downs et al (2004:116), Naude and Le Roux (2005:3), argued that this dimension focuses on the flow of messages between managers and subordinates. For employees to be satisfied with their managers and their communication skills, the communication satisfaction dimension maintains that managers must truly listen to upward from subordinates. It is only when employees feel that their messages are noticed by their superiors, that they will be satisfied with the communication (Rensburg 2003:159), (see Section 2.6.1.5). The items, measuring satisfaction with Relationship to Superiors in Gender Links is presented in Table 4.6 below.

Table 4.6: Respondents' satisfaction with the Relationship to Superiors (*n* = 57)

Relationship to Superiors	N		1	2	3	4	5	Total	Mean	Std.
12. Extent to which the amount of supervision given to me at Gender Links is good enough			0	0	7	38	11	56	4.07	.563
	57	0	0.00 %	0.00 %	12.50 %	67.86 %	19.64 %	100 %		
13. Extent to which my supervisor is open to ideas			0	0	8	35	13	56	4.09	.606
	57	0	0.00 %	0.00 %	14.29 %	62.50 %	23.21 %	100 %		
14. Extent to which my supervisor trusts me			0	0	9	38	9	56	4.00	.567
	57	0	0.00 %	0.00 %	16.07 %	67.86 %	16.07 %	100 %		
15. Extent to which my supervisor offers guidance for solving job related problems			0	0	6	40	10	56	4.07	.530
	57	0	0.00 %	0.00 %	10.71 %	71.43 %	17.86 %	100 %		
16. Extent to which my superiors know and understand the problems faced by subordinates			0	0	11	34	11	56	4.00	.627
	57	0	0.00 %	0.00 %	19.64 %	60.71 %	19.64 %	100 %		
17. Extent to which my supervisor listens and pays attention to me			0	0	11	34	11	56	4.00	.627
	57	0	0.00 %	0.00 %	19.64 %	60.71 %	19.64 %	100 %		
Average %			**0.00 %**	**0.00 %**	**15.48 %**	**65.18 %**	**19.34 %**	**100 %**		

As shown in Table 4.6 above, majority of the respondents feel that the amount of supervision given to them at the Gender Links is good enough ($\bar{x}$ = 4.07; SD = .56), and that their supervisors are open to ideas ($\bar{x}$ = 4.09; SD = .61). The respondents reported that their supervisors trust them ($\bar{x}$ = 4.00; SD = .57) and offers them guidance for solving job related problems ($\bar{x}$ = 4.07; SD = .53). The supervisors know and understand the problems the respondents face ($\bar{x}$ = 4.00; SD = .63), and their supervisors listen and pay attention to them ($\bar{x}$ = 4.00; SD = .63). Based on this, the respondents generally feel satisfied with their relationship to superiors.

On average no respondent indicated any dissatisfaction with Relationship to Superiors while on average, an indifferent response of 15.48% was indicated. The majority (65.18%) of the respondents on average indicated that they are satisfied with their relationship to Superiors and 19.34% indicated a very satisfied response. It is interesting that for all items the majority of respondents indicated satisfaction and not a single respondent indicated dissatisfaction or very dissatisfaction for any of the items.

4.4.2.7 Relationship with Subordinates

Just as the dimension Relationships with superiors is from the position of the subordinate, this dimension is from the position of managers as the relationship between superiors and subordinates is a two-way relationship Naude and Le Roux (2005: 3), (see section 2.6.1.6). This section of the research items was completed by 11 supervisors who have direct subordinates reporting to them. Items set to assess management satisfaction with their subordinates is presented in Table 4.7 below.

Table 4.7: Respondents' satisfaction with the Relationship with Subordinates (*n* = 11)

Relationship with subordinates	N		1	2	3	4	5	Total	Mean	Std.
39. Extent to which my subordinates feel responsible for initiating accurate upward communication			0	0	3	5	3	11	4.00	.775
	11	46	0.00%	0.00%	27.27%	45.45%	27.27%	100%		
40. Extent to which my subordinates are receptive to evaluation, suggestions and criticism			0	0	1	5	4	10	4.30	.675
	10	47	0.00%	0.00%	10.00%	50.00%	40.00%	100%		
41. Extent to which my subordinates expects my needs for information			0	0	1	7	2	10	4.10	.568
	10	47	0.00%	0.00%	10.00%	70.00%	20.00%	100%		
42. Extent to which my subordinates are responsive to downward directive communication			0	0	2	4	4	10	4.20	.789
	10	47	0.00%	0.00%	20.00%	40.00%	40.00%	100%		
Average %			**0.00%**	**0.00%**	**16.82%**	**51.36%**	**31.82%**	**100%**		

As shown in Table 4.7 above, the supervisors are generally satisfied with the extent to which subordinates feel responsible for initiating accurate upward communication ($\bar{x}$ = 4.00; *SD* = .78) and with the extent to which subordinates are receptive to evaluation, suggestions, and criticism ($\bar{x}$ = 4.30; *SD* = .68). Majority of the supervisors are satisfied with the extent to which their subordinates expect their needs for information ($\bar{x}$ = 4.10; *SD* = .57) and the extent to which their subordinates are responsive to downward directive communication ($\bar{x}$ = 4.20, *SD* = .79).

On average no supervisor submits any dissatisfaction with Relationship with Subordinates while an indifferent response of 16.82% was submitted. The majority 51.36% of the supervisors on average submitted a satisfied response for Relationship with Subordinates and 31.82% of the supervisors are very satisfied with

their subordinates. As it could be seen in the Relationship with Superiors dimension, here it is clear that Superiors are generally satisfied with their relationship with subordinates.

4.4.2.8 Personal Feedback

Clampitt and Girard (1993:87) defined personal feedback as the employees' longing to know how their work is reviewed and the evaluation of their performance. As argued by Hopper (2009:14), employees feel gratified in an organisation if they receive constant feedback about the value they have for the organisation (see section 2.6.1.7). Items evaluating satisfaction with Personal Feedback are presented in Table 4.8 below.

Table 4.8: Respondents' satisfaction with the Personal Feedback (*n* = 57)

Personal feedback	N		1	2	3	4	5	Total	Mean	Std.
34. Reports on how problems in my job are being handled			0	4	22	25	6	57	3.58	.778
	57	0	0.00%	7.02%	38.60%	43.86%	10.53%	100%		
35. Information about how I am being judged at Gender Links			0	8	21	24	4	57	3.42	.823
	57	0	0.00%	14.04%	36.84%	42.11%	7.02%	100%		
36. Information about progress in my job			0	3	15	32	7	57	3.75	.739
	57	0	0.00%	5.26%	26.32%	56.14%	12.28%	100%		
Average %			**0.00%**	**8.77%**	**33.92%**	**47.37%**	**9.94%**	**100%**		

As indicated in Table 4.8 above, the respondents are satisfied with the reporting on how problems are handled ($\bar{x}$ = 3.58; *SD* = .78), and a large proportion ,7.02% is indifferent with the reporting on how problems in their jobs are being handled. The majority of the respondents are satisfied with the information about how they are

being judged at Gender Links ($\bar{x}$ = 3.42; SD = .82), and a large proportion ,14.04%, of the respondents is indifferent. The majority of the respondents are satisfied with the information about progress in their jobs ($\bar{x}$ = 3.75; SD = .74), although a large proportion of 5.26% of the respondents is indifferent.

On average, the respondents indicated an average of 8.77% dissatisfaction with Personal Feedback while a large proportion 33.92% is indifferent. On average, the respondents indicated a satisfied response of 47.37% for Personal Feedback while 9.94% of the respondents indicated a very satisfied response. Based on the information it is clear that the large proportion of indifferent responses was indicated on personal feedback.

4.4.2.9 Informal horizontal communication

Informal horizontal communication refers to communication that is informal between employees of the same level in an organisation (Downs & Hazen 1977:70). In order for employees to offer support and practical guidance to each other in an organization, the working environment must be conducive to exchange information with one another through informal channels such as grapevine in order to yield accurate information (Downs and Hazen 1977:71). As argued by Sitkin et al (1992:586), employees are satisfied in an organisation if they are given a leeway to interact freely with other members of the organisation regarding any matter and horizontal includes both formal and grapevine channels (see Chapter 2.6.1.3). Items evaluating satisfaction with Informal horizontal communication are presented in Table 4.9 below.

Table 4.9: Respondents satisfaction with the Horizontal and Informal Communication (n = 57)

Informal Horizontal communication	N	1	2	3	4	5	Total	Mean	Std.
27. Extent to which informal communication			0	2	7	40	8	57	3.95	.639

	N	Missing	1	2	3	4	5	Total	Mean	SD
at Gender Links is active and accurate	57	0	0.00%	3.51%	12.28%	70.18%	14.04%	100%		
28. Extent to which my work group is compatible			1	1	12	37	6	57	3.81	.718
	57	0	1.75%	1.75%	21.05%	64.91%	10.53%	100%		
29. Extent to which horizontal communication with other members at Gender links is accurate and free flowing			0	1	9	38	9	57	3.96	.626
	57	0	0.00%	1.75%	15.79%	66.67%	15.79%	100%		
30. Extent to which grapevine is active at Gender Links			0	5	12	34	6	57	3.72	.774
	57	0	0.00%	8.77%	21.05%	59.65%	10.53%	100%		
Average %			**0.44%**	**3.95%**	**17.54%**	**65.35%**	**12.72%**	**100%**		

As shown in Table 4.9 above, the majority of the respondents are satisfied with the extent to which informal communication at Gender Links is active and accurate ($\bar{x} =$ 3.95; $SD = .64$), as well as with extent to which their work group is compatible ($\bar{x} =$ 3.81; $SD = .72$). The respondents are satisfied with the extent to which horizontal communication with other members at Gender Links is accurate and free flowing ($\bar{x}$ = 3.96; $SD = .63$), and with the extent to which the grapevine is active at Gender Links ($\bar{x} = 3.72$; $SD = .77$). A total of 8.77% is dissatisfied with the extent to which grapevine is active at Gender Links.

In general, the respondents submit for Informal horizontal communication an average percentage for very dissatisfaction and dissatisfaction of 0.44% and 3.95% respectively. Informal horizontal communication yielded an indifferent response of 17.54% while the majority of the respondents submitted a satisfied response of 65.35% for Informal horizontal Communication. A total of 12.72% was very satisfied with Informal horizontal communication within Gender Links.

From the above descriptive findings of the survey data it is clear that there is a wealth of internal communication experiences that Gender Links employees reported that

needs further investigation. Based on the above, the descriptive analysis was great, but to explore the data even further, inferential were done. The next section reports on the results of those calculations.

4.5 Results of Inferential statistical data

Inferential statistical calculations were used to make inferences and predictions of the target population based on the sample of data taken from the population (Leedy & Ormrod, 2015:26), in this case employees from Gender Links. The results of the inferential statistical calculations helped to develop deeper understanding of the internal communication experiences of Gender Links employees. This is a multi-step process where firstly, the numbers of variables are reduced with Principal Components Analysis (PCA) into a more manageable number of variables or sub-scales. Secondly, Cronbach Alpha calculations are conducted as an indicator of the internal consistency reliability of the sub-scales to ensure the sub-scales measuring the same underlying construct. Thirdly, the data is subjected to normality tests to determine if parametrical or non-parametrical inferential statistical calculations should be conducted. Lastly the non-parametrical inferential statistical methods were identified to analyse the data with namely Spearman rank correlations, and for mean score comparisons the non-parametric Mann-Whitney U Test and Kruskal–Wallis Test was conducted.

In the next section the validity and reliability of the communication satisfaction questionnaire is assessed to determine the quality of data that was collected from the respondents.

4.5.1 Validity of the communication satisfaction questionnaire

To ensure that quality data was collected from the respondents, the data set is subjected to a number of statistical tests. The first step is to determine if the large set of variables, in this case the items of the survey questionnaire, can be reduce to

a smaller set of components, also refer to as factors, to form coherent sub-scales. According to Pallant (2016:187-188), the minimum sample size to conduct a Principal Components Analysis (PCA) should be at least 150+ respondents. This minimum requirement is more than the 57 respondents that participated in this study. Based on these findings it was decided not to conduct a principal component analysis (PCA). This decision will have however no impact on the validity of the scales as the primary function of a PCA is to reduce the number of variables in a data set to more a manageable size. Reliability analysis was conducted on the nine main scales of the questionnaire to confirm their internal consistency reliability (Pallant 2016:101-105) as presented in the next section.

4.5.2 Reliability analysis of the nine communication dimensions

To determine the reliability a reliability analysis was conducted on the sub-scales of the research questionnaire to confirm the items of the sub-scales measuring the same underlying construct. The Cronbach Alpha score, as indicator of internal consistency reliability of scale, should have a value of .7 or higher (Pallant, 2016: 101-105). Due to space constrains, the detailed calculations are presented in Annexure H.

Table 4.10: Cronbach's Alpha Findings by Study Variables

Study Variables	Cronbach's Alpha	N of Items
Communication climate	0.94	11
Relationship to Superiors	0.97	6
Organisational Integration	0.85	6
Media quality	0.92	3
Horizontal and informal communication	0.86	4
Organisational perspective	0.86	3
Personal feedback	0.88	3
Technology	0.79	2
Relationship with subordinates	0.84	4

The findings of Table 4.10 obtained from the iterative reliability analysis of the study show that all the variables yielded a Cronbach Alpha score of .79 or more. As the Cronbach Alpha scores of all the scales are above a value of .7, it is an indication of internal consistency reliability and it can be concluded that all the scales used in this study are reliable.

4.5.3 Kolmogorov-Smirnova Normality tests

Normality tests are conducted as some statistical test; the two-way ANOVA for example, requires that the data is drawn from a normally distributed population (Pallant, 2016:224). For this reason, the Kolmogorov-Smirnova Normality test is conducted to determine if the data comply too this requirement, if not non-parametrical tests needs to be conducted (Pallant, 2016:80).

Table 4.11: The Research Questionnaire Sub-scales tests of normality (n = 57)

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	*df*	*Sig.*	*Statistic*	*df*	*Sig.*
Communication climate	.181	57	.000	.920	57	.001
Relationship to Superiors	.255	57	.000	.730	57	.000
Organisational integration	.088	57	.200[*]	.973	57	.232
Media quality	.236	57	.000	.878	57	.000
Horizontal and informal communication	.210	57	.000	.922	57	.001
Organisational perspective	.134	57	.012	.964	57	.087
Personal feedback	.180	57	.000	.941	57	.007
Technology	.286	57	.000	.811	57	.000
Relationship with subordinates	.232	11	.100	.894	11	.154

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

As presented in Table 4.11 above, non-significant results of the Kolmogorov-Smirnova test (*Sig.* < 0.05) for most of the sub-scales suggest a violation of the assumption of normality. Based on this finding non-parametrical inferential statistical

methods need to be used for the inferential data analysis of this study (Pallant, 2016:81).

4.5.4 Relationship between variables

In this section, mean score comparisons will be conducted between the demographical categorical independent variables and the eight dimensions of communication satisfaction as dependent variables to determine if there are significant differences in categorical variables mean scores.

4.5.5 Variable mean score comparisons

Variable mean score comparisons is conducted to determine if there are significant differences in the mean scores of the categorical independent variables (gender, age qualification, and length of service) on the dependent variables, (Communication climate, Relationship to Superiors, Organisational integration, Media quality, Horizontal and informal communication, Organisational perspective, Personal feedback, and Technology and Relationship with subordinates). With reference to the demographic profile of respondents (see section 4.3), the demographic profile of respondents is generally informative as it shows the respondents of the questionnaire, and these calculations provide more insight. The primary reason for the conducting of these calculations is that the satisfaction per demographical group may differ between variables. This information need to be considered when interventions are developed and implemented to improved employee satisfaction.

The *Mann-Whitney U Test* is conducted to determine if there are statistically significant differences in the mean rank score between two groups of an independent categorical variable on a dependent continuous variable. However, although the test was done, there seems to be lack of deeper insight into the significance of gender-issues in the context of this study as there are no significant differences in terms of

gender representation. *The Kruskal-Wallis H-Test* is conducted to determine if there are statistically significant differences in the mean rank score between three or more groups of an independent categorical variable on a dependent continuous variable (Pallant, 2016). The Chi-Square calculation (X2/N-1) was conducted to determine the percentage of the variance in the mean rank scores accounted for by the dependent variable (Stufflebeam & Zhang 2017).

4.5.5.1 Gender groups mean score comparisons

The findings of the means rank scores comparison of the categories of gender on the dependent eight dimensions of communication satisfaction are reported in Table 4.13 below. The groupings of the respondents according to gender were presented in section 4.3.1 above.

Table 4.13: Gender groups mean score comparisons per item using non-parametric Mann-Whitney U Test

Dependent variables	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Communication climate	252.500	405.500	-1.538	.124
Relationship to Superiors	244.500	397.500	-1.793	.073
Organisational integration	293.500	446.500	-.815	.415
Media quality	295.000	448.000	-.827	.408
Horizontal and informal communication	289.000	442.000	-.922	.356
Organisational perspective	322.000	475.000	-.318	.750
Personal feedback	322.000	475.000	-.323	.747
Technology	250.500	403.500	-1.669	.095

The non-parametric Mann-Whitney U Test show there is not a statistically significant difference in the dependent variables across the categorical independent variable gender groups.

4.5.5.2 Age groups mean score comparisons

The findings of the means rank scores comparison of the categories of age on the dependent eight dimensions of communication satisfaction are reported in Table 4.14 below. The groupings of the respondents according to age were presented in section 4.3.2 above.

Table 4.14: Age groups mean score comparisons per item using non-parametric Kruskal Wallis Test

Dependent variables	Chi-Square	*df*	*Asymp. Sig.*
Communication climate	2.199	3	.532
Relationship to Superiors	.902	3	.825
Organisational integration	1.687	3	.640
Media quality	.100	3	.992
Horizontal and informal communication	.951	3	.813
Organisational perspective	3.046	3	.385
Personal feedback	4.326	3	.228
Technology	.628	3	.890

The non-parametric Kruskal-Wallis Test show there is not a statistically significant difference in the dependent variables across the categorical independent variable age groups.

4.5.5.3 Education groups means rank score comparisons

The findings of the means rank scores comparison of the categories of education on the dependent eight dimensions of communication satisfaction are reported in Table 4.15 below. The groupings of the respondents according to education were presented in section 4.3.3 above.

Table 4.15: Education as independent variable means rank scores comparison with the dependent variables

Dependent variables	Kruskal-Wallis Test	The Chi-Square calculation (X^2 / N-1)	Result
Communication climate	(X^2 (2, $N = 57$) = 16.218, $p = .000$)	29.00%	There is statistically significant difference
Media quality	(X^2 (2, $N = 57$) = 7.924, $p = .019$)	14.00%	There is statistically significant difference
Technology	(X^2 (2, $N = 57$) = 3.499, $p = .174$)	-	There is NOT a statistically significant difference
Organisational integration	(X^2 (2, $N = 57$) = 11.023, $p = .004$)	20.00%	There is statistically significant difference
Organisational perspective	(X^2 (2, $N = 57$) = 11.333, $p = .003$)	20.00%	There is statistically significant difference
Relationship to Superiors	(X^2 (2, $N = 57$) = 13.249, $p = .001$)	24.00%	There is statistically significant difference
Personal feedback	(X^2 (2, $N = 57$) = 13.230, $p = .001$)	24.00%	There is statistically significant difference
Horizontal and informal communication	(X^2 (2, $N = 57$) = 10.955, $p = .004$)	20.00%	There is statistically significant difference

The Kruskal-Wallis Test results as presented in Table 4.15 above found that there are statistically significant differences in seven of the dependent eight dimensions of communication satisfaction variables across the three categorical independent variables of education. To determine which of the education categories differs from each other Kruskal-Wallis Test, post hoc analysis were conducted on those communication satisfaction variables that yielded significant results as presented below.

- Communication Climate mean rank scores comparison with education

The Kruskal-Wallis Test post hoc analysis (see Figure 4.7 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a

187

statistically significant difference in 2 of the possible 3 comparisons (see the yellow line between the nodes) categories of education with Communication Climate.

Figure 4.7: Communication Climate mean rank scores comparison between categories of education ($n = 57$)

The mean rank scores of Communication Climate are not the same across categories of education, as the following education categories differ from each other:

The education category Diploma average mean rank score of 17.11 for Communication Climate differs statistically significantly ($r = .001$) from category Degree average mean rank score of 34.01.

The education category Diploma average mean rank score of 17.11 for Communication Climate differs statistically significantly ($r = .015$) from category Post-Graduate Qualification average mean rank score of 45.83.

- Media quality mean rank scores comparison with education

The Kruskal-Wallis Test post hoc analysis (see Figure 4.8 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a

statistically significant difference in 1 of the possible 3 comparisons (see the yellow line between the nodes) of categories education with Media quality.
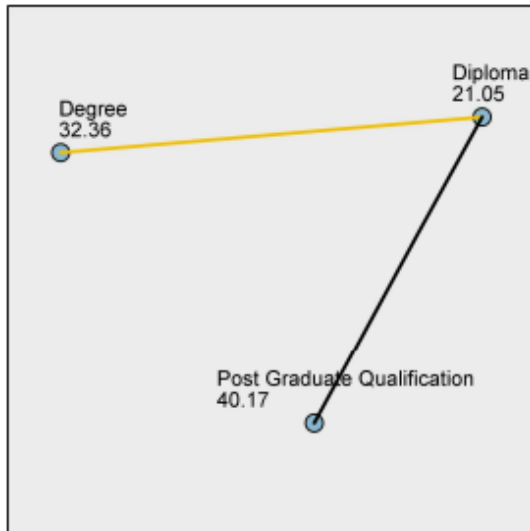
Figure 4.8: Media quality average mean rank scores comparison between categories of education ($n = 57$)

The mean rank scores of Media quality are not the same across categories of education, as the following education category differs:

The education category Diploma average mean rank score of 21.05 for Media quality differs statistically significantly ($r = .036$) from category Degree average mean rank score of 32.36.

- Organisational integration mean rank scores comparison with education

The Kruskal-Wallis Test post hoc analysis (see Figure 4.9 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a statistically significant difference in 2 of the possible 3 comparisons (see the yellow line between the nodes) of categories education with Organisational integration.
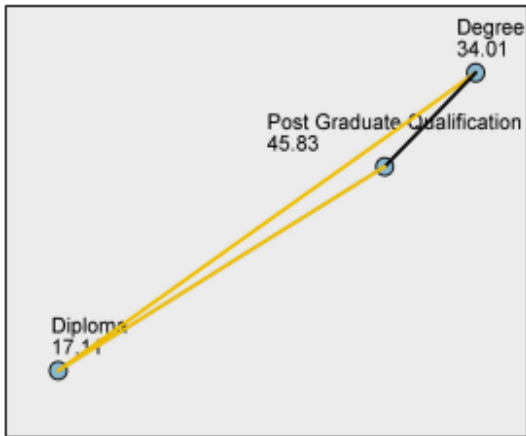
Figure 4.9: Organisational integration average mean rank scores comparison between categories of education ($n = 57$)

The mean rank scores of Organisational integration are not the same across categories of education, as the following education categories differs from each other:

The education category Diploma average mean rank score of 20.34 for Organisational integration differs statistically significantly ($r = .041$) from category Degree average mean rank score of 31.93.

The education category Diploma average mean rank score of 20.34 for Organisational integration differs statistically significantly ($r = .013$) from category Post Graduate Qualification average mean rank score of 49.67.

- Organisational perspective mean rank scores comparison with education

The Kruskal-Wallis Test post hoc analysis (see Figure 4.10 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a

statistically significant difference in 1 of the possible 3 comparisons (see the yellow line between the nodes) of categories education with Organisational perspective.
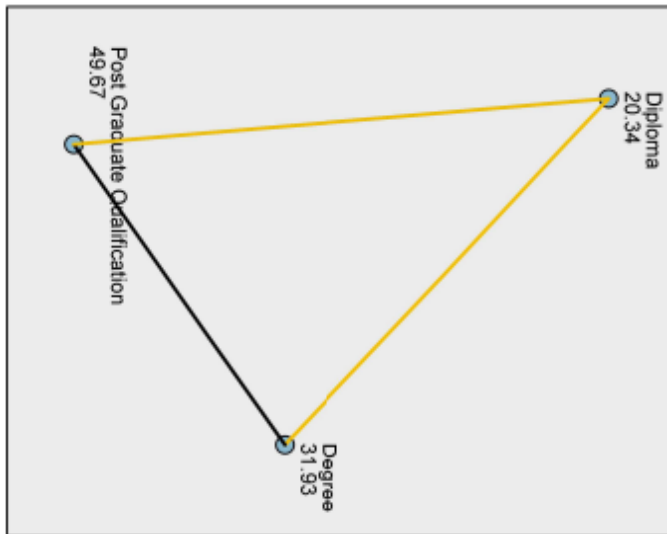

Figure 4.10: Organisational perspective average mean rank scores comparison between categories of education ($n = 57$)

The mean rank scores of Organisational perspective are not the same across categories of education, as the following education category differs:

The education category Diploma average mean rank score of 21.24 for Organisational perspective differs statistically significantly ($r = .005$) from category Post Graduate Qualification average mean rank score of 43.00.

- Relationship to Superiors mean rank scores comparison with education

The Kruskal-Wallis Test post hoc analysis (see Figure 4.11 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a statistically significant difference in 1 of the possible 3 comparisons (see the yellow line between the nodes) of categories education with Relationship to Superiors.
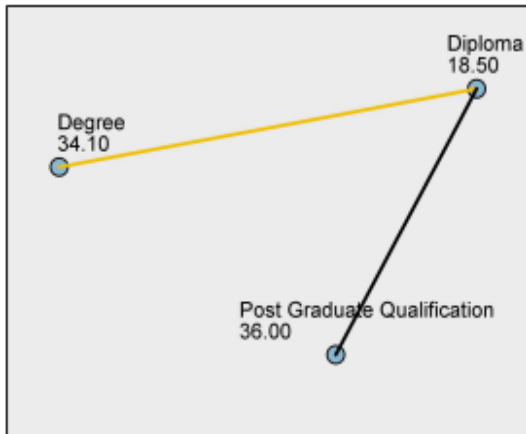
Figure 4.11: Relationship to Superiors average mean rank scores comparison between categories of education ($n = 57$)

The mean rank scores of Relationship to Superiors are not the same across categories of education, as the following education category differs:

The education category Diploma average mean rank score of 18.50 for Relationship to Superiors differs statistically significantly ($r = .001$) from category Degree average mean rank score of 34.01.

- Personal feedback means rank scores comparison with education

The Kruskal-Wallis Test post hoc analysis (see Figure 4.12 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a statistically significant difference in 2 of the possible 3 comparisons (see the yellow line between the nodes) of categories education with Personal feedback.
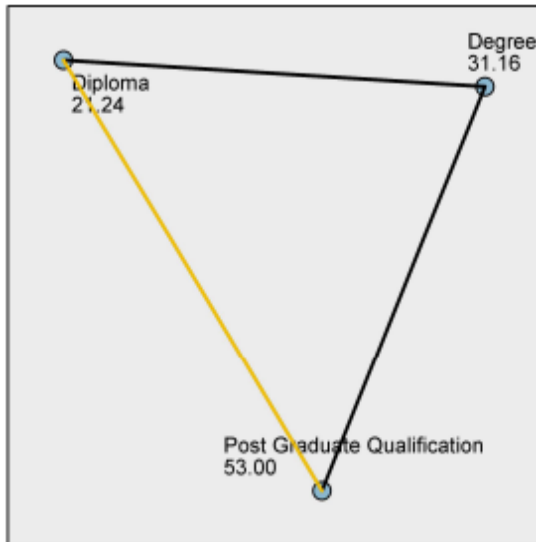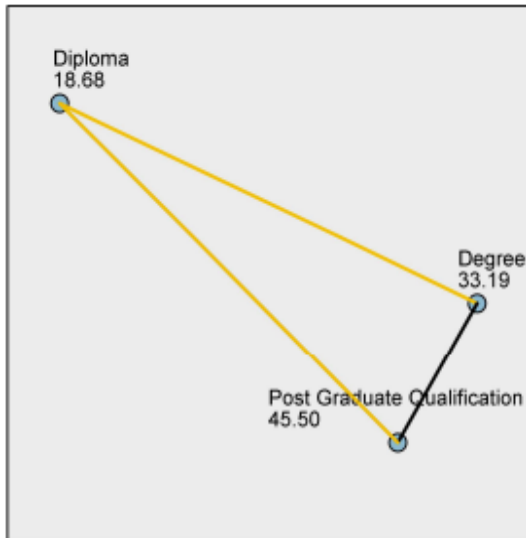
Figure 4.12: Personal feedback average mean rank scores comparison between categories of education ($n = 57$)

The mean rank scores of Personal feedback are not the same across categories of education, as the following education categories differ from each other:

The education category Diploma average mean rank score of 18.68 for Personal feedback differs statistically significantly ($r = .005$) from category Degree average mean rank score of 33.19.

The education category Diploma average mean rank score of 18.68 for Personal feedback differs statistically significantly ($r = .023$) from category Post Graduate Qualification average mean rank score of 45.50.

- Horizontal and informal communication mean rank scores comparison with education

The Kruskal-Wallis Test post hoc analysis (see Figure 4.13 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a statistically significant difference in 1 of the possible 3 comparisons (see the yellow line between the nodes) of categories education with Horizontal and informal communication.
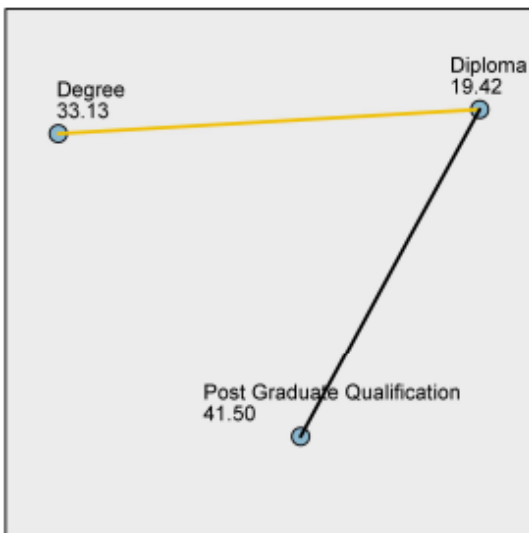

Figure 4.13: Horizontal and informal communication average mean rank scores comparison between categories of education ($n = 57$)

The mean rank scores of Horizontal and informal communication are not the same across categories of education, as the following education category differs:

The education category Diploma average mean rank score of 21.05 for Informal horizontal communication differs statistically significantly ($r = .036$) from category Degree average mean rank score of 32.36.

- Summary of dependent variables mean rank scores comparison with education

The findings of the dependent variables mean rank scores comparison with education are summarised in Table 4.16 below.

Table 4.16: Summary of dependent variables mean rank scores comparison with education

Dependent variables	Education Categories							The Chi-Square calculation (X^2 / N-1)
	Diploma Average Score	Differs	Degree Average Score	Diploma Average Score	Differs	Post Graduate Qualification Average Score	Degree vs Post Graduate Qualification	
Communication climate	3.68	P	4.13	3.68	P	4.58	x	29.00%
Media quality	3.74	P	4.24	3.74	x	4.56	x	14.00%
Technology (Not significant)		-			-		-	-
Organisational integration	3.43	P	3.84	3.43	P	4.56	x	20.00%
Organisational perspective	3.00	x	3.50	3.00	P	4.56	x	20.00%
Relationship to Superiors	3.52	P	4.19	3.52	x	4.28	x	24.00%
Personal feedback	3.12	P	3.78	3.12	P	4.22	x	24.00%
Horizontal informal communication	3.50	P	4.01	3.50	x	4.33	x	20.00%

As presented in Table 4.16 above employees who hold a Bachelor's Degree perception of communication climate differs significantly from those that hold a post-matric Diploma. Data reveals that those who hold a Bachelor's Degree or Post Graduate Qualification has an average score for all the dependent variables such as media quality, organisational integration, organisation perspective, relationship with superiors, personal feedback and informal horizontal communication than those that hold a post-matric Diploma. The percentage of the variance in the mean rank scores accounted for by the dependent variable are in the range from 14% to 24% (See

Chi-Square calculation). There are no differences in the average scores of employees that hold a Bachelor's Degree or Post Graduate Qualification.

Based on this finding it can be concluded that those employees with higher education levels (those that hold a Bachelor's Degree or Post Graduate Qualification) employed by Gender Links are more satisfied than those will a lower education (hold a diploma).

4.5.5.4   Length of service groups means rank score comparisons

The findings of the means rank scores comparison of the categories of length of service on the dependent eight dimensions of communication satisfaction is reported in Table 4.17 below. The groupings of the respondents according to length of service are presented in section 4.3.5 above.

Table 4.17: Length of service as independent variable means rank scores comparison with the eight dependent variables

Dependent variables	Kruskal-Wallis Test	The Chi-Square calculation (X^2 / N-1)	Result
Communication climate	(X^2 (3, N = 57) = 29.236, p = .000)	52.00%	There is statistically significant difference
Media quality	(X^2 (3, N = 57) = 16.917, p = .001)	30.00%	There is statistically significant difference
Technology	(X^2 (3, N = 57) = 9.445, p = .024)	17.00%	There is statistically significant difference
Organisational integration	(X^2 (3, N = 57) = 17.140, p = .001)	31.00%	There is statistically significant difference
Organisational perspective	(X^2 (3, N = 57) = 20.050, p = .000)	20.00%	There is statistically significant difference
Relationship to Superiors	(X^2 (3, N = 57) = 5.444, p = .142)	-	There is NOT a statistically significant difference
Personal feedback	(X^2 (3, N = 57) = 18.941, p = .000)	34.00%	There is statistically significant difference

Horizontal and informal communication	(X^2 (3, N = 57) = 8.477, p = .037)	15.00%	There is statistically significant difference

The Kruskal-Wallis Test results as presented in Table 4.16 above found that there are statistically significant differences in seven of the dependent eight dimensions of communication satisfaction variables across the three categorical independent variables of length of service. To determine which of the length of service categories differs from each other, Kruskal-Wallis Test post hoc analysis was conducted on those communication satisfaction variables that yielded significant results as presented below.

- Communication Climate mean rank scores comparison with length of service:

The Kruskal-Wallis Test post hoc analysis (see Figure 4.14 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a statistically significant difference in 3 of the possible 6 comparisons (see the yellow line between the nodes) of categories of length of service with Communication Climate.

Figure 4.14: Communication Climate mean rank scores comparison between categories of length of service (n = 57)

The mean rank scores of Communication Climate are not the same across categories of education, as the following length of service categories differ from each other:

The length of service category 1-2 years' average mean rank score of 15.06 for Communication Climate differs statistically significantly (r = .001) from category 3-4 years' average mean rank score of 26.58.

The length of service category 1-2 years' average mean rank score of 15.06 for Communication Climate differs statistically significantly (r = .000) from category 7-10 years' average mean rank score of 49.00.

The length of service category 3-4 years' average mean rank score of 26.58 for Communication Climate differs statistically significantly (r = .007) from category 7-10 years' average mean rank score of 49.00.

- Media quality mean rank scores comparison with length of service

The Kruskal-Wallis Test post hoc analysis (see Figure 4.15 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a statistically significant difference in 3 of the possible 6 comparisons (see the yellow line between the nodes) of categories of length of service with Media quality.

Figure 4.15: Media quality mean rank scores comparison between categories of length of service (*n* = 57)

The mean rank scores of Media quality are not the same across categories of education, as the following length of service categories differ from each other:

The length of service category 1-2 years' average mean rank score of 16.29 for Media quality differs statistically significantly (*r* = .015) from category 3-4 years' average mean rank score of 32.05.

The length of service category 1-2 years' average mean rank score of 16.29 for Media quality differs statistically significantly (*r* = .009) from category 5-6 years' average mean rank score of 35.21.

The length of service category 1-2 years' average mean rank score of 16.29 for Media quality differs statistically significantly (*r* = .005) from category 7-10 years' average mean rank score of 39.06.

- Technology mean rank scores comparison with length of service

The Kruskal-Wallis Test post hoc analysis (see Figure 4.16 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a statistically significant difference in 1 of the possible 6 comparisons (see the yellow line between the nodes) of categories of length of service with Technology.
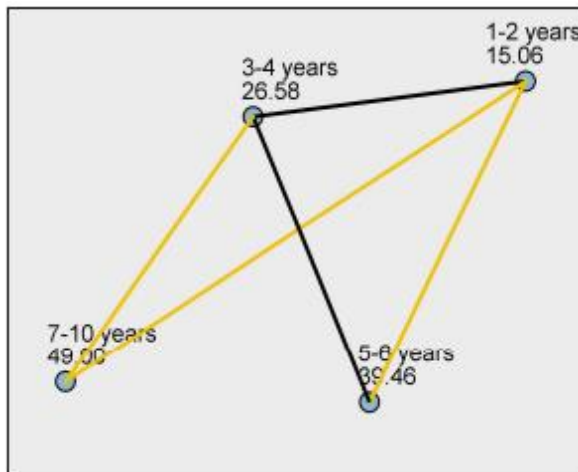
Figure 4.16: Technology mean rank scores comparison between categories of length of service ($n = 57$)

The mean rank scores of Technology is not the same across categories of education, as the following length of service category differs:

The length of service category 1-2 years' average mean rank score of 20.50 for Technology differs statistically significantly ($r = .029$) from category 7-10 years' average mean rank score of 39.25.

- Organisational integration mean rank scores comparison with length of service

The Kruskal-Wallis Test post hoc analysis (see Figure 4.17 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a statistically significant difference in 2 of the possible 6 comparisons (see the yellow line between the nodes) of categories of length of service with Organisational integration.
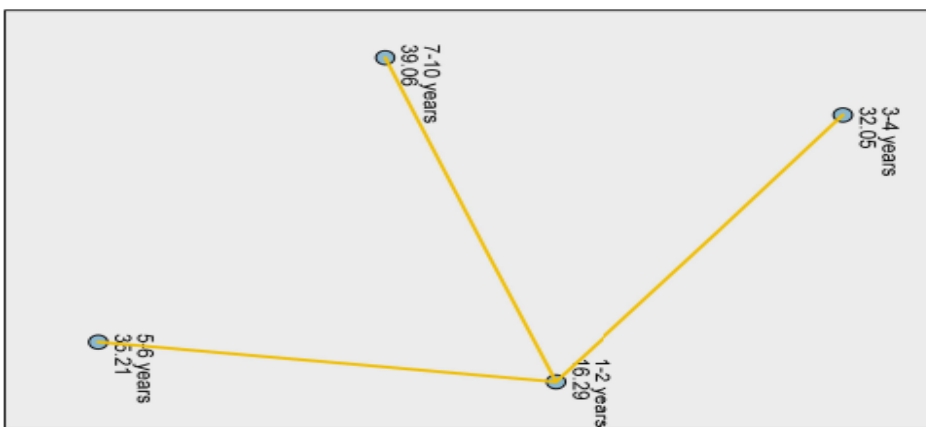
Figure 4.17: Organisational integration mean rank scores comparison between categories of length of service ($n = 57$)

The mean rank scores of Organisational integration are not the same across categories of education, as the following length of service categories differ from each other:

The length of service category 1-2 years' average mean rank score of 17.35 for Organisational integration differs statistically significantly ($r = .008$) from category 3-4 years' average mean rank score of 28.38.

The length of service category 1-2 years' average mean rank score of 17.35 for Organisational integration differs statistically significantly ($r = .002$) from category 7-10 years' average mean rank score of 42.81.

- Organisational perspective mean rank scores comparison with length of service

The Kruskal-Wallis Test post hoc analysis (see Figure 4.18 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a statistically significant difference in 3 of the possible 6 comparisons (see the yellow line between the nodes) of categories of length of service with Organisational perspective.
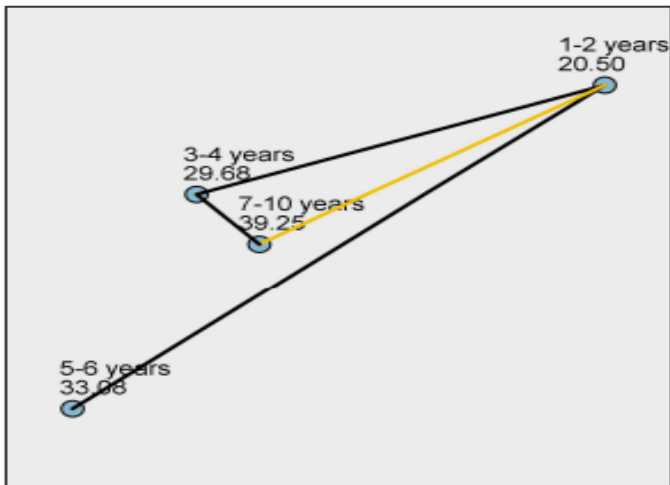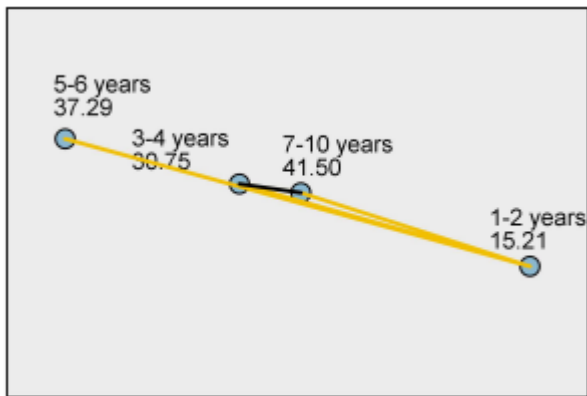
Figure 4.18: Organisational perspective mean rank scores comparison between categories of length of service ($n = 57$)

The mean rank scores of Organisational perspective are not the same across categories of education, as the following length of service categories differ from each other:

The length of service category 1-2 years' average mean rank score of 15.21 for Organisational perspective differs statistically significantly ($r = .024$) from category 3-4 years' average mean rank score of 30.75.

The length of service category 1-2 years' average mean rank score of 15.21 for Organisational perspective differs statistically significantly ($r = .002$) from category 5-6 years' average mean rank score of 37.29.

The length of service category 1-2 years' average mean rank score of 15.21 for Organisational perspective differs statistically significantly ($r = .001$) from category 7-10 years' average mean rank score of 41.50.

- Personal feedback means rank scores comparison with length of service

The Kruskal-Wallis Test post hoc analysis (see Figure 4.19 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a statistically significant difference in 3 of the possible 6 comparisons (see the yellow line between the nodes) of categories of length of service with Personal feedback.
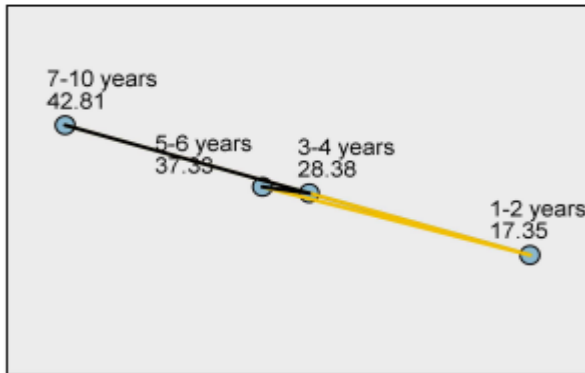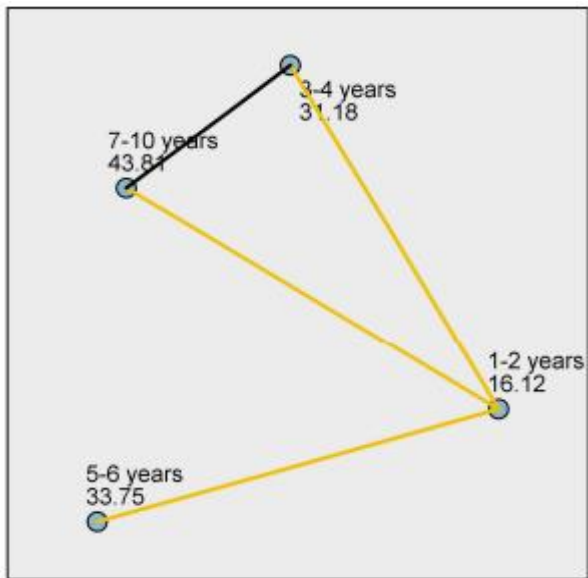

Figure 4.19: Personal feedback mean rank scores comparison between categories of length of service ($n = 57$)

The mean rank scores of Personal feedback is not the same across categories of education, as the following length of service categories differ from each other:

The length of service category 1-2 years' average mean rank score of 16.12 for Personal feedback differs statistically significantly ($r = .028$) from category 3-4 years' average mean rank score of 31.18.

The length of service category 1-2 years' average mean rank score of 16.12 for Personal feedback differs statistically significantly ($r = .023$) from category 5-6 years' average mean rank score of 33.75.

The length of service category 1-2 years' average mean rank score of 16.12 for Personal feedback differs statistically significantly (r = .000) from category 7-10 years' average mean rank score of 43.81.

- Horizontal and informal communication mean rank scores comparison with length of service

The Kruskal-Wallis Test post hoc analysis (see Figure 4.20 below), using a Dunn's procedure with Bonferroni correction for multiple comparisons, revealed a statistically significant difference in 1 of the possible 6 comparisons (see the yellow line between the nodes) of categories of length of service with Horizontal informal communication.
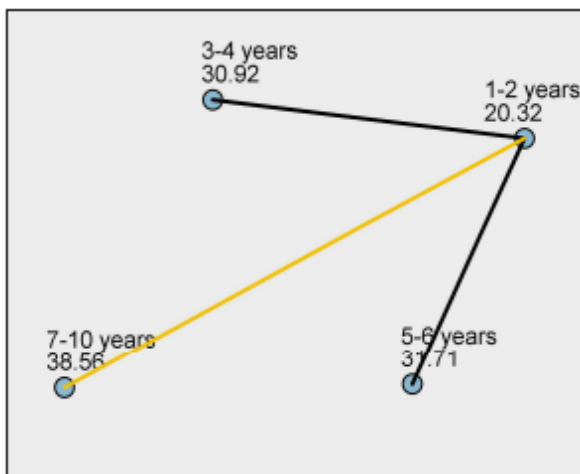

Figure 4.20: Horizontal and Informal Communication mean rank scores comparison between categories of length of service (n = 57)

The mean rank scores of Horizontal and Informal Communication is not the same across categories of length of service as the following length of service category differs:

The length of service category 1-2 years' average mean rank score of 20.32 for Horizontal and Informal Communication differs statistically significantly (*r* = .047) from category 7-10 years' average mean rank score of 38.56.

- • Summary of dependent variables mean rank scores comparison with length of service

The findings of the dependent variables mean rank scores comparison with length of service are summarised in Table 4.17 below.

Table 4.17: Summary of dependent variables mean rank scores comparison with length of service

Dependent variables	1-2 years			3-4 years		Years of service ranges average score				The Chi-Square calculation (X^2 / N-1)
	3-4 years	5-6 years	7-10 years	5-6 years	7-10 years	1-2 years	3-4 years	5-6 years	7-10 years	
Communication climate		✓	✓		✓	3.60	3.95	4.22	4.67	52.00%
Media quality	✓	✓	✓			3.55	4.22	4.33	4.54	30.00%
Technology			✓			4.12	4.45	4.58	4.81	17.00%
Organisational integration	✓		✓			3.31	3.73	4.01	4.29	31.00%
Organisational perspective	✓	✓	✓			2.78	3.43	3.75	4.04	20.00%
Relationship to Superiors						3.79	4.03	4.21	3.83	-
Personal feedback	✓	✓	✓			2.98	3.68	3.81	4.29	34.00%
Horizontal and informal communication			✓			3.49	3.95	4.00	4.22	15.00%

Based on the finding in Table 4.17 it is clear that those employees with a length of service of 7 years or more seems to be very satisfied than those with length of service below 7 years. Those employees with 1 to 2 years' length of service scores are less satisfied than the employees in the other length of service groups. The Chi-

Square calculation (X^2 / N-1) (Stufflebeam & Zhang, 2017) determines the percentage of the variance in the mean rank scores that is accounted for by the dependent variables. These include communication climate, media quality, technology, organisational integration, organisational perspective, personal feedback and horizontal informal communication. It was found that the Chi-Square calculation determines that 52% of the variance in the mean rank scores of length of service is accounted for by Communication Climate and 34% by personal feedback.

Based on this finding it can be concluded that Gender Links employees with length of service of 3 years or more by are more satisfied than those with 1 to 2 years of service.

4.6 Summary of quantitative findings

In summary, taking the above discussion as a point of departure, which focuses on the perceptions of employees towards the channels of communication and their level of satisfaction with various aspects of communication at Gender Links, employees seem to endeavour in internal communications. As argued by Rensburg 2002:114) To ensure that the organisations' needs are met, different media channels are normally used simultaneously in order to convey the specific information to all employees.

From the findings above, majority of the respondents (40;70%) are female as the study was conducted in a Women's Rights organisation in South Africa who employed mostly females. The respondents represent a wide variety of age groups due to the unstratified sample that was used although the majority of the respondents (16;28%) are older than 31 years of age and they are aged between 32-35 years and majority (17;30%) who are also older than 31 years have their ages ranging from 36 years and older. Thus in total, 33;58% are older than 31 years. The majority of respondents (20;35%) have been working at Gender Links between 3 - 4 years and

therefore, they have the necessary experience and, mastery to give credible input to the study. All the respondents are generally well educated and they can provide trustworthy information to the study as all employees hold a diploma or a higher qualification even though majority of respondents (35;62%) hold a degree while female employees (28;49%) hold Bachelors' degree. From the findings above, it can be deduced that Gender Links respondents have the necessary experience and mastery to give reliable input to the study.

Following from the results of descriptive data above (4.4.) all (100%) Gender Links respondents seem to be aware about staff meetings and website (100%). Majority of the respondents also seem to be aware about social media (98%), emails (95%), intranet (95%) and memo (91%). A few respondents seem to be aware of internal magazine (18%), other communication channels (7%) and internal newspaper (5%).

All the respondents also reported that they mostly use staff meetings (100%) and majority also use social media (96%). Majority also reported that they mostly use emails (84%), intranet (84%), induction documents (84%), departmental meetings (84%) in the same way and the website (86%) which seem to be mostly used for external communication. A large number of employees indicated that they rarely use memos (14%) and a few employees indicated that they use internal magazines (6%) and other communication channels (7%) although a large proportion of employees reported that the are aware of the memo (91%) and a small number of employees still maintain that they are aware of the internal magazine (18%). None of the respondents (0%) indicated that they use internal magazines even though 18% are aware of it. Scholars like Cutlip (2002:194) argued that an organisation should choose media channels that fulfil the communication needs of its employees and also channels that are useful to them. Knowing which media channels are used by Gender Links staff could point out that Gender Links seem to focus on the

communication channels that might be appropriate and preferred by staff in the organisation.

Survey results seem to show that staff meetings are used by all employees which might point out that messages from staff meetings seems to be understood by all employees. Furthermore, results also shows that channels such as memos, internal magazines and internal newspapers might be outdated and no longer meet the needs of the employees. As from literature, Kenix (2008:22), argued that, organisations should continuously equip their employees with current online tools if they aspire to achieve sufficient communication. As such, the survey results are in line with literature on the fact that new online channels such as social media seem to have replaced the old traditional paper-based media such as memos.

Findings above also show that in overall, majority of Gender Links respondents (54.39%) are on average satisfied with the media quality. Relatively, a vast majority of respondents (30/52.63%) reported that they are satisfied with the extent to which oral media information is adequate, and majority of the respondents (32/56.14%) reported that they are satisfied with the extent to which written directives and reports at Gender Link are clear and concise and majority of the respondents (31/54.39%) are also satisfied with the extent to which meetings are well organised. Interestingly, none of the respondents (0%) reported on very dissatisfaction.

According to literature, Downs and Hazen (1977:3) argued that employees should receive information that is clear, adequate, helpful and with the right amount. All employees need simple and enough information to carry out their work. The survey results are in line with literature on media quality (media richness and dual capacity), (see section 2.7 and 2.8) in that on average, majority of the respondents indicated satisfaction (54.39%) with media quality items (see section 4.4.2.1).

In overall, a vast majority of the respondents on average (55.69%) seem to be satisfied with online communication at Gender Links. Majority of the respondents reported that they are generally satisfied that the extent to which social media communication at Gender Links is sufficient (36/63.16%) and the extent to which online communication is clear (27/48.21%). Similar to media quality, no respondents (0%) expressed dissatisfaction. This shows that employees seem to perceive online communication in the same way. As from literature, this is supported by Par and Lee (2013:13) who augmented that employees should use online communication to enhance dialogical communication so as to ensure sufficient communication. The survey results are in line with literature on online communication in the sense data seems to show that employees' dialogical needs seem to be met equally through technology irrespective of their educational backgrounds.

In addition, in overall, a vast majority of the respondents (66.43%) submitted a satisfied response of communication climate at Gender Links. However, a large proportion of the respondents (25/43.86%) feel indifferent about how their jobs compare with others. Scholars such as Mohammed (2002:376) argued that employees should feel confident on their own, including their co-workers' communication competence. Besides receiving information about general communication, employees also need information that tells them the similarities and differences between their work and that of others. The survey results seem to be in line with literature on communication climate in the fact that they seem to indicate that Gender Links might lack in their communication like comparing employees work with others. Findings also seem to show that satisfaction with communication climate is different for employees with different work tenure indicating that employees with different work tenure might have distinctive communication needs when it comes to perceiving information.

Furthermore, in overall, majority of Gender Links respondents (51.79%) submitted an average satisfied response for organisational integration. However, a relatively large proportion of employees (10/17.54%) reported some dissatisfaction with the information that they receive on the organisational accomplishments and failures at Gender Links and (15/26.32%) of respondents reported dissatisfaction with the information that they receive about the financial standing of Gender Links. Scholars such as Downs and Adrian 2004:115) argued that employees should receive information about their work and everything that accompany it like benefits, policies, among others, alongside personal news about their co-workers and the intentions of the organisation. Besides receiving information about their own place in the organisation employees also need information that tells them about 'life in the organisation' in a more general sense such as staff news, the roles and goals of other departments than their own and news on the organisation as a whole.

The survey results seem to be in line with literature on organisational integration in the sense that they seem indicate that Gender Links might lack in their communication of the more general organisational-information like the financial standing, its accomplishments and failures. Furthermore, findings seem to show that satisfaction with organisational integration is different for staff members of different educational levels indicating that staff members with different educational backgrounds might have different communication needs when it comes to feelings of belonging and value contribution (Clampitt 2009:58).

In overall, majority of Gender Links respondents (65.18%) on average indicated a very satisfied response with their relationship to superiors. A vast of majority of the respondents (40/71.43%) indicated satisfaction with the extent to which their superiors offer guidance for solving job related problems. However, no respondent indicated dissatisfaction (0%) and majority of respondents (11/19.64%) reported some indifference with the extent to which their supervisors know and understand

the problems they face and (9/16.07%) with the extent to which their superiors trust them. In line with literature, Naude and Le Roux (2005:3) argued that employees should feel that their managers are aware of and they understand the challenges they meet in their work. Besides being given supervision and guidance in solving job related problems, in the organisation employees also need their managers to know their problems at hand and be trusted as well. The survey results seem to be in line with literature on relationship with superiors in that they seem to indicate that Gender Links might lack in their communication of the more general organisational information like knowing their subordinate work problems. Based on these findings above (see section 4.4.2.6), on average, no respondent indicated any dissatisfaction with Relationship to Superiors (0%) while majority (65.18%) of the respondents indicated that they are satisfied with their relationship to Superiors and 19.34% indicated a very satisfied response, it can also be argued that findings seem to show that satisfaction with relationships with their superiors is different for staff members of different departments indicating that staff members working in different departments might have different communication needs when it comes to feelings of mutual contribution (Rensburg 2003:159).

Moreover, majority of Gender Links managers (51.36%) on average submitted a satisfied response for relationship with subordinates. However, no dissatisfaction has been reported (0%) and majority of the supervisors (7/70%) indicated satisfaction with the extent to which their subordinates expects their needs for information. A reasonable number of respondents (3/27.27%) reported indifference with the extent to which subordinates feel responsible for initiating accurate upward communication and (2/20.00%) reported the indifference with the extent to which their subordinates are responsive to downward directive communication. Scholars such as Downs et al (2004:116), argued that managers should receive information from their subordinate that is error-free and they should feel pleasurable with their subordinates responding to their communication. Thus, besides their subordinates

expecting their need for communication, managers need to receive information that is precise in response to their communicative orders.

The survey results seem to be in line with literature on relationship with subordinates in that they seem to indicate that Gender Links' management communication is more friendly to their subordinates. While 0% of managers indicated no dissatisfaction with subordinates, 51.36% indicated satisfied, 31.82% indicated very satisfied and 16,82% indicated an indifference response, it can be argued that quantitative data also seem to show that satisfaction with Relationship with subordinates seems to be slightly different indicating that managers with different educational backgrounds and work tenure might have slightly different communication needs when it comes to expectations (Clampitt 2009:58).

In overall, majority of Gender Links respondents (47.37%) indicated a satisfied response with personal feedback, (33.92%) of the respondents indicated that they are indifferent with personal feedback, 8.77% of the respondents indicated dissatisfaction with Personal Feedback and 9.94% indicated a very satisfied response. Scholars such as Rensburg (2003:159) also argued that employees need to receive information about their performance at work. Apart from getting information about progress in their work, employees also need information that tell them about how they are viewed in general in their work at individual level.

The survey results are also in line with literature on personal feedback in that they seem to indicate that Gender Links might lack in their communication of the in-depth information such as information on how employees are judged. Furthermore, the quantitative data also seem to show that satisfaction with personal feedback is different for staff members of different educational levels indicating that staff members with different educational backgrounds might have different communication needs when it comes to feeling of performance (Hopper 2009:14).

Lastly, in overall, majority of the respondents submitted a satisfied response of 65.35%. In general, majority of respondents (40/70.18%) reported their satisfaction with the extent to which informal communication at Gender Links is active and accurate. However, a small number of respondents submit for Informal horizontal communication an average percentage for very dissatisfaction and dissatisfaction of 0.44% and 3.95% respectively, an indifferent response of 17.54% and a total of 12.72% was very satisfied with Informal horizontal communication within Gender Links. Scholars such as Stikin et al (1992:586) further augmented that employees of the same level should interact without being governed by the organisation. Apart from getting information from other members that is accurate and free flowing, employees also need information that is not related to their tasks from their team mates in general. The survey results are also in line with literature on informal horizontal communication in the sense that they seem to indicate that Gender Links might lack in their communication the activeness of grapevine.

Results also seem to indicate that employees are satisfied with their personal space. To add on, the quantitative data also seem to show that satisfaction with informal horizontal communication is slightly different for staff members of different educational backgrounds indicating that staff members with different educational backgrounds might have different communication needs when it comes to feelings of interacting informally (Naude & Le Roux 2005:3).

Although the qualitative was collected first, but in terms of interpretation, it serves as a supplement to the quantitative data. The two managers highlighted that preference is given to certain channels, especially those that receive most attention and focus such as staff meetings which includes face-to-face meetings, Zoom video conferencing and Skype video calling as well as telephone calls, WhatsApp and emails. The management also seem to prefer formal channels such as staff meetings and written communication such as communication policy and manuals.

Two channels also seem to be non-negotiable which include e-mails and staff meetings as they seem to be prescribed. In addition, managers also indicated that communication is generally good at Gender Links. More details are given in the next section.

4.7 Presentation of qualitative data

Although qualitative data was collected first, it supplemented quantitative data that is presented above (see 4.2 above). Qualitative data that was yielded from one-on-one partially structured interviews with two Gender Links managers was used to explore their perception and attitudes about the quality of media, channel selection and technology used for internal interaction at Gender Links in supplement of the respondents' perceptions from paper-based questionnaire survey. As mentioned previously (see section 3.4.1.4 in Chapter 3), data from the interview transcripts was coded and categorised. The emerging themes from the interview with two senior managers and codes were used to aggregate data that was collected from quantitative surveys (see Annexure B-Interview transcriptions). Integrated findings from qualitative and qualitative data are presented with a focus on channels of internal communication at Gender, experiences of media quality as it pertains to preferred channels at Gender Links and internal communication satisfaction at Gender Links. Data from interviews is presented sequentially, with the analysis of themes first followed by a summary of qualitative findings and lastly integrated findings.

4.8 Thematic analysis of interview data

A thematic analysis was used to analyse data from the interviews (see section 3.4.1.4) which reports on the two managers' approaches, impressions and insights. Three themes emerged from the interviews. A thematic graph was developed from the interview data using themes that were identified from literature and were used in the interview guide during pilot study (see Chapter 2, section 3.4.1.4). Following from

the citation above, the main themes identified in Chapter 3 and the research objectives (see Chapter 1.2.3) are namely Internal communication channels, Media quality considerations and Managing internal communication satisfaction. From this point of departure, a graphic presentation of these themes, sub-themes and post-coded themes is shown in figure 4.1 below.

These pre- and post- coded themes are used to report on the findings in this study and they are presented in the table below:

Table 4.18: Pre and post-coded themes

Main themes	Sub- themes	Emerging themes
Internal communication channels	-Channels that are used -Channels that are not used - Channels that are preferred	-Management preference for formal channels - Channels that are non-negotiable
Media quality considerations	-Task related considerations -Considerations of communication capability -Normative considerations	- Channel preference depends on situation - Channel preference complicated because of diverse staff contingent - Continuous improvements
Managing internal communications	-Communication and information sufficiency and timeliness - Communicating human-experience	-Overload -Emphasis on formal hierarchy
Communication climate		
Organisational integration	- Communication about the person in the organisation - Communications about people of the organisation	- Emphasis on process, formality
Horizontal and informal communication	-Horizontal communications -State of the grapevine -Co-worker compatibility	- Space for horizontal and information communication

Organisational perspective	-Communication about the organisation -Communication about the government, industry and sector	
Management relationship	- Communication style of managers - Communication style of staff	- Formalised relationship - Limiting options for interaction - Staff responding well to high-demands
Personal feedback	-Communication about how the individual is doing in their job	

4.8.1 Theme 1: Channel preferences of managers

From the interviews, the two managers repeatedly mentioned a variety of communication channels that Gender Links use. Manager B mentioned, "Yes, to some extent, I will say only one source of communication is not good enough from my experience." Both managers identified various internal communication channels used at Gender Links during employee interaction. These include staff meetings (face-to-face meetings, Zoom video conferencing and Skype video calling), telephone, intranet, e-mails, reports, WhatsApp (social media), appraisals and communication manuals and policies as well as weekly planner.

From the responses of the managers, Gender Links seems to have other channels that are no longer used. Manager B stated, "We have memos and fliers. We rarely use them. We used to use them long time ago but now especially the memo, it's just once in a blue moon. It takes a lot of time and effort to prepare and circulate." The same sentiment was echoed by manager A who noted, "Nobody has circulated a memo in a while". The managers' responses illustrate that memos and fliers are outdated for employee communication at Gender Links.

From the interviews, managers also expressed that channels that receive the most attention are preferred over others at Gender Links. Manager B indicated, "There is something that just happens when you hear the voice and the tone and the emphasis

when someone is speaking." Interpreted in this context, it seems the management gives priority to two-way communication channels such as face-to-face meetings, Zoom video conferencing, Skype video calling, telephone, as channels as they can listen to them and get the essence of the message through the tone of voice.

The thematic analysis also revealed multiple references to the management's preference to formal channels such as staff meetings and written communication such as policy documents and manuals. One of the managers, Manager A indicated, "We respond with policies and we say, ok, what is bullying, and have you been bullied, is this type of language acceptable or it's bullying language, language that is just coming with authority because you have to do your work." As emerged from this interview, it can be said that the management opt to use more formal channels.

In addition, from interpreting interview data, it seems that there are two communication channels that are non-negotiable are e-mails and staff meeting. Manager A highlighted, "I prefer emails for formal communication because every staff is obliged to check and read e-mails regularly during working hours." The response from manager A illustrates that e-mails and staff meetings are seen as prescribed channels. Employees are mandated to respond to e-mails and obliged to attend meetings.

4.8.2 Theme 2: Media quality considerations

In assessing Gender Links staff's level of satisfaction with the quality of messages exchanged through the existing media channels during internal interaction, Media quality considerations is analysed as informed by the Dual capacity model (See section 2.9). This model is driven by three major concepts which include task suitability, communication capability and normative contingency factors (Miller 2006.294), (see section 2.9.1, 2.9.2 and 2.9.3). As advocated by Daft and Lengel (1986)., richer medium is preferred for communicating unambiguous information. It

is analysed first because it is the main focus of the research study and the main feature of employee satisfaction.

The responses of the managers expressed three pre coded themes. The first one relates to task related considerations which focuses specifically on task complexity, task uncertainty, task urgency, message complexity, clarity, volume and relevance (see section 2.9.1). The second one looks at considerations of communication capability with a special focus on the communicator, recipient and organisational capabilities (see section 2.9.2). The last one aims at normative suitability with a particular consideration on cultural suitability, values, beliefs and media as symbols (see section 2.9.3).

From the analysis of literature, various aspects continued to emerge which were further identified. Managers talked about channel preferences that it became clear that their choices depend on the situation with a focus on a combination of task, communication and normative capabilities. The aspect of channel preference which depends on situation, channels preference is seen as complicated because of diverse staff contingent which includes diverse in capabilities, cultures, language and values. Continuous improvements were also noted. This is presented below according to these concepts which came out as sub-themes.

4.8.2.1   Task related considerations

According to Miller (2006:294), task characteristics includes task uncertainty and urgency that are considered in the selection of channels of communication (see section 2.9.1). The sentiments of the managers seem to reveal that they prefer certain channels over others when it comes to urgent tasks. Managers repeatedly highlighted that the urgency of the information is taken into account when choosing communication channels. The two managers were unanimous of the opinion that

WhatsApp and telephone are preferred for urgent messages that are short and contain important information. Manager B stated, "Social media…it's right on time, anytime you can someone a message even at 12pm midnight on WhatsApp. It is quick to share information that is critical and it reaches that person or those people at once." In augmentation, Manager A said, "For instance, the other time I asked someone to add another employee as a board member through an email, then she had to call me to ask whether she should add the board members on WhatsApp group or on email. From that phone call, she got all the information she needed right away."

From these quotes and other interview responses, Gender Links managers pointed out that telephonic communication, WhatsApp and interactive online platforms such as weekly planners, intranet, among others, are preferred for communicating urgent issues because these channels are dynamic and they allow quick distribution of current information and immediate feedback.

Linking to this, the managers also pointed out that they favour certain media channels over others when it comes to more uncertainty task. From the interviews, the managers also think that staff meetings are preferred for compound core tasks. Manager B indicated, "Yaah, personally I believe face-to-face meetings clarify the needy areas for most of the people." Based on this, it can be said that Gender Links management views staff meetings as a richer media preferred for compound core tasks and they are best suited to address uncertainties and ambiguity interpersonally because they convey clear messages as they offer staff members a platform to ask questions for further clarity.

In addition, from the interviews, managers seem to give priority to certain media channels when communicating complex messages. Manager A mentioned, "Yeh, I find only face-to-face to be conveying clearer messages because communication

219

always needs elaboration. The way one understands something is different and since you can ask questions in face-to-face meetings, obviously the message becomes very clearer." The response from manager A highlights that two-way communication channels such as face-to-face meetings are preferred for communicating tangled messages at Gender Links because they offer room for interaction and further simplified and clear explanations.

Moreover, from the responses of the managers, it seems that the management takes into consideration the volume of the information shared when choosing communication channels. Manager A noted, "Last week we had a similar one through zoom call and it was actually a training. We pulled up a whole training session just via zoom with our employees in other countries." It can be said that the management feel that zoom meetings are suitable for sharing large volumes of content during training because they allow for presentations in written and graphic forms coupled with images and graphs which aid the understating of the message.

Additionally, from interpreting the interview data, the management seem to choose channels of communication that are relevant to certain tasks compared to others. Manager B stated, "To complement that, we use a lot of emails which reduce the amount of texts that you exchange and you get straight to the point that you want to say. So I would say there is no one way of communicating although officially we use emails because at least there is a record that we maintain and we can refer back to it." In support of this, Manager B said, "Absolutely, we verbally give them appraisals to give feedback to our colleagues and we have the performance agreement that we sign quarterly and in this we list our expectations and targets so that you know what is expected of you to deliver. Over and above we have what we call 360degree feedback…and performance based bonus that is our 13th cheque which forces us to do appraisals"

Interpreted in the context of the interviews, these quotations together with other responses shows that written channels of communication such as emails are relevant for compounded tasks because they summarise messages that employees from different educational backgrounds may fail to understand and keep records. Relatively, appraisals are seen as relevant for communicating performance and expectations because they clearly outline what the management anticipates from employees and give feedback on performance.

Furthermore, managers also express that they prefer certain channels over others when it comes to relevance. Manager A noted, "Yaah, we have internal policies that guide the way you communicate. We have a communications manual and an IT manual that give email etiquettes or rules. So it gives you guidelines like when I am writing to my colleague, never use capital letters, never put exclamation marks to shout at someone, never use red when writing unless if I'm highlighting something to say, please can you pay attention to this. For these email etiquettes, they are regulations and they are contained in the communication manual." As expressed by Manager A, it can also be said that Gender Links management also opt to use formal, static and written communication channels such as policies and manuals because they provide lasting rules and etiquettes which guide employees on how things are done.

4.8.2.2 Considerations of communication capabilities

Sitkin et al (1992:578) argued that "there are a number of significant constraints imposed by characteristics of the communicator, the recipient and the organisation that limit the media selector's range of practical options" of communication channels. From interpreting the interview data, it could be said that the management also choose certain channels over others when it comes to the capabilities of the communicator. Manager A said, "Above all, I prefer emails for formal communication

221

during working hours because every staff is obliged to check and read e-mails regularly during working hours." The response from Manager A illustrates the point that management prefer formal channels such as staff meetings and emails because they are easily accessible and they can be controlled.

As discussed before, the content of Gender Links finds the aspect of communication capability even more notable with restrains such as physical location, diversity, illiteracy, different educational backgrounds, among others. Based on the response from Manager A, it can be said that Gender Links managers also seem to think that formal communication channels such as staff meetings and emails are readily available and that they choose these channels because they are capable of using them successfully and optimally to convey messages to the rest of the employees. This also shows that Gender Links seem to use a set of prescribed channels with no alternative when it comes to work related matters that are also compulsory for everyone to use such as emails and for everyone to attend in the case of staff meetings. It can also be argued that the choice of these communication channels depends on the characteristics of the communicator responsible for relaying the messages.

In addition, the managers expressed that certain media channels are selected over others when it comes to the capabilities of the recipient. Manager B noted, "We use zoom video calls which enable us to share information lively as we can also share presentations across all cities especially to our employees in other areas who are working off-site. In the same way, they see Skype video call to be used for off-site employees as well. Manager A also mentioned, "We also use Skype for meetings with our staff who will be off-site." From these quotations, it can also be said that virtual communication channels such as Zoom video conferencing and Skype video calling seem to be used for off-site employees because they allow for sharing of information with off-site employee despite their geographical location.

Moreover, managers also indicated that e-mails are also used to communicate with off-site employees in conjunction with face-to face meetings for on-site employees. Manager A highlighted, "In the case of verbal meetings like face-to-face meetings, there is a follow-up email that summarises everything that we discussed…" The response of manager A also implies that the management prefer to use-mails to communicate to off-site employees who are not capable of attending face-to-face meetings because they summarise the meeting discussions and successfully relay the same information to them. This enables the recipient to receive and understand the message very well.

Apart from communicator and recipient capabilities, from the responses of the managers, Gender Links management also seem to consider organisational capabilities when selecting communication channels. Manager B said, "There are protocols. We have an organogram that sets who you report to…you can approach any of your superiors especially if you want clarification on something." Interpreted from the context of the interviews, this quotation shows that organisational capabilities are taken into consideration because the communication system at Gender Links is managed to improve communication success. The managers seem to perceive communication at Gender Links to be hierarchical in nature because the structure of the organisation also seems to be conducive to the hierarchical flow of information.

In addition, the thematic analysis also revealed multiple references to some channels being chosen when it comes to organisational capabilities. Managers repeatedly said that communication appears to be reinforced by the resources that are available at Gender Links. Based on the interview responses indicated earlier, it can also be said that managers are of the opinion that resources such as telephone, WhatsApp as discussed earlier seem to be readily available. Written resources such as emails as indicated earlier also seem to be made available to employees. It also seems that

these channels of communication contribute to the flow of communication at Gender Links although some channels like WhatsApp are not always used appropriately like after working hours. This is because of the time availability set aside to these communication channels. In support of this, Manager A indicated, "Someone can send you a message even when you are in a taxi." Based on this quotation, it seems WhatsApp is always available for use anytime at Gender Links just like emails.

Moreover, from the responses of the managers, time availability also links to the needs of the organisation. Having that said, managers also expressed that time limitations also contribute to channel selection. From the responses of the managers, it also seems that Gender Links values communication to all employees. This is indicated from the earlier responses of the managers on the use of WhatsApp to share information at any time, even after working hours. Based on the earlier response of Manager A and other responses, it seems time constrains can also be a problem at Gender Links because if there is critical information to be communicated urgently, as discussed before, media channels such as emails may not be used after working hours but rather, employees will be forced to opt for informal channels such as WhatsApp even though they are not prescribed for use after working hours as they relay messages any time.

In some instances, the sentiments of the managers seem to show that Gender Links consider communicator capabilities, recipient capabilities and organisational capabilities simultaneously when choosing communication channels. From the interviews responses, it seems the managers perceive a telephone as readily available for both on-site and off-site employees. In support of this, Manager A said, "When the CEO is away like now, we use …phone calls." Based on this quotation, it can be said that Gender Links management and general employees who are on-site seem to have access to a telephone because they can use to communicate to off-site employees as well. This means both the communicator and the recipient seem

to be capable of using a telephone to share information which is always available at the organisation.

In addition, managers also expressed that WhatsApp is readily available for use to both on-site and off-site employees. Manager B, "We make use of WhatsApp. We have various WhatsApp groups according to our functions." Based on this quotation, it seems WhatsApp is always available for use at Gender Links where the communicator has access to and the recipient can receive information from for both employees who are in or out of the office. Similarly, from the other responses, the management at Gender Links also seem to see weekly planners to be readily available for all employees irrespective of their whereabouts as indicated earlier. In overall, in light of this, it can be said that time limitations, needs of the organisation and availability of resources seems to determine the choice of media channels.

4.8.2.3 Normative considerations

According to Sitkin et al (1992:586), normative contingency factors have an influence on the channels' symbol carrying capacity due to the fact that, as transmitters of meaning, the media depends on normative definitions of what is purposeful and it include cultural norms, role and institutional expectations. From the interview responses, it seems normative factors such as culture, values, beliefs and media as symbols are also considered when selecting communication channels at Gender Links. These norms include cultural norms, role expectation and institutional expectations.

With regard to cultural norms, the managers highlighted that the culture of Gender Links seems to influence the selection of communication channels. Manager B indicated, "Umm, I personally favour at least face-to-face communication like the meetings and zoom meetings that we have. There is something that just happens

when you hear the voice and the tone and the emphasis when someone is speaking." From the context of the interview, this quotation shows that managers seem to feel that staff meetings are also preferred because they have meaning-carrying capacity which is shown through emotional content and tone. Relatively, it seems to show that as indicated earlier, Gender Links seems to mostly use emails for formal communication, just like staff meetings because they give more important meaning to the message. It can also be said that staff meetings are chosen because of their ability to provide feedback. This might also be because they give employees valuable insight to enhance their understanding levels. It might also be because these staff meetings make employees to feel that the management value their opinions and they care about what they say.

Similarly, managers also expressed that role expectations seem to have dominance on the media selection owing to what is appropriate in a specific role at Gender Links. Manager B noted, "We should give more responsibility to juniors to take over, discussions should also be facilitated instead of saying we are the managers or we are the ones who set the agenda so we will say everything while others are just listening." From the manager B's response and other responses, it seems to staff meetings impedes upward communication because it is personalised. As stated earlier, the sentiments of the managers show that Gender Links is hierarchical in nature so managers seem to see this hierarchy creating certain role expectations in line of subordinates not given an opportunity of the same communication freedom than their managers.

Adding to this, the managers' responses also seems to show that managers have a lot of say in channel selection at Gender Links. They decide whether the channels are normatively suitable, culturally appropriate for communication to their diverse employees.

In addition, from interpreting interview data, institutional expectations also seem to play a pivotal role in media channel selection. Manager A mentioned, "Sometimes WhatsApp messages invade your private space…you are going to be looking at your phone because you have other people to you talk to like your mom and so on, then you see a message from work, definitely you have to check and it invades your privacy." Based on the responses of Manager A and other interview responses, it seems managers think that WhatsApp is used to satisfy the expectations of communicating urgent issues to employees at Gender Links. In line with this, although it is seen in this way, the managers also seem to see WhatsApp as problematic because it crosses the line of employees' personal lives especially after working hours they expect no work related messages.

Based on the same response from Manager A and other responses, it can also be said that WhatsApp is seen as a channel enforced by Gender Links in lieu of its expectations. However, it seems managers see WhatsApp as making employees uncomfortable with using it as it occupies their personal lives because they end up responding to WhatsApp messages because they feel it is something they must do just to prevent themselves from getting into trouble or missing information. Additionally, the managers also seem to think that there are a lot of difficulties of personal time and space needs especially with WhatsApp. Out of these sentiments, came out certain aspects as discussed below.

4.8.2.4   Channel preference depends on situation

Following from the above discussion, from the managers' responses, various aspects continued to emerge. These were further identified as channel preference depends on situation which looks on a combination of task, communication and normative capabilities. The aspect of channel preference which depends on situation, channels preference which is complicated because of diverse staff

contingent which includes diverse in capabilities, cultures, language and values was also identified as well as continuous improvements.

In line with the discussion above, the manager's expressions seem to show that channel preference depends on situation, a combination of task suitability, communicator capabilities and normative capabilities. From interpreting the interview data, it can be said that the managers are of the view that one channel might be preferred for a certain message but if a problem arises, another channel is used. For instance, if unhappiness becomes known, an urgent personal meeting will be called. Manager A added, "If we have guests that have been conferencing during the week and were not happy with something, we quickly sit down and discuss and say, ok guys, on this, our guests were not happy about this." Based on this, it can be said that in this case, reports seem not to be preferred to give feedback about guests but staff meetings are called for once areas of concern arise because they enable staff to quickly discuss and solve the problem. Therefore, it also seems that channel preference depends on a combination of task, communication and normative capabilities.

In addition, based on the above discussion, from the responses of the managers, it also seems that as technology changes, the choice of communication channels also changes. Manager B said, "We have memos and fliers, we rarely use them we used to use them long time ago but now especially the memo, it's just once in a blue moon." This shows that Gender Links seems to have outdated channels such as memos that are no longer used because they no longer meet the communication needs of the staff. In place of memos, it seems technological channels such as WhatsApp, emails, among others have become more popular and particularly emails have become more formal as well. It can be said that task, communication, normative considerations cannot account for decisions based on changing circumstances such as technological changes.

4.8.2.5   Channel preference complicated because of diverse staff contingents

Taking note of communicator and recipient capabilities, these themes cannot adequately capture the sentiments of the managers. Gender Links management expressed their sentiment that channel preference seems to be more complicated because of diverse staff contingent.   The managers mentioned that they see Gender Links staff as diverse in capabilities, cultures, language and values. From the interviews, the managers think on-site, off-site employees and problems associated with it, different languages and cultures as well as education to intricate channel selection. This might also be because two-way communication offers a democratic environment for employees to share ideas and opinions, irrespective of hierarchy. It might also be because it is appropriate for solving the problem of understanding information which solve diversity in employees.

In augmentation of recipient capabilities, Manager B stated, "I have realised that…there are many emails from different employees with different requirements, different length and sometimes we are lost in translation and cannot quickly get to a point. So when we write to each other through emails, you realise that there is a lot of time when we are lost in translation because we don't get each other very well." In line with this, it seems Gender Links management' preference of channels is complicated because of its diverse workforce. To counter for this, the management uses a variety of communication channels customised for a specific group of employees according to their individual communication needs.

Moreover, following from staff diversity in terms of education, although the employee profile shows that staff are generally educated from interpreting interview data, it could be revealed that the management also showed that technological capabilities seems to be problematic as not all staff are techno-savvy. Manager B indicated, "I have come across so many challenges with employees and other stakeholders who

are technophobic who just find it difficult when we say, maybe we are going to share documents on intranet which we call our share point. We have got Google data studio reports that are intimidating that we generate and share among employees." Based on Manager B's quotation, it can also be said that Gender Links managers see some employees as not capable of using technological channels because some seem not to be well oriented in current technology. In this case, it seems both the recipient and communicator characteristics also impacts on the choice of communication channels.

Based on the above discussion, it can be said that the challenges of staff diversity for channel selection by management highlights some problems with the technological competence of some staff members. However, this challenge can only exist in organisational environments where the communications are changing and adapting.

4.8.2.6   Continuous improvements

In line with the challenges of staff diversity for channel selection mentioned above, the managers' responses also seem to show that there is need for continuous improvement in order to overcome certain challenges. Their responses also illustrate the point that the two managers are of the opinion that continuous training should be done to increase the communication capabilities of all employees. Manager B said, "We must continue to train and empower our staff so that they get used to technology because if you can't use technology, it becomes expensive, more time intensive and more labour intensive. This slows down everything. Based on this quotation and other responses, it seems that Gender Links see ongoing training for employees especially on how to use online platforms among others as crucial because they improve employee online interactivity and achieve their communication goals.

In a nutshell, interpreted in the context of interviews, Gender Links managers' responses seem to show that the management choose different communication channels depending on the suitability of the channel, the capability of the communicator and recipient, the cultural, institutional and role expectations as discussed above. It can also be said that with the use of such technological media channels at Gender Links, the management seems to be adapting to changing circumstances and different situations efficiently. It also seems Gender Links has moved with times and keeping up with current technology for effective communication to meet the current needs of the organisation and to meet the expectations of its employees.

4.8.3 Theme 3: Managing internal communications

Following from the manager's perceptions and impressions on the dimension of media quality as discussed above (see section 4.8.2), this section covers the managers' perceptions and impressions regarding the rest of the communication satisfaction dimensions. Emerging from the thematic analysis, with a specific focus on the theme of managing communication satisfaction, communication climate, organisational integration, horizontal and informal communication, organisational perspective, management relationship and personal feedback as championed by (Downs & Hazen 1977) are identified as sub-themes. In support of this, Downs et al (2004:116), employees in the organisation need vast information other than job-related information, which include goals set for them and the organisation. In line with the management of internal communications, managers seem to be managing and controlling aspects of internal communication although they are also staff members with a full range of communication experiences.

4.8.3.1   Communication climate

Linking to the definition of communication climate (see section: 2.6.1.1), from the interviews, it can be noted that the climate is generally seen as good with timeliness and sufficiency being key considerations for management. The management seem to select certain channels for communications with different time-demands like instances where WhatsApp is used for urgent matters or communications where accuracy is specifically important, for instance, face to face is preferred when accuracy is important.

Gender Links managers seem to perceive communication at Gender Links to be on time, accurate, helpful, interesting, adequate and adaptive to emergencies because they receive high volumes of information just like other employees through emails. The managers express that they prefer to use certain channels when it comes to communication sufficiency and timeliness. They also felt that they receive information within the expected time and late sometimes through emails

Based on the above, manager A seem to have an impression that management experience information overload from emails although the information is adequate because the amount of information from these emails is excessive. Managers feel that the excessiveness of this information disadvantages employees with different understanding levels, different information needs, and requirements who struggle to interpret such large volumes of information. They feel that they need to put extra effort in summarising the main issues highlighted in the emails. Although it is extra work, managers seem to still feel that to some extend they are good communicators because they summarise main issues for employees. At the same time, they also feel that they are not good communicators, because they perceive themselves as being responsible for information overload. They feel that the rest of the employees seems to share the same experience.

Both managers also expressed an outcry on the delays in information updates and responses, and this makes it difficult for some employees to read and understand every detail from emails and respond on time. Based on their responses, it can be said that both managers are not happy and that they experience bad communication practices at Gender Links.

In addition, from the interviews, managers implied that the management think that emails are used to convey summarised information which is useful to employees. Manager B, "We receive a lot of emails which is challenging especially for a new person, even for me who is experienced to be able to read, take note of each e-mail or be able to respond to it. So in that sense it is challenging but we have learnt through time and experience to be able to quickly pick up where the main issues are or where I should focus my attention but basically at the end of the day, we try to send out summative emails of issues that have been highlighted." Based on this quotation, it can be said that emails convey useful information because the messages are summarised and easy for employees to read and understand.

Moreover, from interpreting interview data, the managers also seem to feel that face-to-face meetings are seen as interesting and accurate. Manager B said, "As I said, with face-to-face, meetings giving clarity and instant feedback, adequate information is also conveyed since everyone can ask about anything they are not sure about or they need to understand and know." Based on this quotation, it can be said that meetings seem to offer two-way communication, with immediate feedback to clear ambiguity in the information as highlighted before (Section 4.8.2).

In addition, from the responses of the managers, it seems that the management seem to use communication channels such as telephones specifically suited for emergencies as indicated earlier (Section 4.8.2). Manager B indicated, "Umm, we use telephone especially when you want to communicate something urgently."

Based on this, it can be said that Gender Links management seem to perceive overall communication as good because they have communication channels such as telephones that are used in times of emergencies. They also seem to have an impression that communication help them to reach their communication goals. Based on the above discussion, it can be said that communication climate seems to be good at Gender Links.

However, following from the above discussion on emails, although the managers have a positive perception on emails, at the same time, they also mentioned that they find a number of challenges associated with them such as information overload. Manager A indicated, "Aaa, actually, communication is really good except sometimes when there is information overload. Only sometimes when it comes to updates like for instance when the HR is not around, sometimes it's not communicated on time because sometimes there are still one or two gaps that we will be closing or there are still issue happening in the background." This shows that emails are sometimes problematic at Gender Links as they contribute to information overload.

From their responses, it seems both managers feel that emails contribute to information overload specially to the new staff, they create additional demands for all employees, they lead to delays, diminishes clarity and the management seem to feel responsible and heavily burdened. Manager B echoed, "We must respond to all indoor communication that have been sent to us within 24 hours. So as long as it is not a CCed or a copied email, you must respond within 24 hours and it must be comprehensive and respectful to others as well."

Based on this quotation, it can be said that although emails are preferred because they convey summarised messages, the management, just like others feel troubled with too much information that they convey which can be ambiguous at times and

slows down communication. This is because they have to summarise that information repeatedly which is extra work on their side. In overall, despite these challenges, it can be said that communication at Gender Links still remain good.

Relatively, the managers' responses implied that communication at Gender Links is also seen as playing a role in human experience. It is seen as motivating, creating enthusiasm, employees seen as good communicators, employees feeling positive about it, making employees feel a part of Gender Links, understand where they fit and handle conflict well.

From interpreting the interview data, it can be said that the two managers feel that they are good at communicating, they try their best and go an extra mile. They also feel that they handle conflict among staff appropriately through proper communication channels such as staff meetings and referring to communication manuals and policies (see section 4.8.2.1). From their responses, it seems that the management follow the organogram alongside the use of prescribed communication manuals and policies to resolve disputes among employees as discussed earlier (see Section 4.8.2.2). Manager B indicated, "Like I said earlier, we have an organogram that we follow unless there is a dispute between an officer and their supervisor then you can divert and go to the HR." As expressed by Mangers B and from other responses, it seems managers also feel that employees follow the delegation of authority as per the organogram, where the conflict between employees is handled by their managers, and issues between a manager and an employee are resolved by the Human Resources Department.

This relates to personal feedback (see Section 4.4.3.8) where they give employees reports on how problems in their jobs are handled. From the managers' sentiments, it also seems Gender Links follows a structured process in managing employee issues because it is a way of maintaining staff relations. Based on their responses,

it can also be said that the managers feel that conflict at Gender Links is well-handled in a structured way. In overall, it can also be said that Gender Links communication is encouraging and accommodating to its employees because they seem to have a good experience of it.

In addition, based on the response above, it seems emphasis is put on formal hierarchy. Climate is the general feeling towards communications, but also speaks to the rules and procedures and from interview data the rules and procedures that were talked about revealed a preference for formal communications and hierarchical structure The management reports good relationships, good communication, empathy, but it keeps emerging that formal procedures and structured approaches are preferred even for very human aspects like conflict. This shows that hierarchical structures seem to be used for solving conflict. Some disagreement between staff and management about conflict-handling also shows that this might be an obstacle. In the same way as discussed above, despite managers experiencing good communication, the issue of information overload seems to be a barrier to the human experience. It seems to hinder motivation and reduce enthusiasm in employees.

4.8.3.2   *Organisational integration*

Following from the given definition of organisational integration (see Section: 2.6.1.2), managers indicated that they prefer to use certain channels as pointed out in section 4.8.2.4, when they talk about communication about employee assessment and treatment which include employee job requirements, pay, benefits and policies relevant to them and other staff matters are communicated as well as communicating company information to staff which are relevant to organisational integration.

The manager participants spoke of organisational integration issues with confidence and a sense of pride in how people in the organisation are treated. Managers expressed that there is a definite in-depth processes of assessment and treatment of employees when it comes to communicating about the person in the organisation who is attended to. Manager A said, "We do that as a structured process, so like now we prepare our work plans and do performance appraisals at the beginning of the year…the staff members signs to agree to say that yes I'm committing to these tasks for the next six months and then in June, we do a review."

Based on this quotation and other responses, it seems managers also perceive appraisal processes such as making employees aware of their job expectations, signing performance agreements, scoring them according to their achievements, and rewarding them to be integrating employees. Their responses also imply that managers feel that employees are also made aware that their efforts are noticed and appreciated through appraisals, and they are rewarded with performance-based bonuses as a way of integrating them into the organisation. They mentioned that they discuss the comments relating to employee performance with employees, specifically, what they have achieved in their respective jobs and this is done interpersonally alongside appraisals. Based on this information, it can also be noted that the managers feel that employees are well assessed in their jobs and they are well treated. Thus, the mangers feel that they integrate employees into the organisation.

Managers responded in a way that conveyed that there is communication because of personal news and sharing of information about matters relating to other people in the organisation. The sentiments of the managers also seem to show that the intranet is used for sharing staff personal information. Manager B noted, "Well, I posted good comments about them and I even shared their success on the intranet for other employees to see and that way I could see that I have boosted their moral

and encouraged them to do even much better." In line with this, it can be said that employees are applauded for their good work on the intranet where their successes are shared with all staff. Based on this, it can be said that managers feel that they share employee information with others.

Moreover, from the managers' responses, it can be said that the managers seem to feel that there is communication of company information to staff. Managers feel that they sufficiently communicate organisational information to the staff. They communicate about finances, accomplishments, failures and successes to employees and this type of communication points to efforts to integrate employees.

Managers also commented that employees are informed about Gender Links' financial position, accomplishments and failures through annual reports. Manager A said, "The reports are quarterly and annually." Based on this information, Manager A seem to illustrate the point that managers feel that reports gives employees at Gender Links updated information about what has been happening in the organisation which also keep them informed and this seem to contribute to integration.

Additionally, flowing from this, there seems to be emphasis on process and formality at Gender Links. Responses from the interviews also seem to illustrate that there are good procedures and empowerment programmes. Based on their responses, it can be said that the emphasis and formal nature of internal communications could imply a certain distance between management and employees and that the communications could be somewhat impersonal which can potentially pose a challenges for the human-side of the organisation and organisational integration. I think you take the negative too far.

Despite the intranet being pointed out as a place where staff can share personal news, overall it seems that there might be a lack of staff news. Managers expressed

that the newsletter which is supposed to be used to regularly share staff personal news is not used. Manager A mentioned, "Oh, others like newsletters, we rarely use them." Based on this, it can be said that to some extent, Gender Links. Pertaining to staff integration, the emphasis on information sharing and adherence to sharing of fuller human experiences and personal news and stories reveals that there might be room for improvement in terms of the human-side of the organisation. Based on the above discussion, it can be concluded that managers seem to integrate Gender Links employees into the organisation through sharing staff news with the, sharing information about the organisational financial status, failures and successes, job expectation and rewarding them for their performance.

4.8.3.3   *Informal horizontal communication*

In line with what horizontal and informal communication entails as discussed before (see Section 2.6.1.3), Gender Links employees seem to use informal channels at certain times (Section 4.8.2.2). Managers repeatedly said that WhatsApp is used for horizontal communication too as indicated earlier where employees can send each other messages at any time even after working hours. This shows that informal communication seems to be active at Gender Links.

Based on their earlier responses, it can also be said that the management is also aware of informal network that involves WhatsApp where they also prefer to use WhatsApp at certain times even though it is informal because it is convenient to use at anytime and anywhere. It also allows employees to convey critical information to each other successfully. Based on the managers' responses, it can also be said that informal communication seems to taking place at Gender Links. It also seems that grapevine is active and functional because WhatsApp seems to communicate accurate messages and it also seems to be important at Gender Links. Based on this, it also seems that there is co-worker compatibility at Gender Links.

As indicated earlier, the responses of the managers seem to illustrate that Gender Links staff have a good relationship with each other which is facilitated by WhatsApp. In addition, this also indicates that there is space for horizontal informal communication at Gender Links. From the managers' responses, it became clear that managers are of the opinion that informal communication is working well (see section 4.8.2.2). Based on this interview data, it can be argued that managers feel that employee communication is functional.

4.8.3.4   Organisational perspective

Following from what constitutes organisational perspective (see Section 2.6.1.4) is again seen when communicating about Gender Links in general regarding strategies, goals, policies, finances, failures, changes and accomplishments. The managers' expressions seem to show that such information is shared with employees and employees are seemingly aware of such information and the changes in the organisation.

The managers seem to feel that employees are made aware of current developments at Gender Links. They feel that they share enough information with employees about the objectives of their respective departments. They are of the opinion that employees are made aware of such information through departmental staff meetings. Manager B noted, "Like I'm saying the weekly meetings that we do, the monthly reporting meetings gives an opportunity to give feedback and updates to others." Based on this, it can be said that managers feel that employees are well informed about changes at Gender Links because they are always kept abreast with current activities in the organisation.

They also highlighted that employees are aware of current developments in the organisation which is evident in trainings (See section 4.8.2.2). They also mentioned that employees receive training on the use of current technological developments

through staff meetings. Managers also expressed that employees are informed about new internal communication policies whenever management update communication manuals, especially when employees feel that the managers speak rudely to them as indicated in the interviews (See Annexure B). Based on their responses, it is also noticeable that both managers feel that employees are well-informed about current organisational affairs and activities.

Nevertheless, the expressions of the managers seem to imply that communication about the bigger environment of Gender Links is not shared with employees which includes government action, industry and sector in which Gender Links operates in. Since none of the managers reported information about the government, the industry, donors or the Civil Society in which Gender Links operates, it can be assumed that it also seems that organisational perspective is not really prevalent in internal communications at Gender Links.

4.8.3.5   Management relationship

In line with the given definition and discussion on management relationship, thus relationship with subordinates, (Chapter 2.6.1.5 and 2.6.1.6), the management's responses seem to show that they seem to understand, listen, pay attention, guide, help, trust as well as being open and control staff.

Responses from the interviews point out that the managers seem to feel that they are open in their communication, they listen to and guide their subordinates. Manager A said, "I make sure they know what needs to be done and they are also responsive except when they say you are communicating with them after working hours." Interpreted in this context, it can be said that relationship between management and staff is generally good as experienced by the managers.

With regard to perceiving staff reaction to downward communication, from the responses, managers feel that they are aware of employee issues and that they generally listen and respond to employee issues such as failing to access information on online platforms, among others.

They also feel that they offer employees enough oversight information in their work. Managers also expressed that they feel that they accept employees' opinions which is done during departmental meetings. Manager B mentioned, "Aaah, I had to sit down with him again and train him. Afterwards I asked him to access another file on the drop box to see if he could now do it on his own and he managed to do that." From the responses of the managers, it is can be argued that the management is happy and it experiences a good staff reaction towards downward communication and a good relationship with their subordinates.

In addition, based on the managers' responses, it can also be said that the communication style of staff seems to be good because the management seem to feel that subordinates are responsive, pre-emptive, open to evaluation, critiques, suggestions which they communicate upwards to their superiors.

However, although there is a general good communication relationship between the managers and their subordinates, it seems that these relationships are formalised. Responses from the interviews highlight that it seems like relationship is mediated through formal channels like policy updates and manuals which solve problems of speaking and writing language between the management and subordinates (see section 4.8.2.2).

Moreover, there seems to be limiting options for interaction as well. Manager B, "Sometimes it becomes a top to bottom approach communication and there is less feedback." Based on this quotation and other responses, it can be said that the

managers seem to feel that staff have the courage to express their opinions, but it is limited to formal staff meetings because they are only a top to bottom opportunity.

Additionally, the managers seem to feel that the staff respond well to high demands. Managers sentiments seem to point out that the staff is available to be contacted outside office hours, on urgent basis using WhatsApp and telephone (see section 4.8.2.2). Based on their responses, it seems the managers feel that staff react positively to high expectations which shows a very positive attitude. It can be said that communication relationships between subordinates and management at Gender Links seems to be good as staff are free to share their views and the management is ready to listen to them.

4.8.3.6   Personal feedback

Linking to the discussion on personal feedback in section 2.6.1.7, from the interviews, the managers feel that employees are longing to know how their work is reviewed and how their work is evaluated in terms of performance. Both managers indicated that that they use appraisal to give feedback to employees about their completed tasks as mentioned previously.

The management's responses also seem to indicate that they communicate about how the individual is doing in their job such as expectations, progress, judgement and evaluation alongside the discussion of personal feedback (see 4.4.3.8). The managers expressed that they feel that employees are given personal evaluation just like in communication climate as discussed above (see section 4.4.3.3) and particularly human experience because they feel that communication is continuous, frequent with intentional personal feedback.

4.9 Summary of qualitative findings

In summary, following from the above discussion on qualitative findings, and linking with literature, (see section 3.4.1.4), identified themes from interview scripts were categorised for further analysis (Bowens 2009:59). From the interviews many interesting points from the managers' vantage point came out. These emerging themes were categorised into sub-themes. These pre-coded themes and post coded themes were recorded which were also identified during the interviews which emanated from the opinions and impressions of the two interview managers.

These emerging ideas were further deeply analysed to obtain in-depth understanding and clarity on the managers' perceptions and attitude about internal communication satisfaction, media quality, channel selection and technology at Gender Links. From the interviews some themes stood out and some were repeatedly seen in many responses. From the interview data, the management seem to take time and effort with internal communications and they take it seriously, showing that it is a priority which they contemplate on and work on improving. This was shown through the training and use of manuals and policies to strengthen internal communication that were mentioned by managers in the interviews for employee continuous improvement (see section 4.8.2.1). The summary of findings is divided into positive, negative and neutral findings as discussed in detail below.

4.9.1 Positive findings

From the interviews, it can be noted that the management seem to take time and effort with internal communications as indicated in the above discussion on qualitative findings. It is evident from the interview data that internal communication is abundant, and management speaks with intent and empathy, attention to detail when it comes to most matters of internal communication. As pointed out in literature (see section 2.6.1.5), Jones (2006:38) argued that managers should welcome ideas,

listens attentively to employees, trust them and guide them in solving problems related to their jobs and enhance employees' level of satisfaction (Downs & Adrian 2004:53). This means that when it comes to relationship with subordinates, the management takes employees' feelings into account, by continuous communication that is two-way in nature where they value employees' opinions in order make them feel valued and satisfied within the organisation.

From the interviews with two the two managers, it seems the employees are well-informed and regularly updated about individual expectations, relevant information like policies, processes and performance even though they might not be well informed about other wider staff matters, human-side of staff, and the bigger organisational environment. This was emphasised my managers in the interview that Gender Links uses manuals and policies to guide employees on communication etiquettes, among others. They further added that Gender Links managers uses performance appraisals to give feedback to employees about their performance. Thus when it comes to personal feedback, the feedback enables employees to remain abreast with current performance issues. In the same vain, updating employees about expectation and policies enable them to perform better in their respective duties. As mentioned in literature (see section 2.6.1.2), according to Downs and Adrian (2004:115), employees should receive information about their work and everything that accompany it like benefits, policies, among others, alongside personal news about their co-workers and the aspirations of all organisational departments including the organisation as a whole.

From the perspective of the managers, Gender Links employees seems to be generally well-informed and engaged on a regular basis. This is evident in how managers talk about their preferences and considerations when selecting communication channels and in their overall experiences of the communication

climate at Gender Links. This shows that internal communication is frequent and voluminous. It can also be concluded that when it comes to organisational integration and personal feedback, it appears that employees are specifically kept up to date with what is expected of them and how they are performing as staff members although they seem not to be well informed about information about the government, industry and sector in which the organisation operates that maybe affecting the organisation. It can also be concluded that when it comes to organisational integration, Gender Links seems to ensure that the employees feel involved in the organisation. This also shows that Gender Links seems to be lacking in fully integrating employees into the organisation as the organisational environment seems not to be really prevalent in internal communications at Gender Links.

From the managers' perspectives, communication channels seem to be chosen based on situational needs, changes and the people involved. Interview data released insight into appropriate channels of communication, adaptability and dynamism. From literature, Sitkin et al (1992: 578) posited that, "The use of different communication channels needs a variety of recipient characteristics to be considered when deciding on communication channels to be used to communicate to recipients." Based on this, it can be deduced that when it comes to media quality, Gender Links seems to select certain channels to relay certain messages that are relevant and appropriate to the current situations and needs. It can also be argued that the management also seems to be adapting to changing circumstances and different situations very efficiently.

The management also seems to have an impression that relationships between employees and management (vertical and horizontal) also seem to be generally good. This is evident when managers mention that employees are always free to ask the management and the management always give them feedback. In line with

246

literature (Chapter 2), Naude & Le Roux (2005:3), argued that, vertical and horizontal communication enables grapevine to be active, adequate and allows the flow of these informal messages among employees within an organisation. Based on this, it can be argued that when it comes to relationship with superiors and subordinates, the management feel that employees have the confidence to express their needs and they see themselves generally as good communicators.

From the managers' perceptions, it seems the management perceive staff attitudes to be very positive when they mentioned how well the staff respond to management communication during meetings, through emails, among others. From literature (see section 2.6.1.6), Downs and Hazen (1977:68) added that the dimension's focal point lies in subordinate's responsiveness to management communication and responsibility of initiative upward communication. Based on this, it can also be deduced that when it comes to relationship with subordinates, availability, responsive, open to input and guidance, high expectations is prevalent at Gender Links when it comes to communicating internally.

From the managers' perspectives, it seems continuous improvement and empowerment seem to be a priority for management when managers mentioned offering continuous training to employees. This is evident from the managers who mentioned continuous training of employees for capacity building. As supported from literature (Chapter 2), Jenkins (2006:19), argued that technological advancement establishes great opportunities which also stimulate and expand association and participation of employees in organisations. It can also be argued that when it comes to communication climate, employees seem to find Gender Links environment welcoming as they are empowered through trainings to improve communication capabilities, attention to communication needs and challenges, openness for feedback has also been reported by management hence seems to be rife at Gender Links.

4.9.2 Neutral findings

From the managers' opinions, it seems there is preference for formality at Gender Links because of accessibility and the need for control such as staff meetings and written communication such as communication policy and manuals because they enable lasting rules and etiquettes as mentioned in the interviews. As from literature, (Rensburg 2002:144; Scholes 1999:41) argued that these forms of media are favoured in many organisations because of their flexibility and impart themselves to any organisational purpose. Based on this, it can be argued that formal channels of It can also be argued that the use of formal channels enable Gender Links to meet its communicative goals as employees are bound to use such channels at all times as they seem to be prescribed and managed.

However, aligned to dual capacity (see section 2.8), written channels of communication can be seen as lean media as they are less personal, with no verbal cues and no instant feedback and they are mostly relevant for conveying routine messages that are also factual in nature (Daft & Lengel 1986). Based on this, it can also be said that Gender Links employees can always constantly refer back to the written formal communication channels as they have an ability to leave paper-trail and they also have the ability to carry factual data.

The management also repeatedly mentioned channel preference, especially those that receive most attention and focus such as face-to-face meetings, Zoom video conferencing, Skype video calling, telephone calls, WhatsApp that convey quick messages and emails that provides a paper trail in order to meet the different communicative needs of employees. They repeatedly mentioned good relationships between management and employees, handling of conflict and employee assessment through appraisals. Based on literature, Daft and Lengel (1986) argued that rich media which is capable of retaining instant feedback, which uses a lot of cues and also uses natural language as well as possessing personal focus is always

preferred. Based on this, it can be argued that when it comes to media quality, formal channels such as meetings, zoom video conferencing, Skype and telephone seem to be preferred because of their ability to provide instant feedback, adequate information and clarity. In the same vain, it can be argued that appraisals seem to be preferred also as they enable employees to obtain feedback about their work performances from the managers which enable them to identify their areas of concern for improvement or areas of strength that they can maintain.

In addition, it can also be argued that there seems to be space for informality at Gender Links as WhatsApp seems to be preferred and actively used at Gender Links as it is quick and readily available and it also provides instant feedback. Based on literature, Sitkin et al (1992:578) further argued that when urgent task-oriented communication in organisations arises, "most readily accessible, easily used and rapid means of conveying information", should be used. Thus Gender Links employees prefer WhatsApp to share quick and short messages urgently about general issues such as notices as well as its ability to keep a record of the information shared which can be made reference to.

4.9.3 Negative findings

From the interview findings, there is evidence of some indications of tight control by management as managers mentioned the mandate of every employee to respond to emails within 24 hours. These includes control over channels such as formal channels which includes staff meetings, policies and manuals, emails, among other, having non-negotiable channels such as staff meetings and emails, seemingly strict processes. From literature, as argued by Rensburg (2003:159), "Considering cultural norms, the organisation decides on the media of communication and how meaning is attached to them." Based on this, it can also be concluded that when it comes to communication climate, Gender Links seems to have one way of doing things. It can

also be deduced that Gender Links also seems to be experiencing some limitations on opportunities for interaction and feedback.

From the interviews, there seems to be communication challenges arising from employee diversity such as on-site/off-site employees, different cultures, literacy, conflict needs and access to resources. The managers indicated the difficulties of communicating with off-site employees through face-to-face meetings. According to literature (Chapter 2), Sitkin et al (1992:579) argued that the knowledge and skills levels of the recipients are very crucial in assessing whether the communication message is received and understood. In line with this, it can be concluded that Gender Links seems to rise to some challenges but not all. Furthermore, when it comes to communication climate, it also seems that communication at Gender Links might not be culturally in-tune as it is formal and diverse to meet the different needs of its employees and manage control because of staff contingencies.

The managers' perceptions also seem to illustrate that information overload is a substantial challenge to all employees as they cried over the challenge of information overload caused by emails. Based on literature, Sitkin (1992:578) argued that some communication channels are more capable of carrying large quantities information. Based on this it can be argued that emails are one of the communication channels that carry large volumes of information that contribute to information overload. It can also be argued that when it comes to media quality, this seem to create additional demands on all, but specifically management, which also leads to delays, diminishes clarity, e-mails specifically. Overload also seem to be a barrier to the human experience as it reduces motivation and enthusiasm. It can be argued that when it comes to media quality, information overload is getting attention at Gender Links, although it is counter-productive and causes dissatisfaction with internal communication.

Having presented the qualitative and quantitative findings above (Sections 4.2 and 4.7), the next section presents integrated findings from qualitative and quantitative data in order to give conclusive interpretations leading to the answering of the research questions in Chapter 5.

4.10 Integrated findings

Following from the discussions outlined in the quantitative and qualitative summaries (see 4.6 and 4.9), this section integrates both quantitative and qualitative findings. Linking to the context of NGOs (Section 2.2) particularly the characteristics of NGOs (Section 2.2.1) and problems that they face (Section 2.2.4) as discussed in Chapter 2, three concepts are discussed which includes channels of internal communication at Gender Links, experiences of media quality as it pertains to preferred channels and internal communication satisfaction at Gender Links. These concepts are used to respond to the research questions (see section 1.2.1) and research objectives (see section 1.2.3) as outlined in Chapter 1 and to structure the mixed findings from the study.

In this study, as alluded to earlier (see section 3.3), data was collected from quantitative surveys and from qualitative interviews which supplement the survey data (De crop 1999:157). Although interviews were supplementary, they were conducted first and supplemented data gathered through surveys. Linking to Creswell and Plano Clark (2011:69), as alluded to earlier, data collection for the study was conducted in three stages. The researcher collected qualitative data first using an interview guide to explore Gender Links employees' attitude, opinions and perceptions towards communication with media quality and used the findings to refine and analysed it. This was followed up with surveys to collect quantitative data and analysed it which helped to explain their outcomes from qualitative data (Creswell and Plano Clark 2011:69). Both strings of data were linked and findings

were integrated which is presented in this section. Thus both findings were integrated during interpretation which assisted in making sense of the mixed findings as argued by Fetters and Molina-Azorin (2017:301). The integration also provided a better understanding of the attitude and perception of Gender Links employees towards the nature of internal communication channels, internal communication satisfaction with a focus on media quality, channel selection and technology at Gender Links. It also enabled the researcher to fully understand the answers to the questions that were presented in the questionnaire based on the manager's beliefs and perception towards media quality, channel selection and technology used during interaction, once it was contextualised by Gender Links interview respondents who were managers.

4.10.1 Channels of internal communication at Gender Links

Rensburg (2002:114) argued that different media are normally used concurrently in order to convey the exact information to all employees in order to ensure that the organisations' needs are catered for. Survey results shows that from the 17 channels in the list, all participants (100%) indicated that they are aware of the 17 channels of internal communication at Gender Links although very few participants (5%) reported awareness of internal newspapers. 100% reported awareness of staff meetings, 98% of the respondents also reported awareness of social media and 91% reported awareness of memo (see section 4.4.1). In terms of channel usage, survey results indicate that not all 17 channels are used at Gender Links since 0% reported usage of internal newspaper. Interview participants mentioned 9 internal communication channels from the list used at Gender Links (see section 4.4.2). Interview participants did not mention the use of internal newspaper. They repeatedly mentioned the use of staff meetings and social media. Interview participants mentioned that they rarely use a memo although 91% of survey respondents

reported awareness of the memo and 14% reported usage of the memo. In contrary, interview participants mentioned that they rarely use a memo.

From the findings from the interviews and surveys, it can be argued that the management and employees seem to have the same view that they use various communication channels at Gender Links. The survey results indicated that 16 channels of communication out of 17 channels are used at Gender Links while interviews findings indicated the importance of using multiple channels because of situational needs, diverse employees in terms of literacy, language, cultures and values.

In the context of both qualitative findings (see section 4.7) and quantitative findings (see section 4.2), it can be said that NGOs seems to be using various channels for internal communication because different channels produce different results and the recipients of the communication messages relate different values with different communication channels that are used (Cutlip 2002:194; Barker & Gaut 2002:11) (see section 2.10). In the context of this study, it can also be argued that Gender Links use various communication channels to customise the different needs of its diverse employee contingencies so that every employee can understand the messages in the same way. This is further argued by Sitkin et al (1992:580) who argued that factors such as educational background, familiarity with the communication channel, physical capabilities, previous communication history with the communicator and knowledge of the context of communication determines effective choice of communication channels (see section 2.9.2.2). It can also be argued that it also seems that there are employees with different educational background as pointed out in the surveys (4.3.3) and diverse employees with different needs as pointed out in the interviews (4.8.2.5).

Findings from surveys and interviews seems to show that communication channels that provides two-way communication are mostly preferred. From the various channels used at Gender Links, the preference of communication channels is highlighted in both the surveys and interviews. In the survey, respondents reported 100% usage of staff meetings and in the interviews, the managers repeatedly indicated the use too clarify issues. of staff meeting. Based on literature, Daft and Lengel (1986:560) classified face-to-face as the richest medium because of its ability to give instant feedback, multiple cues through tone of voice, body language and the content of the message is expressed through natural language. Based on this , it can be said that communication channels that provides two-way communication and instant feedback such as staff meetings, telephone, among others, might be understood from the context of the diversified employees and the context of Gender Links with different communication needs who have different levels of education, cultures and languages which constitutes both the communicator, recipient, organisation, task and normative capabilities as pointed out in Chapter 2, sections 2.8.1-2.8.3. As argued by Daft & Lengel (1986:2), this two- way communication channels clarify ambiguous information and offers more clarity and offers instant feedback. As a result, it can be argued that the clarity of information counters for staff diversity. In correspondence, the use of richer channels needs a consideration of a variety of basic characteristics of the receiver which include level of education, physical ability, acquaintance with the media of communication, communication history with the communicator and familiarity with the interaction context (Naude & Le Roux 2005:3, Rensburg 2003:159). Based on the systems theory, it can also be said that two-way communication resonates well with the concept of interaction, openness, interdependence, interrelatedness and self-regulation (see section 2.4.1).

Despite the congruent similarities in terms of findings from qualitative and quantitative discussed above, there are some discrepancies between what staff reported in the survey about preference of channels used and what management

said in the interviews. Among the discrepancies, a large number of the respondents in the survey highlighted that they are aware of a memo and they also use it while the interview participants indicated that they rarely use a memo among others. It can be argued that memos might have become outdated and no longer meeting the current communication needs of Gender Links. A large number of survey respondents (86%) indicated that they use the Gender Links website although it was not mentioned in the interviews. This may also show that Gender Links employees seems to be aware of it and use it for external communication, therefore it seems it is not relevant for internal communication. It can also be said that Gender Links employees prefer certain channel over others because of their ability to carry certain tasks to its diverse employees.

Both findings from qualitative and quantitative highlighted the management's use of formal channels such as emails, staff meetings, manuals and policies and appraisals which the interview managers pointed out that they are used by management to control internal communication at Gender Links because they are prescribed (see section 4.8.2.1). Jooste (2010:209) argued that formal channels of communication include reports, meetings, memorandum, among others which are a way of sharing information also about policies and procedures of the organisation. It can be said that the formality and need for control by the management might be because of legislation, governance requirements, regulation as highlighted in the discussed under the characteristics of NGOs from literature review (2.2.1), that NGO are regulated by legislative governing bodies (Department of Social Development 2013:7. However, this is not in line with their horizontal and human-centred nature of NGO according to the roles of NGOs as pointed out in Section 2.2.3 of literature. According to literature (2.2.1), one of the conditions governing NGOs is that they should operate in accordance with the relevant principles as set out by the Department of Social Development (2013:7) and Statistics South Africa (2015:3),

(Swilling & Russell 2002:57). This seems to point out that the need for formality and control in organisations is mandated by the legislative governing bodies and principles. However, the use of informal channels is reported in both quantitative and qualitative findings where grapevine is reported to be active at Gender Links. WhatsApp is used to communicate urgent matters as indicated from both qualitative and quantitative findings. Moreover, the preference and the informality of social media such as WhatsApp as indicated in surveys where 96% of the respondents reported on using WhatsApp and interviews where both managers reported on the use of WhatsApp, might also be viewed from the context of the urgent nature of the channel and relevance for use after working hours as discussed in Chapter 2.9 in literature and in line with Media richness (see section 2.7) so as to keep up with the communication needs of both the organisation and the employees.Based on this, it can be concluded that Gender Links operates both in line with the legislation and independently to balance the needs of its employees.

In relation to media quality, Sitkin et al (1992:578) argued that when urgent task-oriented communication in organisations arises, "most readily accessible, easily used and rapid means of conveying information", should be used. Based on this, and linking to the media richness theory earlier discussion (see section 2.7), WhatsApp can be regarded as one of the channels that can convey information quickly with immediate feedback during times of emergencies as it is readily accessible.

In support of this, Stikin et al 1992:578, pointed out that when organisations are facing urgent tasks, they should use channels that are most readily accessible, easy to use and that covey information rapidly. In line with this, findings from both surveys and interviews seems to illustrate that WhatsApp is preferred for urgent task as it readily available to convey quick and short messages at any time. In relation to this,

it can be deduced that that internal communication at Gender Links is both formal and informal where channels are used depending on the situation at hand.

4.10.2 Experiences of media quality as it pertains to preferred channels

In close relation to the above, there is consistency between quantitative and quantitative findings, the quantitative shows that the staff is generally satisfied ($\square$ = 4.07; *SD* = .73) and the qualitative shows that management are happy with media quality and technology.

From the quantitative data, in overall, findings seem to show that 0% of the respondents are dissatisfied with media quality and 28.07 are very satisfied with media quality at Gender Links. This means that Gender Links employees are in overall satisfied with media quality and technology. Following from section 4.2 above, the same view that is shared by respondents in the surveys and interviews is also shared here where they all have the view that the management prefer certain channels that have some form of control such as staff meetings, emails and formal written directives. Therefore, it can be said that staff meetings seem to be preferred at Gender Links because they convey clear, adequate and helpful information according to the Media Richness theory (Daft & Lengel 1986). Emails and written directives seem to be also preferred because they keep records of communicated messages. This is further supported by Miller (2006:294) who argued that organisations always prefer a media with the ability to convey task-oriented information that also convey symbolic meaning. Thus these channels transmit unambiguous meaning and are able to carry out task- related information. Based on this, it can also be deduced that limitations to the use of these formal preferred channels might be linked to the controlling behaviour of Gender Links. This may also mean that Gender Links might prefer these formal channels as they might be the only ones available to them as they may not be able to afford other channels that

may be costly due to challenges of limited funding as pointed out in Literature (see chapter 2)

With reference to the systems hierarchy, hierarchy is part of the systems insight (see chapter 2) but it can limit communications within an organisation. According to literature, as argued by Mohammed (2002:377), hierarchy is part of the systems in the organisation but it can limit communication if challenges of communicating sufficiently are not attended to (Section 2.3.3.1). This is because there is no democracy in communication as problems can escalate while the employees are waiting for the top management to resolve them even though they might know other alternatives ways of resolving them. In line with literature, it seems if the organisation as a system determines communication between management subsystem lower level employee subsystem, the hierarchical difference between these two subsystems will have an influence on how they interact with each other, which might be problematic. In such instances, where subsystems of the same level are working together, the opinions of the system which is directly on top of the other one are followed. From the qualitative finding, as mentioned earlier, both managers reported that they follow an organogram when it comes to reporting at Gender Links. This hierarchical structure may also influence the use and prescription of certain channels at Gender Links. This is also shown in quantitative findings where 100% of the respondents use staff meetings as a formal channel. It can also be concluded that the orders of Gender Links as a supra-system, are followed by all the employees' system and its subsystems such as the top, management, middle and lower level staff subsystems which might be problematic. In relation to this system hierarchy, the management subsystem determines and controls the channels of communication. It can also be argued that openness is also part of systems theory and limiting opportunities for feedback could contribute to a more closed system (see Section 2.3.3.5)

Moreover, in terms of participative culture, sharing is part of excellent communication and limiting opportunities could create less excellence in communication (Chapter 2.3.3.2). This seems to illustrate that if the change in the organisation's environment of a system is very restrained, the system may react to preserve equilibrium which may result in its classification as a physical system (Katz & Kahn 1978). However, even though there are a lot of changes in an environment, the changes in the system will still maintain the state of the system. Based on this and from the quantitative findings where 100% respondents reported on the use of staff meeting and WhatsApp (96%), it can also be argued that the employee sub system in Gender Links seem not to change as majority uses these channels, especially if it is properly managed, even though the changes could result in an improved condition, better than the quality experienced before (Samoilenko 2008:282). This could also hinder the employee subsystem experience with media quality resulting in dissatisfaction with media quality. Thus channels selection and channel preference should be taken into consideration as preferred channels which are appropriately selected for different tasks and situations can cater for different situations and different employee needs which leads to employee satisfaction with media quality and internal communication satisfaction at Gender Links.

The next section covers the concept of internal communication satisfaction at Gender Links which also helps in answering the research questions and objectives outlined in Chapter 1.

4.10.3 Internal communication satisfaction at Gender Links

Both the survey and interviews showed that employees are in overall satisfied with internal communication at Gender Links. Respondents from the surveys reported general satisfaction on average with communication climate, media quality and technology, organisational integration, management relationship, organisational

perspective, personal feedback and informal horizontal communication (see section 4.4.3). This is in line with what the managers reported in the interviews and with their overall positive perceptions on internal communication at Gender Links.

In terms of media quality and technology, findings from both quantitative and qualitative data seems to show that employees are satisfied with media quality and technology. From the quantitative findings, all respondents (100%) are satisfied with staff meeting as a channels used (see Section 4.2) specifically the clarity of social media as well as adequacy and clarity of staff meetings and clarity and concise of written directives. Similarly, both managers from the qualitative interviews seems to imply that staff meetings are mostly preferred because they seem to give clear and adequate information as they offer two-way communication with immediate feedback (see Section 4.4.3). From the quantitative data, a larger proportion of respondents (96%) also showed satisfaction with social media (See section 4.2). Relatively, both managers repeatedly highlighted that social media seem to be one of the most preferred channels of communication because it is able to convey short and urgent messages quickly at any given time as mentioned earlier in Qualitative findings (see Section 4.3). Quantitative findings also show that a large proportion (84%) of respondents are satisfied with written directives such as emails (see section 4.2). Theorists such as Downs & Hazen (1977) supported the notion of using formal and written communication channels by arguing that high levels of employee satisfaction in organisations results in the organisation experiencing high levels of employee commitment, reduced absenteeism, reduced industrial unrest, less employee turnover and more production as pointed out in literature (see chapter 2.4). It can be deduced that Gender Links employees share the same sentiment about media quality as they all seem to be satisfied with it.

In terms of communication climate, respondents from surveys and interviews seem to be generally satisfied although some dissatisfaction has been indicated with some

aspects of communication climate. Some dissatisfaction regarding aspects of communication climate is also expressed by interview participants who repeatedly mentioned the challenge of information overload which diminishes progress, clarity and contribute to additional work. Scholars such as Mohammed (2002:376), argued that different factors reflect on the communication climate of an organisation which include communication, competence, work pressure, worker's environment, supportive environment, communication rules and procedures. Thus, employees also need an environment that is stimulating and with less work pressure. In terms of understanding how one's job compares to others' and identifying with an organisation and fitting in, some of the well-known challenges of NGOs come to the fore. Interview participants reported challenges in dealing with workforce diversity – different cultures, languages and educational levels (see section 4.7). The demographic profile of the survey respondents also shows the diversity of the Gender Links employees (see section 4.2). Linked the employee diversity, the interview participants spoke of varying levels of literacy, skills, and access to resources. According to literature NGOs are often challenged by employee-issues because of budget constraints (Hailey 2006:300; Wiggill 2014:279).

Findings also show some discrepancies on how employees feel integrated into Gender Links. A notable group of survey-respondents showed dissatisfaction with organisational integration specifically, information about Gender Links' financial standing (26,32%) and high levels of dissatisfaction were notable from survey respondents on information about government actions (29,82%) (see 4.2). From qualitative data, the managers seem to feel that they integrate employees into the organisation through sharing information about the organisation with them although none of them specifically mentioned sharing of information about government actions with employees. Downs et al (2004:116) argued that employees in the organisations need a lot of information other than job-related information which includes aims set for them and the organisation. In line with literature, it can be said

that employees need to be aware of how the organisation is performing in order to make adjustments in a bid to achieve the organisation's objectives. It can therefore be concluded that Gender Links employees and management have different perceptions about organisational integration. It can also be argued that there is need for information about wider organisational issues to be shared with employees in order to align themselves with organisational objectives.

In terms of informal horizontal communication, both qualitative and quantitative data show some dissatisfaction. From the quantitative data, a total of 8.77% is dissatisfied with the extent to which grapevine is active at Gender Links. Correspondingly, from the interviews, both managers repeatedly highlighted the hierarchical structure of communication at Gender Links which calls for formality although they have an impression that the relationships between employees and management seem to be generally good. In support of the above, Stikin et al (1992:586) argued that employees of the same level need to interact with each other about issues that are not really task-oriented or governed by the organisation. Based on this, it can be argued that Gender Links also seem to lack in grapevine communication among employees which might obstruct employees from freely sharing information through grapevine. This might also limit Gender Links as an organisation to know about employees' actual feelings towards internal communication satisfaction. In relation to this, it can also be concluded that Gender Links' preference for formality is because of the need for control and to account for its activities to the legislative bodies and government.

4.11 Conclusion

In conclusion, Gender Links employees seems to be satisfied with the general communication at the organisation. They also seem to be satisfied with the formality and control of certain communication channels such as staff meetings, emails and written directives. However, they showed dissatisfaction with information overload

from emails, invasion of personal life from WhatsApp, diversity challenges such as language and educational levels as well as the need for information about wider organisational issues.

The integrated findings discussed above (see section 4.10) leads to a discussion on the conclusion and recommendations for this study as outlined below.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

"For communication to have meaning it must have a life. It must transcend "you and me" and become "us". If I truly communicate, I see in you a life that is not me and partake of it. And you see and partake of me. In a small way we then grow out of our old selves and become something new", (Prather 1977:21)

In this study, Chapter 2 presented a comprehensive discussion on the literature regarding internal communication satisfaction with media quality in NGOs particularly Gender Links. This was done with the aim of seeking to apprehend the scope of the study. Chapter 3 provided an exhaustive discussion of the methodological approaches relevant to this research study. Following from this, in Chapter 4, quantitative and qualitative findings were presented. These quantitative and qualitative findings were based on three concepts which were informed by the research questions (see Chapter1). The three concepts include channel preferences of managers, media quality considerations and managing internal communication satisfaction. These prevalent concepts as mentioned in the research questions are used to give an apparent structure and discussion of the research findings from Gender Links.

In this chapter, all of these concepts are collectively employed to specifically answer the research questions mentioned at the onset of this research study (see section 1.2.1) hence giving a summary of it. At the end, recommendations are given which are followed by a general conclusion. Following from the purpose of this research which is to assess Gender Links employees level of internal communication satisfaction with a specific focus on media quality, channel selection and technology as a point of departure, various factors that influence internal communication

satisfaction with media quality at Gender Links are taken note of. These are considered in order to adequately assess employees' perceptions, impressions, approaches and insights on internal communication. Champions of communication satisfaction such as Downs & Hazen (1977:64), support this notion by highlighting that the concept of communication satisfaction is clearly defined as the social and emotional result on an employee experience in an organisation, which results from the communication that these employees have with the different facets of communication in an organisation

Their experiences are also informed and supported by the arguments of scholars such as Tashakkori and Teddie (1998:87) who argued that pragmatism emphasises that we learn about the world through action and concluded that knowledge is based on actions, experiences and reflections on actions. Following from this, Gender Links employees' experiences with internal communication with a specific focus on media quality, channel selection and technology can only be well understood through their impressions, insights, perceptions and approaches, which is the focal point of this study.

This chapter is also divided into four sections. The first section provides answers to the research questions, the second section provides recommendations, third section provides limitations while the last section provides the general conclusion. To begin with, the research questions are discussed first.

5.2 Answering the research questions

5.2.1 Research question 1

What are the main channels of communication used for internal communication at Gender Links?

Based on the findings from the administered questionnaire and interviews with two managers, it can be concluded that Gender Links uses numerous channels of communication during internal interactions. In response to Research question 1, and in addressing the first objective that seeks to describe the channels of communication that are available for internal communication at Gender Links, findings from the study shows that Gender Links employees are aware of and use seventeen (17) different communication channels. It can be argued that internal communication seems to be abundant when it comes to most matters of internal communication.

It can be said that various channels are used at Gender Links during internal communication because different channels cater for different needs and is suitable in different situations. The diverse workforce of Gender Links spans different levels of literacy, different educational backgrounds, include on-site and off-site employees, so using different channels would cater for the different needs of its diverse workforce so that every employee can understand messages in the same way. Daft and Lengel (1986) argued that different channels produce different results and because the people that are communicating are all different from one another. Cutlip (2002:194) argued that communication carried out through one channel rarely produce similar results as the communication conveyed through another, as the recipient of such communication consists of different values with various communication channels that are used (Barker & Gaut 2002:11). It can be argued that Gender Links uses various communication channels customised to the different needs of its diverse employees.

From the seventeen channels used at Gender Links, most popular channels include formal channels such as meetings, emails, formal written directives, and static channels such as policies and manuals. Some of the popular channels provide two-

way communication and instant feedback such as staff meetings and telephonic interaction. Formal written directives such as policies and manuals are preferred because they provide long lasting rules and etiquettes, while emails are preferred because they provide a paper trail. Finding also show that channels such as staff meeting and e-mails are non-negotiable as they are prescribed. The preference of staff meetings such as face-to-face, Zoom video conferencing and Skype Video calling might be because staff meetings are formal and they enable two-way communication with immediate feedback. This way, they offer clarity and provide adequate information to employees. It can be concluded that these channels are also preferred because of diversified employees with different communication needs who have different levels of education, cultures and languages. As argued by Daft & Lengel (1986:2), these two-way communication channels clarify ambiguous information and offers more clarity which counters for staff diversity.

Informal channels like WhatsApp is preferred because it is readily available and it is able to relay quick, short and urgent messages even after working hours which keeps up with the communication needs of both the organisation and the employees. In support of this, Sitkin et al 1992:578, pointed out that when organisations are facing urgent tasks, they should use channels that are most readily accessible, easy to use and that covey information rapidly. It can be concluded that informal channels also contribute to internal communication satisfaction at Gender Links.

Among the seventeen channels used, certain channels such as a memo and fliers are rarely used at Gender Links. It can be concluded that memos and fliers have become outdated and they no longer inform the current communication needs of Gender Links employees. Other channels such as the website is used for external communication at Gender Links, hence it is not relevant for internal communication. As argued by Cutlip (2002:194), in order to choose a channel to use, organisations

must be aware of the various channels of communication that are accessible to them and the values associated with them. In line with this, this shows that these channels are no longer used because they no longer add value to the internal communications at Gender Links. It can be concluded that Gender Links employees prefer certain channel over others because of their relevance to internal communication satisfaction.

Although the management balance the use of both informal and formal channels, findings also showed that the management use formal channels such as emails and staff meetings to control internal communication at Gender Links. It can be said that the formality and need for control by the management might be because of legislation, governance requirements and regulations and a need for accountability although it is not in line with their horizontal and human-centred nature of Gender Links where grapevine is active. In support of this, one of the conditions governing NGOs is that they should operate in accordance with the relevant principles as set out by the Department of Social Development (2013:7), (Swilling &Russell 2002:57). This means the need for formality and control in organisations is mandated by the legislative governing bodies. It can be concluded that if Gender Links operates both in line with the legislation and independently, it will be able to balance the needs of its employees which may increase communication satisfaction.

5.2.2 Research question 2

What are the experiences of Gender Links employees and management in terms of media quality, channel selection or technology in the context of internal communication?

Having answered the first research question above on Gender Links employees' main communication channels used at Gender Links, this second research question

aims to give answers to Gender Links employees' experiences, attitudes and perception towards the quality of messages exchanged through the existing communication media during employee communication. Rooted from the second objective of the study, this research question seeks to provide comprehensive answers to Gender Links employees' level of internal communication satisfaction with media quality, channel selection and technology.

From the findings, it can also be concluded that Gender Links employees are satisfied with the quality of messages exchanged through the available communication channels during interactions. This means that Gender Links employees are in overall satisfied with media quality and technology.

Findings shows that the management prefer certain channels that have some form of control such as staff meetings, emails and formal written directives due to the regulatory bodies that governs Gender Links. It can be concluded that staff meetings are preferred at Gender Links because their ability to convey clear, adequate and helpful information. According to the Media Richness theory (Daft and Lengel 1986), staff meetings channels are richer, they allow two-way communication with immediate feedback, data and symbol carrying capacity. Emails and formal written directives are also preferred because of their ability for record keeping of communicated messages. This is further supported by Miller (2006:294) who argued that organisations always prefer a media with the ability to convey task-oriented information that also convey symbolic meaning. It can be concluded that Gender Links employees are satisfied with media quality although these preferred channels have limitations and controlling behaviour which might be linked to challenges faced by NGOs such as funding problems, competition and the high demand places on NGOs to account for how they spent the money of donors according to literature.

Although Gender Links communication forms consists of a hierarchy where the hierarchical difference between employees and management which influences how

they interact with each other and can limit communications within an organisation, media quality remains satisfactory among employees.

According to literature, as argued by Mohammed (2002:377), hierarchy is part of the systems in the organisation but it can limit communication if challenges of communicating sufficiently are not attended to. If Gender Links can address the issue of hierarchical communication structures by encouraging openness and information sharing, communication satisfaction can escalate at Gender Links. It can be concluded that channels selection and channel preference should be approached with flexibility for different tasks and situations to cater for different situations and different employee needs which leads to employee satisfaction with media quality and internal communication at Gender Links. It can be concluded that, despite these differences, employees still remain satisfied with media quality, channels selection and technology at Gender Links.

5.2.3 Research question 3

To what extent are the employees at Gender Links satisfied with the overall internal communication?

The third objective of the research study was to explore the extent of Gender Links employees' satisfaction with the overall internal communication. Based on the literature, it has been mentioned that all forms of communication in every organisation influences one another. As a result, all forms of communication must work collectively if communication satisfaction is to be achieved (Littlejohn & Foss 2005:46). Based on this, it can be noted that internal communication efforts have to be collaborated with other forms of communication in the organisation in order to be achieved. In the case of this study, this aspect of collaboration is linked to the aspect of interrelatedness which was expressed in Chapter 2 in the systems theory which

was also reflected in both qualitative and quantitative findings through the consideration of various dimensions of internal communication satisfaction.

Through the dimensions of communication satisfaction, the organisation sets itself in preparing a way of creating and maintaining satisfaction with its employees which is encouraged by the use of proper internal communication channels which alludes to internal communication satisfaction. These dimensions, as discussed in Chapter 2 include communication climate, relationship with superiors and subordinate, organisational integration, media quality, horizontal and informal communication, organisational perspective, personal feedback as well as technology. Following from this, the dimensions of communication satisfaction were considered in giving a concluding answer to the extent to which Gender Links employees perceive the overall communication at Gender Links. As discussed above in Chapter 4, research findings from qualitative interviews and quantitative surveys are provided from which a comprehensive answer regarding Gender Links employees' overall level of satisfaction with internal communication.

In consideration of other aspects of communication satisfaction, as discussed above, findings also seem to highlight that Gender Links employee are satisfied with the overall communication. Findings also show that Gender Links employees experience different levels of satisfaction with different dimensions of communication. This is supported by Downs and Hazen (1977) who argued that communication satisfaction is a multi-dimensional construct where every aspect contributes differently to understanding communication satisfaction.

Based on the findings, general satisfaction on average is shown on seven dimensions namely communication climate, media quality and technology, organisational integration, management relationship, organisational perspective, personal feedback and horizontal informal communication. From these dimensions,

employees are mostly satisfied with the media quality and technology dimension which point to the clarity, adequacy and helpfulness of communication channels.

Specifically, findings from both quantitative and qualitative data show that employees are more satisfied with the clarity of social media, adequacy and clarity of staff meetings, clarity, concise of written directives and communication messages are on time, accurate, helpful, interesting and emergency-adaptive. Downs & Hazen (1977) supported the notion of using communication channels that are clear, helpful and adequate by arguing that high levels of employee satisfaction in organisations results in the organisation experiencing high levels of employee commitment, reduced absenteeism, reduced industrial unrest, less employee turnover and more production as pointed out in literature (see chapter 2.4). It can be deduced that Gender Links employees' satisfaction with media quality stimulate their enthusiasm and motivate them and foster eagerness to work resulting in high productivity.

Despite the challenge of information overload which diminishes progress, clarity and contribute to additional work which came from the findings, communication satisfaction still remains generally good. Scholars such as Mohammed (2002:376), argued that different factors reflect on the communication climate of an organisation which include communication, competence, work pressure, worker's environment, supportive environment, communication rules and procedures. Thus employees also need an environment that is stimulating and with less work pressure. Based on this, it can be concluded that if Gender Links can improve on reducing communication overload by sharing knowledge among employees and encourage them to participate in decision making and management, employee perception about internal communication at Gender Links can be improved.

Although findings show the challenge of diversity such as different languages and educational levels which result from budget constraints, limited guidance from government and experts, where Gender Links is not be able to afford professionals,

but rely on less qualified staff, turnover, external changes and funding, employees are generally satisfied. Wiggill (2014:279) posited that the human resources are not sufficient to put policies and regulations into action, there are very few auxiliary workers and social and community development volunteers and the salaries of employees are also very low which has resulted in high staff turnover in the NGOs (Hailey 2006:300). It can be concluded that if Gender Links can improve its management of employees and source for more funding, it can overcome the challenge of staff contingencies by attracting and retaining highly qualified professional workforce.

Despite Gender Links failing to share information with employees about the bigger picture of the organisation such as government actions affecting the organisation and its financial standing, communication satisfaction remains prevalent at Gender Links. Downs et al (2004:116) argued that employees in the organisations need a lot of information other than job-related information which includes aims set for them and the organisation. If employees are informed about wider orgisational issues, their perception about internal communication might change.

Moreover, the hierarchical communication structure at Gender Links which allows for formal communication might also be posing as an obstacle to grapevine. Stikin et al (1992:586) argued that employees of the same level need to interact with each other about issues that are not really task-oriented or governed by the organisation. It can be concluded that if Gender Links employ a flexible communication structure, employees might be able to freely share a true reflection of their experiences and perceptions with communication.

It can therefore be concluded that the employees are generally satisfied with the internal communication at Gender Links.

5.2.4 Answering the main research question

> How do employees experience communication satisfaction, specifically, as it pertains to media quality, channel selection and technology at Gender Links?

This cross-sectional study describes and explores Gender Links employee internal communication satisfaction with media quality, channel selection and technology. The pragmatic paradigm of this study enabled the researcher to integrate qualitative and quantitative research approaches in this study. The mixed research method provides in-depth information about internal communication satisfaction with a specific focus on aspects of media quality, channel selection and technology at Gender Links and it also increases the credibility of findings as both methods can counter for the shortfalls of the other.

Quantitative research provided data based on beliefs and attitude of Gender Links employees' internal communication satisfaction with media quality. In complement, the qualitative part of the research helped to deepen the understanding of certain practices and media channels used for employee communication at Gender Links. It helped to explore Gender Links employees' attitude, opinions and perceptions towards internal communication satisfaction with a specific focus on aspects of media quality and used the findings to refine and follow up with surveys to help explain their outcomes so that they can be fully understood. The findings are contextualised in an interpretative approach with the aspiration of reaching a deep understanding of the nature of the communication media at Gender Links.

This study argues for the specific importance of media quality as a dimensions of communication satisfaction. Views about internal communication satisfaction are mostly associated with how employees perceive the messages conveyed by existing media channels in an organisation. In addition, contextual factors that influences

communication satisfaction in specific settings should be taken note of when assessing employees' perceptions and attitudes towards media quality. The study indicates the impact of legislative and donor aspects which governs NGOs in terms of accountability. This forces them to use formal and written directive media channels that are also customised for their diverse workforce and caters for various situations as well as enable continuous improvement.

In light of the above, it can be concluded that Gender Links employees are satisfied with the internal communication, especially media quality, channel selection and technology at the organisation. Although they are satisfied to varying degrees about the different aspects of media quality, the notion that the messages conveyed by distinctive media channels are customised for the different needs of the diverse employees, situational needs and gives room for improvement through training to empower and improve employees' skills. Internal communication satisfaction at Gender Links. The chosen channels are also aligned to the capabilities of the communicator, recipient and organisation which intensifies Gender Links employees' satisfaction with media quality.

In light of the above discussed findings, recommendations are drawn for improvement at Gender Links for further research as outlined below.

5.3 Recommendations

In order to improve internal communications with media quality, channel selection and technology at Gender Links, three recommendations are given below which include reviewing of internal communications, need for continuous improvement in all aspects and formalising WhatsApp. These are discussed separately below.

5.3.1 Reviewing internal communications

Following from the above discussions on findings, it can be recommended that Gender Links need to review it existing communication systems and structures. Although the hierarchical structures at Gender Links gives a leeway to tight controls by the management which is informed by legislative and controlling bodies, the negative communication experiences that are linked to the more formal and controlled style of some of the internal communication at Gender Links should be considered. Therefore, Gender Links structures and communication processes should be flexible enough to accommodate lower level employees, capacitate and enable them to provide vital input into the communications of the organisation in order to intensify the making of informed decisions. This might also improve the conditions of Gender Links than it was before. The managers should avoid downward dominated communication with formal communication structures to allow interactive communication. Thus the management should maintain a climate conducive to initiate upward communication. The management should also give more responsibility to junior employees to take over, discussions should also be facilitated instead of giving instructions or orders. This way the subordinates will also get a platform to give more feedback instead of just being receivers of the information. Therefore, two-way communication must be encouraged instead of a top to bottom approach.

Apart from receiving information about their work, employees also need to be informed about the external environment about the organisation such as information about the government that affect Gender Links, the sector in which Gender Links operates in, among others. At the same time, such limitations may result in employees not feel integrated into the organisation. As a result, they morale might decrease which may also affect productivity. Therefore, Gender Links needs to expand its horizons through informing employees about its external environment as their internal operations are mostly guided by the external environments. It might

also be difficult for Gender Links to fully account for its activities to the governing bodies and donors if the employees are not well informed about the bigger environment which might diminish its operations.

The use of sixteen communication channels out of seventeen channels must also be revised as it is not feasible although some are mostly preferred over others. Even though Gender Links uses all these channels to customise the needs of its employees, narrowing these channels to the common information needs of the majority of its employees might help to improve their effectiveness. As mentioned in literature, such use of relevant and reasonable amount of media channels might result in reducing challenges of information overload which diminishes clarity and creates additional demands to employees and time limitations. Once this is done, Gender Links employees may feel more motivated and enthusiastic about the work. In addition, the use of such formal structures may be a problem also when it comes to conflict handling between management and lower level employees. This means such conflict may continue to exist as the employees might not feel very comfortable to share their bad experiences with their managers with the fear of being fired. In such cases, staff turnover or problem of unwelcoming environment might emanate.

In addition, grapevine should be encouraged to allow the most crucial concerns of the employees to be shared as employees may not feel very free to share their grievances with the management. This way, Gender Links might be able to effectively address such concerns as they will know what exactly the employees are not happy about. At the same time, this might reduce staff turnover, increase production and improve employee loyalty. In addition, Gender Links should consider introducing newsletters to convey information to its staff about other employees. This was, employees may be able to compare their work with other and see the need to put more effort if needs be hence they may feel stimulated.

5.3.2 Need for continuous improvement in all aspects

Gender Links employees must prioritise messages into high, medium and low categories so that they can manage the demands very well as soon as information that has been received. In addition, employees should be trained on how to send adequate messages that are clear through e-mail. They must also be educated on how to choose channels of communication according to their ability to carry messages. This may reduce the problems of information overload and it may reduce additional demands especially on the management who ends up summarising such messages in order to add clarity. At the same time, once staff are continuously trained on how to send relevant and clear information, even the diverse workforce might learn quickly and improve themselves.

Similarly, Gender Links should continuously train its staff to use online channels so that they will be able to access or send information using online communication channels.   Even though they are always trained, the management should not wait for such problem to emanate, it has to continuously train and empower them so that they remain abreast with the current technological trends so that they can be able to effectively use online channels of communication.

5.3.3 Formalising WhatsApp

In line with the above findings, the management should include WhatsApp in Gender Links communication policy as one of the channels that every employee is mandated to use and response to at any given time even after working hours. This is because WhatsApp is one of the most preferred channels because of its ability to relay quick and urgent information. As supported in literature, organisation should use channels that are relevant to them. Therefore, even though WhatsApp is informal, it still

remains very relevant to Gender Links communications. As such its formalisation might reduce the problem of employees missing critical information especially after working hours.

5.4 Limitations of the study

The limitations of this research study emanated from the chosen non-governmental organisation, Gender Links. Gender Links was selected from a theoretical sampling method (David & Sutton 2004:152), hence its appropriateness to the study was the major factor in its selection. Following this, Gender Links lies within the NGO Sector. Thus the limitations here include the fact that this study was conducted at one branch, Gender Links head office in Johannesburg and not the other branches as a result of the focus of the study.

The study also included only the employees and management of Gender Links Head office branch in Johannesburg and did not include any other employees or management from other branches due to the focus of the study. This posed limitations on the generalisability of the study because the sample was relatively small. The sample size for interviews was also another limitation as interviews were conducted to only two managers which might also have made it difficult to generalise the results. Therefore, the inclusion of other employees at Gender Links' other branches may provide a deeper understanding to the employees' perceptions and attitude towards internal communication satisfaction with media quality, channel selection and technology. This may also help with future researchers.

Another limitation is that, it would have been ideal to be able to give a detailed comment on the significance of gender representation, especially for an organisation like Gender Links as the only test that was done in this regard (Mann-Whitey U Test) revealed no significant differences as reported in 4.5.5. Therefore, it is a limitation of this study that relevant gender-issues were not addressed.

6. GENERAL CONCLUSION

The researcher conducted this study aiming to assess Gender Links employees' perceptions and attitudes towards internal communication satisfaction with media quality, channel selection and technology. A qualitative and quantitative study with a descriptive and exploratory design was conducted.

A simple random sampling method whereby Gender Links employees who were 21 years and above and who have been working at Gender Links in Johannesburg was chosen for the study. In addition, a purposive sampling method whereby two Gender Links senior managers with vast experience in using communication channels and knowledge about the nature of these communication channels were also selected alongside all internal communication content used within the month of January 2020.

From the analysis of the findings of the questionnaire adopted from the Downs and Hazen's original Communication Satisfaction Questionnaire, it was indisputable that the most noteworthy indicator of internal communication satisfaction was technology, a sub-construct of media quality where online channels convey adequate and clear messages which are also reliable during internal interaction. Based on the findings, undoubtedly and in overall, it can be concluded that Gender Links employees are satisfied with internal communication with media quality.

However, Gender Links employees seems to be satisfied with the general communication at the organisation, particularly with media quality, channel selection and technology. They also seem to be satisfied with the formality and control of certain communication channels such as staff meetings, emails and written directives. However, they showed dissatisfaction with information overload from emails, invasion of personal life from WhatsApp, diversity challenges such as language and educational levels as well as the need for information about wider organisational issues. They are also experiencing dissatisfaction with a couple of communication aspects which include inability to use technological online

communication channels and information overload. This impact on the communication needs of Gender Links' diverse employees.

Recommendations are drawn to address the communication aspects that were regarded as unsatisfactory by Gender Links employees. Therefore, internal communication satisfaction goals would only be achieved if both the management and lower level employees are equally involved and actively participate in all internal communication activities as they will also become managers of tomorrow.

LIST OF SOURCES CONSULTED

Afifi, WA. 2007. Nonverbal communication. In Whaley, BB. & Samter, W. (Eds), *Explaining communication. Contemporary theories and exemplars*. Mahwah, New Jersey: Lawrence Erlbaum.

Almalki, S. 2016. Integrating quantitative and qualitative data in mixed methods research-challenges and benefits. Journal of Education and Learning, 5(3):288–296.

Almaney, A. 1974. Communication and the systems theory of organization. *Journal of business communication*, 12(1):35–43.

Angelopulo, GC. 2002. A systems approach to public relations, in *Public relations in South Africa: A management reader*, edited by BA Lubbe & G Puth. Pietermaritzburg: Heineman:40–52.

Angelopulo, G.C. 2006. Communication integration. (*In* Barker, R. & Angelopulo, G. *eds.* Integrated organisational communication. Cape Town: Juta: 39-70.)

Babbie, E. 2016. The practice of social research. Boston: Cengage Learning.

Babbie, E & Mouton, JJ. 2001. The practice of social research. Oxford: Oxford University Press.

Ballings, M, Van den Poel, D & Bogaert, M. 2015. Social media optimisation: *Identifying an optimal strategy for increasing network size on Facebook*. Omega, 59, 15-25.doi: 10.1016/j.omega. (Accessed 24 October 2019).

Banerjee, S, Dasgupta, Y & Kim, Y. 2008. Buyer-supplier relationships and the stakeholder theory of capital structure. Journal of finance, 63(5):2507–2552.

Barker, R. 2006. Dynamics of Organisational Communication. (*In* Barker, R. & Angelopulo, G. *eds.* Integrated organisational communication. Cape Town: Juta.

Barker, R & Angelopulo, G. *eds.* 2006. Integrated organisational communication. Cape Town: Juta: 442.

Barker, LL & Gaut, DR. 2002. Communication. 8th ed. Boston, MA: Allan and Bacon.

Barker, R & Sutherland, K. 2013. Employer expectations of public relations graduates' transmedia storytelling proficiency. *PRism, 10*(1), 1-9. Retrieved from http://www.prismjournal.org/homepage.html. (Accessed 14 May 2019).

Barker, TL. 1999. *Doing social research*. Singapore: McGraw-Hill.

Battey, BW. 2010. Manual for job-communication satisfaction-importance (JCSI) questionnaire. United States of America: Xlibris.

Bausch, K. 2001. The emerging consensus in social systems theory. New York, NY: Kluwer Academic/Plenum.

Baxter, LA & Babbie, E. 2004. The basics of communication research. Belmont: Thomson Wadsworth.

Begley, J. 1999*. Understanding general systems theory*. Retrieved from http://www.ndcenterfornursing.org/wp-content/uploads/2013/01/General-Systems-TheoryThis-theory.pdf. (Accessed 8 August 2019).

Bell, J. 2007. Doing your Research Project: *A guide for the first-time researchers in*

education, health and social science. 4th edition. Open University Press.

Berg, BL. 1995. Qualitative research methods for the social sciences. 2nd ed. Boston: Allan and Bacon:252.

Berg, BL. 2007. Qualitative research methods for the social science. 7th ed. Boston: Allan Bacon.

Bertha Foundation Centre for Social Innovation and entrepreneurship. 2015. *A Guide to legal forms for social enterprise in South Africa.*

Blom, B. Speech delivered at the Nursing 2000 Conference, 4-6 September 2000.

Bowen, AG. 2009. Document analysis as a qualitative research method. Qualitative Research Journal, 9 (2): 27-40.

Bowers, JH & Courtright, JA. 1984. Communication research methods. Glenview: Scott, Foresman and Company.

Branston, K & Bush, L. 2010. The nature of online social good networks and their impact on non-profit organisations and users. *PRism, 7*(2), 1-14. Retrieved from http//:praxis.massey.ac.nz/prism_on-line_journ.html. (Accessed 14 October 2019).

Braun, S, Hernandez, BA, Kirchner A, Stegmann, S and Van Dick, R. (2019). Emails from the boss - curse or blessing? Relations between communication channels, leader evaluation, and employees' attitudes. International journal of business communication 56(1), 50-81. https://doi.org/10.1177/2329488415597516. (Accessed 15 April 2023).

Brewer, J & Hunter, A. 2006. Foundations of multi-method research: *Synthesizing styles.* Thousand Oaks: Sage:206.

Briones, R, Kuch, B, Liu, B, & Jin, Y. 2010. Keeping up with the digital age: How the American Red Cross uses social media to build relationships. *Public Relations Review, 37*(1), 37-43.doi: 10.1016/j.pubrev.2010.12.006.

Broom, GM. 2006. An open-systems approach to building theory in public relations. *Journal of Public Relations Research* 18(2):148-149.

Bryman, A. 2001. Social research methods. New York, NY: Oxford University Press.

Bryman, A. 2004. Social Research Method. 2nd Ed. New York, NY: Oxford University Press.

Bryman, A. 2008. 'Integrating quantitative and qualitative research: how it is done?'. Qualitative Research, Vol. 6, No. 1, pp. 97-113.

Buchanan, E & Luck, E. 2006. Non-profits and communications trends. Proceedings Australian &New Zealand Communication Association International Conference, 2006: Empowerment, Creativity and Innovation: *Challenging Media and Communication in the 21st Century*. Adelaide, Australia. Retrieved from http://www.adelaide.edu.au/anzca2006/conf_proceedings/buchanan_luck_commun ication_trends.pdf .(Accessed 15 November 2019).

Burns, N & Grove, SK. 2009. The practice of Nursing Research: *Appraisal, Synthesis, and Generation of Evidence*. 6th edition. Philadelphia: Saunders.

Burns, TJ & Deek, FP. 2010. A Methodology tailoring model for practitioner based information systems development informed by the principles of the general systems theory. *Conference proceedings: Conference on Information Systems Applied*

Research proceedings v3 n1524. Retrieved from http://proc.conisar.org/2010/pdf/1524.pdf. (Accessed 2 September 2019).

Caers, R, De Feyter, T, Couck, M, Stough, T, Vigna, C & Du Bois, C. 2013. Facebook: A literature review. *New Media and Society, 15*(6): 982-1002. doi:10.1177/1461444813488061.

Campbell, D, Lambright, K & Wells, CJ. 2014. Looking for friends, fans, and followers? Social media use in public and non-profit human services. *Public Administration Review*, 1-9.doi:10.1111/puar.12261. (Accessed 21 August 2019).

Carlson, JR & Zmud, RW. 1999. "Channel Expansion Theory and the Experiential Nature of Media Richness Perceptions." Academy of Management Journal, 42 (2): 153-170.

Carrière, J, Bourque, C & Bonaccio, S. 2007. The role of communication satisfaction as a mediator between an organization's internal communication systems and two job outcomes*: Job satisfaction and organizational commitment.* (Paper read at the ASAC conference, Ottawa, Ontario, USA, 2007).

Clampitt, PG. 2009. The questionnaire approach in Auditing Organizational communication, edited by O Hargie & D Tourish. New York, NY: Routledge:55–78.

Clampitt, PG & Downs, CW. 1993. Employee perceptions of the relationship between communication and productivity: A field study. *Journal of business communication*, 30(1):5–28.

Clampitt, PG and Girard, D. 1993. *Communication satisfaction: A useful construct?* New Jersey Journal of Communication 1(2):84-102.

Cleary, S. 2008. *Communication: A Hands-on Approach*. Landsdowne: Juta & Co, Ltd.

Coffman, J. 2004. Strategic communication audits. Prepared for the Communications Consortium Media Centre. From http://www.mediaevaluationproject.org/WorkingPaper1. (Accessed by Jones (2006) 12 October 2005 and by researcher 30 August 2018).

Cohen, R. 2004. Negotiating across cultures: *International communication in an interdependent world*. Washington, DC: United States Institute of Peace.

Creswell, JW. 2009. Qualitative, Quantitative and Mixed Methods Approaches. Thousand Oaks, CA: Sage.

Creswell, JW, Plano Clark, VL. 2011. Designing and conducting mixed methods research. 2nd edition. Thousand Oaks, CA: Sage.

Creswell, JW, Plano Clark, VL, Gutmann, M & Hanson, W. 2003. 'Advanced mixed methods research designs', in Tashakkori, A & Teddlie, C. (Eds): Handbook of Mixed Methods in Social and Behavioral Research, Sage, Thousand Oaks, CA.

Crino, MD & White, MC. 1981. Satisfaction in communication: An examination of the Downs-Hazen measure. *Psychological reports*, 49(3):831–838.

Curtis, L, Edwards, C, Fraser, KL, Gudelsky, S, Holmquist, J, Thornton, K, & Sweetser, KD. 2010. Adoption of social media for public relations by non-profit organizations. *Public Relations Review, 36*(1), 90-92. Retrieved from

http://ac.elscdn.com/S0363811109001738/1-s2.0-S0363811109001738-main.pdf?
_tid=746d9124-a3c7-11e2-9ddf
00000aab0f6b&acdnat=1365808962_d1470681c1de2b6e923beef80bc41793.(Acc
essed 2 December 2020).

Cutlip, SM, Center, H, Broom, GM & Du Plessis, DF. 2002. Essentials of effective
public relations: For Sub-Saharan Africa. Cape Town: Pearson.

Daft, RL & Lengel, RH. 1984. Information richness: *A new approach to manager
information processing and organization design.* In Staw M ,& LL. Cummings
(Eds.), Research in organizational behaviour (Vol. 6, pp. 19S233). Gmwich, CT: JAI.

Daft, RL & Lengel, RH. 1986. Organizational information requirements, media
richness and structural design. *Management science*, 32(5):554–571.

Daft, RL, Lengel, RH, & Trevino, LK. 1987. Message equivocality, media selection,
and manager performance: *Implications for information systems.* MIS Quarterly, 11:
353-364.

Dahnke, GL & Clatterbuck, GW. 1990. *Human communication theory and research*.
Belmont: Wadsworth.

Darlington, Y & Scott, D. 2002 Qualitative Research in Practice: Stories from the
field. Australia: Allen and Unwin.

David, M & Sutton, CD. 2004. Social research: The basics. London: Sage: 385.

Dayman, C & Holloway, A. 2002. Qualitative research methods. Oxford: Oxford
University Press.

Decrop, A. 1999. Triangulation in qualitative tourism research. Tourism Management, 20(1):157-161.

Devenyi, M (2016). The role of integrative strategic and tactics in HR negotiations. Strategic Management, 21(2)32-36. https://scindeks-clanci.ceon.rs/data/pdf/1821-3448/2016/1821-34481602032D.pdf . (Accessed 14 April 2023).

De Villiers, G & Carvallo, J. 2012. Mastering good governance. NPO and PBO registration. Retrieved from www.tshikululu.org.za. (Accessed 2 April 2019).

De Vos, AS, Strydom, H, Fouché, CB & Delport, CSL. 2011. Research at grass roots. For the social sciences and human service professions. Pretoria: Van Schaik.

De Waal, T, Pannekoek, J & Scholtus, S. 2012. The editing of statistical data: Methods and techniques for efficient detection and correlation of errors and missing values. WIREs Computational Statistics,4(2). Retrieved from https://doi.org/10.1002/wics.1194. (Accessed on 12 May 2020).

Dewey, J. 1934. Logic: The Theory of Inquiry. Henry Holt: New York.

Downs, CW. 1988. *Communication audits.* Glenview, IL: Scott Foresman.

Downs, CW & Adrian, AD. 2004. Assessing organizational communication: Strategic communication audits. New York: Guilford Press: 292.

Downs, CW & Hazen, MD. 1977. A factor analytic study of communication satisfaction. *The Journal of Business Communication* 14(3):63-73.

Du Plooy, GM. 2002. *Communication research: Techniques, methods and applications.* Lansdowne: Juta.

Edmond, G & Tilley, E. 2003. Beyond role play: Workplace theatre and employee relations. *Prism online journal* Available at: http://praxis.massey.ac.nz/fileadmin/praxis/papers/GEdmondETilleyPaper_20.pdf. (Accessed 12 September 2019).

Edmond, M. 2015. All platforms considered: Contemporary radio and transmedia engagement. *New Media and Society, 17*(9), 1566-1582. doi: 10.1177/1461444814530245.

Eisenberg, EM & Riley, P. 1988. Organizational symbols and sense making. In IM Goldhaber & GA Bamett (Eds.), Handbook of organizational communication (pp. 131-150). Norwood, NJ: A blex.

Eisenberg, EM & Riley, P. 2001. Organizational culture, in *The new handbook of organisational communication: Advances in theory, research and methods*, edited by FM Jablin & LL Putnam. Thousand Oaks, Calif: Sage:291–322.

Eyisi, D. 2016. The usefulness of qualitative and quantitative approaches and methods in researching problem solving ability in science education curriculum. Journal of education Practice, 7(15):91–100.

Felzer, T. 2010. Scanning-based human-computer interaction using intentional muscle contractions. Universal Access in Human-Computer Interaction Part II, (HCII'09). Springer: 309–318.

Fetters, MD & Molina-Azorin, JF. 2017. The Journal of mixed methods research starts a new decade: the mixed methods research integration trilogy and its dimensions. Journal of Mixed Methods Research, 11(3):291-307.

Fetters M. D., Molina-Azorin J. F. (2019). A checklist of mixed methods elements in articles submitted to advance the methodology of mixed methods research. Journal of Mixed Methods Research, 13(4), 411-413.

Fincham, JE. 2008. Response rates and responsiveness for surveys, and the journal. American Journal of Pharmaceutical Education. Retrieved from https://www.researchgate.net/publication/5366238. (Accessed 15 October 2020). Field, A. 2018. Discovering statistics using IBM SPSS for Windows. 5th edition. Los Angeles, LA: Sage.

Fontana, A & Frey, JH. 2000. The interview. From structured questions to negotiated text, in Handbook of Qualitative Research, edited by NK Denzin & YS Lincoln. London: Sage:645-672.

Fouché, CB. and Delport, CSL. 2005. Introduction to the research process. De Vos, AS, Strydom, H, Fouché, CB & Delport, CSL: 71-85.

Francis, D & Woodcock, M. 1994. *The audit of communication effectiveness: Exercise.* Hampshire: Gower. (Management audit series, title IV).

Galbraith, JR. 1977. Organisation Design, Reading MA: Addison-Wesley Publishing Co.

Gastrow, S. 2014. King III is contentious in the non-profit sector. *Inyathelo: The South African Institute for Advancement.* Retrieved from http://www.inyathelo.org.za/in-our-view/546-king-iii-is-contentious-in-the-non-profitsector. html. (Accessed 26 March 2019).

Gender Links.2018. Retrieved from http://www.genderlinks.org.za. (Accessed 21 March 2019).

Georgiou, I. 2007. *Thinking through systems*. Abington: Routledge.

Gillham, B. 2000. The research interview. London: Continuum.

Gravetter, FJ & Forzano, LB. 2006. Research methods for the behavioural sciences. 2nd ed. Belmont, CA: Thomson Wadsworth: 534.

Gray, J & Hopkins, H. 2014. Improving the measurement of communication satisfaction. Management communication quarterly, 17(3):425-448.

Gray, J & Laidlaw, H. 2004. Improving the measurement of communication satisfaction. Management Communication Quarterly 17(3):425-448.PRism 6(2): Retrieved from http://praxis.massey.ac.nz/prism_on-line_journ.html. (Accessed 16 November 2020).

Graziano, M A & Raulin, L M. 1993. Research Methods: A process of inquiry (second edition). HarperCollins College Publishers: 61-67.

Greeff, WJ. 2010. *Efficient communication of safety information: The use of internal communication by the Gautrain-project.* Potchefstroom: NWU. (Masters dissertation).

Greenwood, M & Van Buren, HJ. 2010. Trust and stakeholder theory: Trustworthiness in the organization-stakeholder relationship. *Journal of business ethics*, 95(3):425-438.

Gregory, A. 2000. Systems theories and public relations practice. *Journal of Communication Management* 4(2):266-277.

Gregory, A. 2007. Involving stakeholders in developing corporate brands: the communication dimension. *Journal of Marketing Management* 23(1-2):59-73.

Grunig, JE. 1975. A multi-systems theory of organizational communication. *Communication research*, 2(2):99–136.

Grunig, JE. *ed.* 2009. Excellence in Public Relations and communication management. New Jersey: Lawrence Erlbaum Associates:663.

Grunig, LA. 1997. Excellence in Public Relations (*In* Caywood, CL. *ed.* The handbook of strategic Public Relations & integrated communications. New York, NY: McGraw Hill:286-300).

Grunig, JE. 2009. Paradigms of global public relations in an age of digitalisation. https://www.prismjournal.org/uploads/1/2/5/6/125661607/v6-no2-a1.pdf. (Accessed 13 June 2021).

Guba, EG. 1981. Criteria for accessing the trustworthiness of naturalistic inquiries. Educational Technology Research and Development 29(2):75-91.

Hailey, J. 2006. *NGO leadership development*. Intrac Praxis Paper 10.
http://www.intrac.org/pages/en/about-us.html. (Accessed 12 May 2019).

Hammond, D. 2003. *The science of synthesis: Exploring the social implications of general systems theory*. Boulder, Colo: University Press of Colorado.

Heale, R, & Twycross, A. 2015. Validity and reliability in quantitative studies. Evidence Based Nursing, 18 (3):66–67.

Holtzhausen, L. 2014. Non-profit organisations bridging the communication divide in a complex South Africa. *Public Relations Review* 40(2):286-293.

Holtzhausen, DR & Zerfass, A. 2013. Strategic communication: Pillars and perspective of an alternative paradigm, in Public relations and communication management. Current trends and emerging topics, edited by K Sriramesh, A Zerfass & JY Kim. New York: Routledge:281-302.

Hon, L & Grunig, JE. 1999. *Guidelines for measuring relationships in public relations*. (Commission of the Institute for public relations commission on PR measurement andevaluation,Gainesville,Florida).Available:http://www.instituteforpr.org/wpcontent /uploads/Guidelines_Measuring_Relationship s.pdf (Accessed on 19 October 2019).

Hopper, M. 2009. *Communication satisfaction, job satisfaction, organisational commitment and the intention to leave*. Waikato: University of Waikato. (Masters dissertation).

Hou, Y & Lampe, C. 2015. Social media effectiveness for public engagement: Examples of small non-profits. *CHI201:*1-10. Research gate. doi:10.1145/2702123.2702557.

http.www.governance.org.zawp-contentuploadsNPO-Code-Web-Version.pdf. (Accessed 14 March 2019).

Independent Code of Governance for Non-Profit Organisations in South Africa. 2012.Cape Town: The Working Group. http.www.governance.org.zawp-contentuploadsNPO-Code-Web-Version.pdf. (Accessed 4 April 2019).

Ingenhoff, D & Koelling, A. 2009. The potential of Web sites as a relationship building tool for charitable fundraising NPOs. *Public Relations Review*, 35(1), 66-73. doi: 10.1016/j.pubrev. (Accessed 23 November 2019).

Institute of Directors of Southern Africa (IoDSA). 2013. *Practice Notes: A guide to the application of King III for non-profit organisations.*
http://c.ymcdn.com/sites/www.iodsa.co.za/resource/collection/24CB4885-33FA-4D34-BB84-E559E336FF4E/King_III_A_guide_to_the_application_for_nonprofit_ organizations.pdf. (Accessed 9 April 2019).

Institute of Directors of Southern Africa (IoDSA). 2016a. *Draft King IV Report on Corporate Governance.* https://c.ymcdn.com/sites/iodsa.siteym. com/resource/resmgr/King_IV/King_IV_Report_draft.pdf. (Accessed 15 April 2019).

Institute of Directors of Southern Africa (IoDSA). 2016b. *Sector supplement: Supplement for non-profit organisations.*
http://www.iodsa.co.za/page/KingIVsectorsupp. (Accessed 19 April 2019).

Institute of Directors of Southern Africa (IoDSA). 2017. *King IV Report on Corporate Governance.* http://www.adamsadams.com/wp-content/uploads/2016/11/King-IV-Report.pdf. (Accessed 21 April 2019).

Inyathelo: The South African Institute for Advancement. 2010. *Governance practices of national non-profit bodies and national networking organisations in SA.*
http://inyathelo.org.za/knowledge-services/inyathelo-publications/view-allpublications-for-download/item/governance-practices-of-national-non-profit-bodiesand-national.html. (Accessed 18 August 2019).

Inyathelo: The South African Institute for Advancement. 2014. *A new NPO Act for South Africa: The implications of the proposed new policy framework for South African civil society.* http://inyathelo.org.za/images/publications/nporeportsum.pdf. (Accessed 18 August 2019).

Inyathelo: The South African Institute for Advancement. 2016. *Independent Code of Governance for Non-Profit Organisations in South Africa.* http://www.governance.org.za/the-independent-code/. (Accessed 18 August 2019).

Jaafar, NA and Ainini, N. 2015: Special Issue: International Conference on Applied Sciences & Industrial Technology 2015 (Vol. 44 No. 3). Retrieved from https://jms.mabjournal.com/index.php/mab/issue/view/33. (Accessed 22 August 2019).

Javadi, M & Zarea, K. 2016. Understanding thematic analysis and its pitfalls. Journal of Client Care, 1(1): 33–39.

Jenkins, H. (2004). The cultural logic of media convergence. *International Journal of Cultural Studies, 7*(1), 33-43. doi:10.1177/1367877904040603.

Jenkins, H. 2006. *Convergence Culture: Where Old and New Media Collide*. New York University Press. New York.

Johnson, C, Onweugbuzie, J & Collins, KMT .2004. Qualitative analysis techniques for the review of the literature. New Orleans, LA: 214.

Jones, C. 1991. Qualitative interviewing, in the Handbook for Research Students in the Social Science, edited by G Allan & C Skinner. London: The Falmer Press.

Jones, CT. 2006. *In search of communication satisfaction at the State Bar of Georgia*. Unpublished Masters Dissertation: Georgia State University.

Jooste, K. (ed). 2009. Leadership in Health Services Management. 2nd edition. Cape Town: Juta.

Jooste, K. 2010. The principles and practice of nursing and health care. Pretoria: Van Schaick Publishers.

Julie, F. 2010. The roots of the NGO crisis in South Africa: A look beyond the surface. International Journal of Civil Society Law 8(1):8-28.

Kaplan RS. 2001. Nonprofit Management and Leadership,11(3), Jossey-Bass.A publishing unit of John Wiley & Sons Inc.

Katz, D & Kahn, RL. 1978. The social psychology of organizations. 2nd edition. New York, NY: Wiley.

Kenix, L. 2008. Nonprofit organizations' perceptions and uses of the Internet. *Television and New Media, 9*(5), 407-428. doi:10.1177/1527476408315501. Retrieved from http://www.prismjournal.org/homepage.html. (Accessed 4 June 2019).

Kent, M & Taylor, M. (1998). Building dialogic relationships through the world wide web. *Public Relations Review, 24*(3), 321-334.doi:10.1016/S0363-8111(99)80143X.

Keyton, J. 2006. Communication research: Asking questions, finding answers. 2nd ed. Boston, MA: McGraw-Hill. 357p.

Kim, J & Hammick, J. 2013. Corporate communication on Twitter: Relationship effects on audience behaviour. PRism 9(1): http://www.prismjournal.org/homepage.html. (Accessed 23 June 2019).

Kim, D, Chun, H, Kwak, Y, & Nam, Y. (2014). The employment of dialogic principles in website, Facebook, and twitter platforms of environmental nonprofit organizations. *Social Science Computer Review, 32*(5), 590-605. doi:10.1177/0894439314525752.

Koschmann, M. 2007. Communicative study of stakeholder relationships in the non-profit sector: A conceptual foundation. *National Communication Association*:1-27.

Koschmann, MA. 2008. Communication in collaborative interorganisational relationships: A field study of leadership and stakeholder participation. Unpublished Doctoral thesis. Austin: University of Texas.

Kurtyka, J. 2005. A systems theory for business intelligence. *DM Review*, 15(12):30-34.

Lai, C & Lin. S. 2017, *The International Encyclopaedia of Organisational Communication.* doi: 10.1002/9781118955567.wbieoc203. (Accessed 9 April 2023).

Ledingham, JA & Bruning, SD. 2000a. A longitudinal study of organization-public relationship dimensions: Defining the role of communication in the practice of relationship management, in *Public relations as relationship management*, edited by JA Ledingham & SD Bruning. Mahwah, NJ: Lawrence Erlbaum:55-70.

Ledingham, JA & Bruning, SD (eds)*. 2000b. Public relations as relationship management: A relational approach to the study and practice of public relations.* Mahwah, NJ: Lawrence Erlbaum.

Leedy, PD & Ormrod, JE. 2015. Practical Research: Planning and Design. 11th edition. Pearson Education Limited, England.

Lewis, JJ. 2009. About.com. 2009: Zora Neale Hurston Quotes. http://womenshistory.about.com/od/quotes/a/zn_hurston.htm. (Accessed 19 November 2016)

Likert, RL. 1967. *The human organization.* New York, NY: McGraw-Hill.Pdf. (Accessed 12 May 2022).

Lim, FP. 2017. An Analysis of Synchronous and Asynchronous Communication Tools in E-learning. (Volume 143). Retrieved from https://www.researchgate.net/profile/Francis-Lim-3?enrichId=rgreq e0adcd997dabe932eef18a7fa63f52b5XXX&enrichSource=Y292ZXJQYWdlOzMxM zY3MzQ1ODtBUzo3MTcwMzU4OTgxNjMyMDJAMTU0Nzk2NjA4ODYzOA%3D%3 D&el=1_x_5&_esc=publicationCover .(Accessed 14 July 2021).

Lin, YI. 2001. Assessing the applicability of integrated communications: A systemic approach. Journal of Integrated Communications 2000-2001:46-51.

Lincoln, YS & Guba, EG. 2000. Paradigmatic controversies, contradictions and emerging confluences, in Handbook of Qualitative Research, edited by NK Denzin & YS Lincoln. London: Sage:163-188.

Lindlof, TR & Taylor, BC. 2011. Qualitative communication research methods. London: Sage.

Littlejohn, SW. 2002. *Theories of human communication.* 7th ed. Belmont: Wadsworth.

Littlejohn, SW & Foss, KA. 2005. Theories of human communication. 8th ed. Canada: Thomson Wadsworth: 388.

Lovejoy, K & Saxton, G. 2012. Information, community, and action: How non-profit organizations use social media. Journal of Computer-Mediated Communication, 17(3), 337-353.doi:10.1111/j.1083-6101.2012.01576. x. (Accessed 2 July 2019).

Lovells, H. 2015. *PBOs, NPOs and NPCs.* http://www.lexology.com/library/detail.aspx?g=0fc85774-b458-4da1 813ea181de4b082. (Accessed 3 March 2019).

Macnamara, J. 2010. Public relations and the social: how practitioners are using, or abusing, social media. *Asia Pacific Public Relations Journal, 11*, 21-39. Retrieved from http://www.deakin.edu.au/arts-ed/apprj/articles/11-macnamara.pdf. (Accessed 23 August 2019).

Macnamara, J & Zerfass, A. 2012. Social media communication in organizations: The challenges of balancing openness, strategy, and management. *International Journal of Strategic Communication, 6*(4), 287-308. doi:10.1080/1553118X.2012.711402. (Accessed 23 August 2019).

Mansour, N. 2015. Science teacher's views and stereotypes of religion, scientists and scientific research: a call for scientific-science teacher partnership to promote inquiry based learning. International Journal of Science Education, 37(11):1767–1794.

Mawlood, BH. 2017. Pragmatic approach to research. [0]. Available: https://www.slideshare.net/pragmaticapproachtoresearch.170227210104.pdf. (Accessed 12 April 2023)

Men, L.R. (2014), "Strategic internal communication: transformational leadership, communication channels, and employee satisfaction", Management Communication Quarterly, Vol. 28 No. 2, pp. 264-284.

Miller, K. 2001. Quantitative research methods, in New handbook of organisational communication, edited by J. Fredrik and L. Putnam. Thousand Oaks: Sage: 137-160.

Miller, K. 2006. Organizational communication: Approaches and processes. 4th ed. United States of America: Thomson Wadsworth: 364.

Mohamed, S. 2002. Safety climate in construction site environments. *Journal of construction engineering and management*, 128(5):375–385.

Morse, JM, Barret, M, Mayan, M, Olson K & Spiers, J. 2002. Verification strategies for establishing reliability and validity in qualitative research. International Journal of Qualitative Methods 1(2):13-22.

Mouton, J. 1996. Understanding social research. Pretoria: Van Schaik.

Mouton, J. 2001. Understanding social research. Pretoria: Van Schaik.

Mulej, M. 2007. Systems theory: A worldview and/or a methodology aimed at requisite holism/ realism of humans" thinking, decisions and action. *Systems research and behavioural science*, 24(3):347–357.

Muller, ME, Bezuidenhout, MC & Jooste, K. 2006. *Healthcare Service Management*. Cape Town: Juta.

Muller, ME. 2009. *Nursing Dynamics*. 4th edition. Sandton: Heinemann.

Naude, AME & Le Roux, T. 2005. C*ommunicating with diversities: Gender issues in the South African mining industry.* (Paper read at the 12th International World PR Festival op 28-30 June 2005.) Trieste, Italy. 31p. (Unpublished).

Neuman, WL. 2011. Social Research methods. Qualitative and Quantitative approaches. Pearson Education Limited.

Nielson, L. 2015. Screen Wars: The battle for eye space in a TV-everywhere world. The Nielson Company. Retrieved from http://www.nielsen.com/content/dam/corporate/us/en/reportsdownloads/2015-reports/nielsen-global-digital-landscape-report-march-2015.pdf. (Accessed 23 August 2019).

Nicotera, AM (2019). Origins and traditions of organisational communication. A comprehensive introduction to the field. Routledge, New York. https://books.google.co.za/books?hl=en&lr=&id=DQadDwAAQBAJ&oi=fnd&pg=PT7&dq=2.%09Nicotera,+AM+(2019).+Origins+and+traditions+of+organisational+communication.+A+comprehensive+introduction+to+the+field.+Routledge,+New+York (Accessed 7 April 2023).

Nowell, LS, Norris, JM & White, DE. 2017. Thematic analysis: striving to meet the trustworthiness criteria. International Journal of Qualitative methods, 16(1):1–13.

O'Neil, J & Schieffer, B. 2014. An examination of fortune 500 companies' and philanthropy 200 nonprofit organizations' relationship cultivation strategies on Facebook. *Public Relations Journal, 8*(1). Retrieved from http://www.prsa.org/Intelligence/PRJournal/Vol8/No1/. (Accessed 29 June 2019).

Padaki, V. (2007). The Human Organisation: Challenges in NGOs and development programmes. Development Practice, Volume 17, Number 1. Routledge: Taylor and Francis Group.

Pammet, J. 2015. Digital diplomacy as transmedia engagement: Aligning theories of participatory culture with international advocacy campaigns. New Media and Society, 1-17. doi:10.1177/1461444815577792.

Park, H & Lee, H. (2013). Show us you are real: The effect of human-versus-organizational presence on online relationship building through social networking sites. *Cyberpsychology, Behaviour, and Social Networking, 16(*4):265-271. doi:10.1089/cyber.2012.0051.

Parveen, F, Jaafar, NI & Ainin, S. 2015. Social media usage and organizational performance: Reflections of Malaysian social media managers. *Telematics and Informatics, 32 :* 67-78.

Patel, L. 2012. Developmental social policy social welfare service and the non-profit sector in South Africa. *Social Policy & Administration* 46(6):603-618.

Patton, M. 1990. *Qualitative evaluation and research methods.* Beverly Hills, CA: Sage.

Patton, M. 2002. *Qualitative research & evaluation methods.* Beverly Hills, CA: Sage.

Pearson, R. 1990. Ethical values or strategic values? The two faces of systems theory in public relations. *Public Relations Research Annual* (2):219-234.

Polit, D & Beck, CT. 2008. Nursing Research: Generating and Assessing Evidence for Nursing Practice. Lippincott Williams and Wilkins.

Rapoport, A. 1975. Modern systems theory – An outlook for coping with change, in *General systems theory and human communication*, edited by BD Ruben & JY Kim. New Jersey: Hayden Book Company:33-51.

Rensburg, R. 2002. Public Relations communication media. (In Lubbe, B.A. & Puth, G., eds. Public Relations in South Africa: A management reader. Pietermaritzburg: Heineman:142-167).

Rensburg, R. 2003. Public Relations in South Africa: From rhetoric to reality. (*In* Sriramesh, K & Verčič, D. *eds.* 2003. The global Public Relations handbook: Theory, research and practice. Mahwah, NJ: Lawrence Erlbaum: 145-178).

Rice, RE. 1992. Task Analyzability, Use of new media and effectiveness: A Multi-site exploration of Media Richness. School of Communication, Information and Library study, Rutgers University, New Brunswick: New Jersey.

Robert, LP & Dennis AR. 2005. Paradox of Richness: A Cognitive Model of Media Choice.http:www.researchgate.net/publication/3230351. Access 15 August 2021.

Rousseau J & Fourie, J. 1978. Poverty in Africa: Melting the Golden Curtain. Journal of Leadership and organisational studies. http://doi.org/101177/107179190501100209. (Accessed 16 April 2022).

Rubin, RB, Palmgreen, P & Sypher, HE (eds). 2004. *Communication research measures: A sourcebook*. Mahwah, NJ: Lawrence Erlbaum.

Rubin, RB, Rubin, AM & Piele, LJ. 2000. Communication research: Strategies and sources. 5th ed. Belmond, CA: Wadsworth:317.

Salkind, NJ. 2010. Encyclopaedia of Research Design. Available from: https://methods.sagepub.com/reference/encyc-of-research-design/n159.xml. (Accessed 1 May 2021).

Samoilenko, S. 2008. Information systems fitness and risk in IS development: Insights and implications from chaos and complex systems theories. *Business and economics*, 10(3):281–292.

Sangonet Pulse. 2003. *SANGOCO Code of Ethics for NGOs (1997).* http://www.ngopulse.org/article/sangoco-code-ethics-ngos-1997. (Accessed 21 March 2019).

SANGONeT. (2018). Retrieved July 23, 2018 from SANGONeT: http://www.ngopulse.org/about. (Accessed 21 July 2018).

Saxton, G & Waters, R. 2014. What do stakeholders like on Facebook? Examining public reactions to nonprofit organizations' informational, promotional, and community-building messages. *Journal of Public Relations Research, 26*(3), 280-299. doi:10.1080/1062726X.2014.908721.

Scholes, E. *ed.* 1999. Guide to internal communication methods. Hampshire: Gower:156.

Seidman, I. 2013. Interviewing as qualitative research: a guide for researchers in education and the social sciences. 4th edition. New York, NY: Teachers college press.

Sitkin, SB, Sutcliffe, KM & Barrios-Choplin, JR. 1992. A Dual-Capacity model of communication media choice in organizations. *Human communication research*, 18(4):563-598, Jun. Available: Business search premier.

Skyttner, L. 1996. General systems theory: origin and hallmarks. Kybernetes 25(6):16-22.

South Africa Department of Social Development. 2001. Codes of Good Practice for South African Non-profit Organisations (NPOs). http://www.dsd.gov.za/npo/index.php?option=com_docman&task=cat_view&gid=5 2&Itemid=116. (Accessed 20 March 2019).

South Africa. Department of Social Development. 2013. State of South-African registered non-profit organisations. http://www.dsd.gov.za/npo/index2.php?option=com_docman&task=doc_view&gid= 159&Itemid=39. (Accessed 26 March 2019).

South Africa, Government Gazette. 1997. Non-profit Organisations Act. http://www.dsd.gov.za/npo/index.php?option=com_docman&task=cat_view&gid=5 2& Itemid=116. (Accessed 18 March 2019).

Sriramesh, K., Tkalac Verčič, A. & Vercic, D. (2020). A world in crisis: The role of public relations. Corporate Communications: An International Journal, 25(1), 1–2. doi:10.1108/CCIJ-02-2020-132 St John, I., B. & Pearson, Y. E.

Statistics South Africa. 2014. *South African Non-Profit Institution Classification (SANPIC) 2013*. Statistics South Africa. Pretoria.

http://www.statssa.gov.za/wp-content/uploads/2014/05/2014-04-04_SANPIC-2012_FINAL.pdf. (Accessed 15 March 2019).

Statistics South Africa. 2015. *Statistics of the non-profit sector for South Africa, 2012.* Statistics South Africa. Pretoria.

Steinberg, S. 2007. *An Introduction to Communication Studies.* Cape Town: Juta & Co. Ltd.

Steyn, B & Puth, G. 2000. Corporate communication strategy. Sandown: Heinemann. 241p.

Stuart, L. 2013. The South-African non-profit sector: Struggling to survive, needing to thrive. *Consultancy Africa Intelligence.*
http://www.consultancyafrica.com/index.php?option=com_content&view=%09articl e&id=%20%091258:the-south-african-non-profit-sector-struggling-to-%09surviveneeding-to-thrive-%09&catid=57:africa-watch-discussion-%09papers&Itemid=263. (Accessed 3 May 2019).

Svensson, P, Mahoney, T & Hambrick, M. 2014. Twitter as a communication tool for nonprofits: A study of sport-for-development organizations. Nonprofit and Voluntary Sector Quarterly, 1-21. doi:10.1177/0899764014553639. (Accessed 3 August 2019).

Swilling, M & Russell, B. 2002. *The Size and Scope of the Non-profit Sector in South Africa.* Graduate School of Public and Development Management (P&DM), University of the Witwatersrand and The Centre for Civil Society, University of Natal.

Taylor, S. H., & Ledbetter, A. M. (2017). Extending media multiplexity theory to the extended family: Communication satisfaction and tie strength as moderators of violations of media use expectations. New Media and Society, 19, 1369–1387.

Tashakkori, A & Teddie, C. 1998. Mixed Methodology: Combing Qualitative and Quantitative Approaches. London: Sage.

Tashakkori, A & Teddie, C. 2002. Handbook of Mixed Methods. London: Sage.

Terre Blanche, M, Durrheim, K & Painter, D. 2006. Research in Practice: applied methods for the social sciences. 2nd edition. Cape Town: University of Cape Town Press.

Tkalac Verčič, A., Sinčić Ćorić, D. and Pološki Vokić, N. (2021), "Measuring internal communication satisfaction: validating the internal communication satisfaction questionnaire", Corporate Communications: An International Journal, Vol. 26 No. 3, pp. 589-604. https://doi.org/10.1108/CCIJ-01-2021-0006

Tkalac Vercic, A and Spoljaric, A. (2020), "Managing internal communication: how the choice of channels affects internal communication satisfaction", Public Relations Review, Vol. 46 No. 3,101926.   DOI: 10.1016/j.pubrev.2020.101926. (Accessed 2 April 2023)

Toledano, M. 2010. Professional competition and cooperation in the digital age: A pilot study of New Zealand practitioners. *Public Relations Review, 36*(3): 230-237.

Trevino, KR, Lengel, W & Daft, R. 1987. Media Symbolism, "Media Richness and Media Choice in Organisations: A symbolic Interactionist Perspective", Communication Research, 14,5: 553-575.

Tsai, MT, Chuang, SS & Hsieh, WP. 2009. An integrated process model of communication satisfaction and organizational outcomes. *Social Behaviour and Personality: An international journal* 37(6):825-834.

Turbanti, G (2022) Philosophy of Communication, Palgrave Philosophy today. https://link.springer.com/chapter/10.1007/978-3-031-12463-1_14. (Accessed 7 April 2023).

University of South Africa. Department of Communication Science. 2006. The research proposal module Tutorial Letter 101/0/2018 for MPCHS92. Pretoria.

University of South Africa. Department of Communication Science .2018. Guide and Procedures for Master's students Tutorial Letter 101/0/201301/0/2018 for MPCHS92, DFCOM95, DPCHS02 and TFCO05. Pretoria.

UNISA Policy on Research Ethics. 2016. https://www.unisa.ac.za/.../Policy-on-Research-Ethics-rev-appr-Council-20.09.2013. (Accessed July 2018).

Van Staden, E, Marx, S & Erasmus-Kritzinger, L. 2002. *Corporate communication: Getting the message across in business*. Pretoria: Van Schaik.

Von Bertalanffy, L. 1968. *General system theory: Foundations, development, applications*. New York, NY: George Brazillier.

Von Bertalanffy, L. 1972. The history and status of general systems theory. *The Academy of Management Journal* 15(4):407- 426.

Wadsworth, Y. 2007. Is it safe to talk about systems again yet? Self-organising processes for complex living systems and the dynamics of human inquiry. *Systematic practice and action research*, 21(2):153-170.

Wagner, C, Kawulich, K and Garner, M. 2012. Doing social research: a global context. London: MacGraw-Hill.

Walby, S. 2007. Complexity theory, systems theory, and multiple intersecting social inequalities. *Philosophy of the social sciences*, 37(4):449–470.

Walliman, N. 2005. Your research project. SAGE Publications Ltd.

Warner, T, Abel, A & Hachtmann, F. 2014. Empowered and engaged: Exploring social media best practices for non-profits. *Faculty Publications, College of Journalism and Mass Communications, 1*(4), 1-13. Retrieved from http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1084&context=journalism facpub. (Accessed 13 July 2019).

Waters, RD. 2011. Increasing fundraising efficiency through evaluation: Applying communication theory to the non-profit organisation-donor relationship. *Non-profit and Voluntary Sector* Quarterly 40(3):458-475.

Watkins, A. 2016. A practical guide for researchers for the presentation of written presentations of academic research. Cape Town. Lavender Moon.

Wiencek, N. 2014. Raising money on the web: Relationship-building features that contribute to non-profit fundraising success. *PRism, 11*(2), 1-14. Retrieved from http://www.prismjournal.org/fileadmin/11_2/Wiencek.pdf. (Accessed 3 June 2019)

Wiggill, MN. 2014. Donor relationship management practices in the South African non-profit sector. *Public Relations Review* 40(2):278-285.

Williams, K, & Brunner, B. 2012. Using cultivation strategies to manage public relationships: A content analysis of non-profit organisations' websites. *PRism, 7*(2), 1-15. Retrieved from http://www.prismjournal.org/fileadmin/Praxis/Files/Journal_Files/Williams_Brunner. pdf. (Accessed 21 June 2019).

Wright, DK, & Hinson, MD. 2014. An Updated Examination of Social and Emerging Media Use in Public Relations Practice: A Longitudinal Analysis Between 2006 and 2014. The Public relations journal 8(2):1-35. Retrieved from https://www.researchgate.net/publication/290482403_An_Updated_Examination_o f_Social_and_Emerging_Media_Use_in_Public_Relations_Practice_A_Longitudina l_Analysis_Between_2006_and_2014. (Accessed 13 August 2019).

www.ggazzette.org. https://static.pmg.org.za/docs/090701ggazette.pdf. (Accessed 17 June 2019).

www.ngopulse. http://www.ngopulse.org. (Accessed 3 June 2019).

Wyngaard, RG. 2013. The South African NPO crisis – time to join hands. Sangonet Pulse.http://www.ngopulse.org/article/south-african-npo-crisis-time-join-hands (Accessed 30 May 2019).

Zhang, J. 2005. *A Comparative Study of NGOs in China and South Africa.* Unpublished Master's dissertation. University of the Western Cape: Cape Town.

Zwijze-Koning, K & De Jong, M. 2007. Evaluating the communication satisfaction questionnaire as a communication audit tool. *Management communication quarterly*, 20(3):261–282.

ANNEXTURE A - SURVEY QUESTIONNAIRE

Thank you for willing to complete this questionnaire.

The purpose of this study is to assess your experiences with internal communication with media quality at Gender Links. The questionnaire consists of three Sections. Section A covers bibliographical questions. Section B consists of general questions. Section C consists of statements about your experiences with internal communication and media quality at Gender Links.

Complete the questionnaire by putting an **X** in the box that represents your choice or type your answer in the box provided.

Participation is voluntary. Please make sure you have signed the consent form first attached to your questionnaire. Remember that if you cannot answer a statement or feel uncomfortable with it, you can leave it and go to the next one. You can also withdraw your consent after data is collected.

Please try to answer all questions as honestly as possible. Do not write your name on the questionnaire for confidentiality purposes. Collected data will be stored in a password protected computer and it will not be shared with an institution. It should take approximately **20** minutes to complete the questionnaire.

Please submit the completed version in the box provided in the Board room immediately after completion.

Key components being evaluated in this survey

. Communication climate

. Relationship to Superiors

. Organisational Integration

. Media quality

. Horizontal and Informal Communication

. Organisational perspective

. Relationship with subordinates

. Personal feedback

. Technology

SECTION A - BIBLIOGRAPHY

1.　　Age of respondents

2.　Sex

Male	1	

Female	2	

3. What is your highest qualification? Please indicate with an X in the box provided.

Matric	1		Post matric	2		Higher Certificate	3		Professional qualification	4	

Trade	5		Diploma	6		Degree	7		Post grad qualification		8	

SECTION B- GENERAL INFORMATION

4. How long have you been employed by Gender Links? | | | Years

5. What is your position in the organisation? | |

6. Which of the following internal communication channels used at Gender Links are you aware of? Please mark the channel(s) with an **X**. Remember, more than one channel can be marked.

1	Staff meetings		2	Memos		3	Departmental meetings	
4	Induction documents		5	Internal Posters		6	Emails	
7	Gender Links Website		8	Social media		9	Grapevine	
10	Newsletters		11	Internal magazines		12	Internal newspapers	
13	Annual reports		14	Intranet		15	Audio visual media	
16	Bulletins		17	Private created channels		18	Oral media	
19	Others							

7. Which of the internal communication methods identified below have you received information from? Please indicate with an **X** in the relevant box.

1	Staff meetings		2	Memos		3	Departmental meetings	

7. Which of the internal communication methods identified below have you received information from? Please indicate with an **X** in the relevant box.

4	Induction documents		5	Internal Posters		6	Emails	
7	Gender Links Website		8	Social media		9	Grapevine	
10	Newsletters		11	Internal magazines		12	Internal newspapers	
13	Annual reports		14	Intranet		15	Audio visual media	
16	Bulletins		17	Private created channels		18	Oral media	
19	Others							

SECTION C- Internal communication

The following statements are about your experiences with organisational internal communication. Please note that there is no wrong or right answer. Remember to give your opinion.

Please indicate the level of satisfaction by putting an **X** in the box of your choice.

8. Experiences with internal communication with	Very	Dissatisfied	Indifferent	Satisfied	Very
Communication climate					
1. Extent to which the amount of communication at Gender Links is good enough	1	2	3	4	5
2. Extent to which the attitudes towards communication at Gender Links are basically good	1	2	3	4	5

8. Experiences with internal communication with	Very	Dissatisfied	Indifferent	Satisfied	Very
3. Extent to which communication practices at Gender Links are adaptable to emergencies	1	2	3	4	5
4. Extent to which conflicts are handled appropriately through proper communication channels	1	2	3	4	5
5. Extent to which I receive in time the information needed to do my job	1	2	3	4	5
6. Extent to which Gender Links' communication are interesting and helpful	1	2	3	4	5
7. Extent to which Gender Links' communication makes me identify with it or feel a vital part of it	1	2	3	4	5
8. Extent to which people at Gender Links have great ability as communicators	1	2	3	4	5
9. Extent to which Gender Links' communication motivates and stimulates an enthusiasm for meeting its goals	1	2	3	4	5
10. Information about how my job compares with others at Gender Links	1	2	3	4	5
11. Information about Gender Links' policies and goals	1	2	3	4	5
Relationship to Superiors					
12. Extent to which the amount of supervision given to me at Gender Links is good enough	1	2	3	4	5
13. Extent to which my supervisor is open to ideas	1	2	3	4	5
14. Extent to which my supervisor trusts me	1	2	3	4	5

8. Experiences with internal communication with	Very	Dissatisfied	Indifferent	Satisfied	Very
15. Extent to which my supervisor offers guidance for solving job related problems	1	2	3	4	5
16. Extent to which my superiors know and understand the problems faced by subordinates	1	2	3	4	5
17. Extent to which my supervisor listens and pays attention to me					
Organisational integration					
18. Information about the accomplishments and failures of Gender Links	1	2	3	4	5
19. Information about Gender Links' financial standing	1	2	3	4	5
20. Information about benefits and pay at Gender Links	1	2	3	4	5
21. Information about the requirements of my job	1	2	3	4	5
22. Recognition of my efforts at Gender Links	1	2	3	4	5
23. Personal news at Gender Links	1	2	3	4	5
Media quality					
24. Extent to which oral media information is sufficient	1	2	3	4	5
25. Extent to which written directives and reports at Gender Links are clear and concise	1	2	3	4	5
26. Extent to which our meetings at Gender Links are well organised	1	2	3	4	5
Horizontal and informal communication					
27. Extent to which informal communication at Gender Links is active and accurate	1	2	3	4	5
28. Extent to which my work group is compatible	1	2	3	4	5

8. Experiences with internal communication with	Very	Dissatisfied	Indifferent	Satisfied	Very
29. Extent to which horizontal communication with other members at Gender links is accurate and free flowing	1	2	3	4	5
30. Extent to which grapevine is active at Gender Links	1	2	3	4	5
Organisational perspective					
31. Information about changes at Gender Links	1	2	3	4	5
32. Information about government action affecting Gender Links	1	2	3	4	5
33. Information about departmental policies and goals at Gender Links	1	2	3	4	5
Personal feedback					
34. Reports on how problems in my job are being handled	1	2	3	4	5
35. Information about how I am being judged at Gender Links	1	2	3	4	5
36. Information about progress in my job	1	2	3	4	5
Technology					
37. Extent to which social media communication at Gender Links is adequate	1	2	3	4	5
38. Extent to which online communication at Gender Links is clear	1	2	3	4	5
Relationship with subordinates *Answer the following only if you are a supervisor or a manager. Then indicate your satisfaction with an* **X**					

8. Experiences with internal communication with	Very	Dissatisfied	Indifferent	Satisfied	Very
39. Extent to which my subordinates feel responsible for initiating accurate upward communication	1	2	3	4	5
40. Extent to which my subordinates are receptive to evaluation, suggestions and criticism	1	2	3	4	5
41. Extent to which my subordinates expects my needs for information	1	2	3	4	5
42. Extent to which my subordinates are responsive to downward directive communication	1	2	3	4	5

END

Thank you for participating in this survey. I really appreciate your willingness and time.

For any queries, you can contact the Researcher :

Vimbai Mataruse

(0845323752/47254939@mylife.unisa.ac.za)

ANNEXTURE B – INTERVIEW GUIDE

Introduction

I want to thank you for agreeing to participate in the study. This study is expected to collect important information that could assist Gender Links to assess its employees' internal communication satisfaction with media quality. The research is mainly for my M.A research at UNISA and I will use data to write my dissertation on internal communications at Gender Links as an NGO. Participating in this study is voluntary and you are under no obligation to consent to participation. Are you ok with participating, will you sign my form to give me formal permission to use the information from our conversation for the research? You can also withdraw at any time, during and after the interview process. You are welcome to contact me up to two weeks from the interview date should you feel that you do not want your conversation to be used for the research.

Process

I will interview you in the boardroom for **40** minutes if that's ok with you. You just need to make yourself relaxed and comfortable. There are only eight questions which might include follow up questions. May I record the interview so that I will be able to get all details without interruptions, if that is ok with you?

Your name will not be recorded anywhere and no one, apart from the researcher and identified members of the research team will know about your involvement in this research and no one will be able to connect you to the answers you give. All the details are in the consent form if you are interested.

   a. **Interview- Questions**

1. What are your main sources of information at Gender Links?

(a) Would you mind clarifying?

(b) Oh, sounds interesting, do you consider these sources reliable?

(c) Tell me, why do you consider them reliable?

(d) Which of these sources are most reliable?

(e) Ok. From the reliable channels you have mentioned, which ones convey clearer

   messages?

(f) Which ones also convey adequate messages?

2. Which communication channels do you use at Gender Links – both the main
    channels and even the ones you rarely use?

(a) Oh really, is that all you use?

(b) Ok, any other channels you can think of besides the ones you have
    mentioned earlier?

3. What are your thoughts about using information and communication
    technology to share knowledge?

    (a) Would you mind naming the online communication channels that you
        use?

    (b) What about the social media channels that you also use?

(c) Ok, do you find technology to be useful in communication?

(d) Oh, sounds interesting, can you give me the advantages of using online and social media channels that you have noticed?

4. Would you mind telling me about the overall communication at Gender Links?

(a) Alright, what about communication between colleagues?

(b) Sounds good, what about communication with your subordinates?

(c) And communication with your superiors?

(d) Would you mind clarifying?

5. Tell me, do you also consider updating your subordinates about their progress in their work and appraisals?

(a) Ok, tell me, how do you communicate to staff about appraisals, work performance, progress and problems?

6. Ok, tell me a story of communication failure in Gender Links – a time when something went wrong during staff communication.

(a) Oh, what was the cause of the problem?

(b) Well, but how did you do resolve it?

(c) Would you mind explaining the measures you took to ensure the same problem will not be repeated?

(d) Wow, any other measures?

(e) Ok, tell me also a story of communication success in Gender Links- a time when communication was well implemented?

(f) Wow, what did you do to encourage such good work?

7. Tell me, are there any rules to be followed when communicating with other employees here at Gender Links?

8. If I may ask, do you think there is room for improving the way you communicate with staff?

(a) Excellent, what about the way management communicates with you - any room
for improvement?

(b) Well, would you mind giving examples?

Ending

Thank you for taking part in this interview and your time.

ANNEXTURE C- GENDER LINKS INTERVIEW TRANSCRIPTION

Transcription of interviews at Gender Links

Interview with Manager A

Communicator:	Message:
Researcher:	Good afternoon and how are?
Manager:	I am fine how are you?
Researcher:	I am fine thank you. My name is Vimbai Mataruse. I am a UNISA Masters of Arts in Communication Science final year student. Firstly, I want to thank you for agreeing to participate in this study. As you already know, I am here to conduct a research on internal communication satisfaction with media quality that could assist Gender Links to assess its employees' internal communication satisfaction with media quality. The research is meant for my Masters research at UNISA and I will only use the data to write my dissertation. Secondly, I just want to remind you that participation is voluntary and if you are fine with participation, you will sign this consent form to give me formal permission to use the information from our conversation for the research. You can also withdraw at any time during and after the interview process. Lastly, you can also contact me during the first two weeks of our conversation should you feel that you do not want your conversation to be used for the research. Is that ok?

May you also allow me to record our conversation so that I will not miss any detail and I won't be disrupted. Lastly, I will not make your name known if that is fine with you.

Manager: That's ok.

Researcher: What are your main sources of information at Gender Links?

Manager: Aaah occasionally, once or twice a week, we do meetings but meetings don't happen every day so there are verbal meetings which are face-to-face and we also use emails. When the CEO is away like now we use phone calls and skype to discuss urgent issues, and video also. We also use skype or zoom calls for meetings with our staff that will be off site. With that you can also ask for clarity and get feedback there and there. We also do these face –to-face meetings mostly to communicate urgent issues, discuss about projects or give instruction or feedback.

Researcher:

                Oh, it sounds interesting, do you consider these sources to be reliable?

Manager   Yeh, they are reliable because whatever you document on these emails remains paper trail and even in the case of verbal meeting like face-to- face meetings, there is a follow-up email that summarises everything that we discussed so again there is paper trail so we never had any issues with that.

Researcher:

Ok, sounds good. From the sources that you have just mentioned, which ones do you consider to be the most reliable?

ANNEXTURE D: PERMISSION LETTER TO CONDUCT INTERVIEWS AT GENDER LINKS

9 Derrick Avenue
Cnr Marcia Avenue
Cyrildene, 2198,
Johannesburg
South Africa
Tel: +27 11 029 0006/ 028 241
website addres: www.genderlinks.org.za

GENDER LINKS
FOR EQUALITY AND JUSTICE

To: Ms Vimbai Mataruse

Date: 02/10/2019

Ref: Communication Research at Gender Links

PERMISSION TO CONDUCT A COMMUNICATION RESEARCH AT GENDER LINKS

This letter serves as confirmation granting permission to Ms Vimbai Mataruse to conduct field research at Gender Links Head Quarters on 9 Derrick Avenue, Cyrildene, in Johannesburg in the third week of October 2019.

Permission is granted on the basis that data generated be published in the dissertation of which a copy will be made available to
Gender Links and information provided is held in strict confidence and to be used for research purposes only.

The protocols of Gender Links must be adhered to at all time while conducting the research.

For further details please contact Tarisai Nyamweda and Fanuel Hadzizi

Yours sincerely

Tarisai Nyamweda
Gender Links Media manager

ANNEXURE E: Iterative Reliability Analysis of the Sub-Scales

Table 4.3: Iterative Reliability Analysis for Communication climate (*n* = 57)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
8.1	40.13	21.743	.765	.874	.938
8.2	40.11	21.729	.750	.832	.939
8.3	40.24	22.369	.698	.764	.941
8.4	40.27	20.758	.871	.855	.934
8.5	40.20	20.607	.816	.879	.936
8.6	40.13	21.150	.837	.839	.935
8.7	40.36	21.828	.727	.575	.939
8.8	40.35	21.082	.859	.809	.934
8.9	40.22	21.285	.746	.685	.939
8.10	40.69	21.106	.655	.465	.943
8.11	40.40	20.948	.658	.574	.944
Cronbach's Alpha	**Mean**	**Variance**	**Std. Deviation**	**N of Items**	
.944	44.31	25.662	5.066	11	

The result obtained from the iterative reliability analysis of the Communication Climate Sub-scale (measured by eleven items) yielded a Cronbach Alpha of .94, indicating acceptable internal consistency reliability (Pallant, 2016:101-105).

Table 4.6: Iterative Reliability Analysis for Relationship to Superiors (*n* = 57)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
8.12	20.16	7.883	.928	.918	.967
8.13	20.14	7.652	.928	.885	.967
8.14	20.23	8.000	.876	.814	.972
8.15	20.16	8.065	.927	.880	.967
8.16	20.23	7.527	.933	.918	.966
8.17	20.23	7.636	.895	.877	.970
Cronbach's Alpha	**Mean**	**Variance**	**Std. Deviation**	**N of Items**	
.973	24.23	11.163	3.341	6	

The result obtained from the iterative reliability analysis of the Relationship to Superiors Sub-scale (measured by six items) yielded a Cronbach Alpha of .97, indicating acceptable internal consistency reliability (Pallant, 2016:101-105).

Table 4.4: Iterative Reliability Analysis for Organisational Integration (*n* = 57)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
8.18	19.07	6.940	.820	.801	.789
8.19	19.39	7.697	.651	.717	.829
8.20	18.45	9.379	.473	.318	.856
8.21	18.32	9.495	.661	.495	.833
8.22	18.75	8.845	.615	.670	.832
8.23	18.88	8.475	.692	.642	.818
Cronbach's Alpha		**Mean**	**Variance**	**Std. Deviation**	**N of Items**
.852		22.57	11.849	3.442	6

The result obtained from the iterative reliability analysis of the Organisational Integration Sub-scale (measured by six items) yielded a Cronbach Alpha of .85, indicating acceptable internal consistency reliability (Pallant, 2016:101-105).

Table 4.1: Iterative Reliability Analysis for Media quality (*n* = 57)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
8.24	8.19	1.909	.785	.618	.953
8.25	8.16	1.850	.884	.836	.875
8.26	8.18	1.790	.899	.848	.861
Cronbach's Alpha		**Mean**	**Variance**	**Std. Deviation**	**N of Items**
.929		12.26	4.019	2.005	3

The result obtained from the iterative reliability analysis of the Media quality Sub-scale (measured by three items) yielded a Cronbach Alpha of .93, indicating acceptable internal consistency reliability (Pallant, 2016:101-105).

Table 4.9: Iterative Reliability Analysis for Horizontal and informal communication (*n* = 57)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
8.27	11.49	3.254	.736	.586	.806
8.28	11.63	3.201	.639	.419	.845
8.29	11.47	3.289	.739	.576	.806
8.30	11.72	2.884	.714	.518	.816
Cronbach's Alpha		**Mean**	**Variance**	**Std. Deviation**	**N of Items**
.857		15.44	5.358	2.315	4

The result obtained from the iterative reliability analysis of the Horizontal and informal communication Sub-scale (measured by three items) yielded a Cronbach Alpha of .86, indicating acceptable internal consistency reliability (Pallant, 2016:101-105).

Table 4.5: Iterative Reliability Analysis for Organisational perspective (*n* = 57)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
8.31	6.84	2.135	.765	.588	.761
8.32	7.21	1.883	.765	.591	.771
8.33	6.30	2.677	.688	.474	.845
Cronbach's Alpha		**Mean**	**Variance**	**Std. Deviation**	**N of Items**
.855		10.18	4.683	2.164	3

The result obtained from the iterative reliability analysis of the Organisational perspective Sub-scale (measured by three items) yielded a Cronbach Alpha of .86, indicating acceptable internal consistency reliability (Pallant, 2016:101-105).

Table 4.8: Iterative Reliability Analysis for Personal feedback (*n* = 57)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
8.34	7.18	2.112	.746	.556	.842
8.35	7.33	1.940	.779	.609	.814
8.36	7.00	2.179	.770	.595	.823
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
.877		10.75	4.403	2.098	3

The result obtained from the iterative reliability analysis of the personal feedback Sub-scale (measured by three items) yielded a Cronbach Alpha of .88, indicating acceptable internal consistency reliability (Pallant, 2016:101-105).

Table 4.2: Iterative Reliability Analysis for Technology (*n* = 57)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
8.37	4.38	.457	.656	.431	
8.38	4.55	.397	.656	.431	
Cronbach's Alpha		Mean	Variance	Std. Deviation	N of Items
.791		8.93	1.413	1.189	2

The result obtained from the iterative reliability analysis of the Technology Sub-scale (measured by two items) yielded a Cronbach Alpha of .79, indicating acceptable internal consistency reliability (Pallant, 2016:101-105).

Table 4.7: Iterative Reliability Analysis for Relationship with subordinates (*n* = 11)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
8.39	12.60	3.378	.518	.788	.878
8.40	12.30	3.122	.848	.744	.726
8.41	12.50	3.389	.904	.853	.728
8.42	12.40	3.378	.552	.802	.859
Cronbach's Alpha		**Mean**	**Variance**	**Std. Deviation**	**N of Items**
.841		16.60	5.600	2.366	4

The result obtained from the iterative reliability analysis of the Relationship with subordinates' Sub-scale (measured by two items) yielded a Cronbach Alpha of .84, indicating acceptable internal consistency reliability (Pallant, 2016:101-105).

ANNEXTURE F: ETHICAL CLEARANCE

UNISA | university of south africa

UNISA COMMUNICATION SCIENCE ETHICS REVIEW COMMITTEE

Date: 16 October 2019

Dear Ms Vimbia Mataruse

| NHREC Registration #: Rec-240816-052 |
| ERC Reference # :2019-COMMSCIENCE-CHS-47254939 |
| Name: V Mataruse |
| Student #: 47254939 |

Decision:
Ethics Approval from 16 October 2019 to 19 October 2022

Researcher(s): Ms Vimbia Mataruse

Supervisor (s): Dr Louise Isabel van Dyk

Department of Communication Science

University of South Africa

louisevandyk@gmail.com

012 429 2148/ 084 500 9595

Working title(s) of research:

INTERNAL COMMUNICATION SATISFACTION AND MEDIA QUALITY AT GENDER LINKS, AN NGO

Qualification: Masters in Communication

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 the Departmental Ethics Review Committee on **11 October 2019** in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The decision was tabled at the Committee meeting on **16 October 2019** for approval.

The proposed research may now commence with the provisions that:

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 (**19 October 2022**). Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

The reference number **2019-COMMSCIENCE-CHS-47254939** should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,

Signature :

Mr Siyabonga M Mfuphi
Ethics Chair :
Communication Science Ethics Review Committee
E-mail: mfuphsm@unisa.ac.za
Tel: (012) 429-8264

Signature :

Dr Elijah Dube
Ethics Chair : CREC
E-mail : dubeeen@unisa.ac.za
Tel: 012 429 3892

URERC 25.04.17 - Decision template (V2) - Approve

ANNEXTURE G: PARTICIPANT INFORMATION SHEET AND INFORMED CONSENT: SURVEYS/INTERVIES

PARTICIPANT INFORMATION SHEET

Ethics clearance reference number:
Research permission reference number (if applicable):

12June 12, 2019

Title: Internal communication satisfaction and media quality in an NGO, Gender Links.

Dear Prospective Participant

My name is Vimbai Mataruse and I am doing research with Dr. Van Dyke Louise, a Senior lecturer in the Department of Communication Science towards an MA, at the University of South Africa. We are inviting you to participate in a study entitled Internal Communication satisfaction and media quality, channel selection and technology in an NGO, Gender Links.

WHAT IS THE PURPOSE OF THE STUDY?
I am conducting this research to find out about your attitudes and opinions towards your communication satisfaction with media quality at Gender Links.

WHY AM I BEING INVITED TO PARTICIPATE?
I have obtained the contact details of the participants from the Administration department who gave me the daily register where I systematically selected the participants randomly. I have selected approximately 57 participants for the study.

WHAT IS THE NATURE OF MY PARTICIPATION IN THIS STUDY?
The study involves *questionnaires and partially-structured interviews.* It contains biographical related questions and questions related to our attitude, opinion and perceptions

336

towards internal communication satisfaction with media quality. It will only take a maximum of 5-7 minutes to complete the surveys. Interviews will also take 40 minutes per each interview session.

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

Statement that participation is voluntary and that there is no penalty or loss of benefit for non-participation.

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. Once you signed the consent form and has started ticking the boxes, you are not allowed to withdraw except if you had not started at all. It will not be possible to withdraw once you have submitted the questionnaire.

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

The data collected for participants will assist in determining the level of participant's attitude and opinion towards communication satisfaction with media quality at Gender Links. The data will help in the improvement of media quality which will be beneficial to participants resulting in their communication satisfaction.

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

There won't be any potential level of inconvenience or discomfort to any participant.

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

Firstly, your name will not be recorded anywhere and no one, apart from the researcher and identified members of the research team, will know about your involvement in this research hence the information and your identity will be kept confidentially. I addition, your name will

not be recorded anywhere and no-one will be able to connect you to the answers you give. Therefore, you will complete the survey anonymously. Your answers will be given a code number you will be referred to in this way in the data, any publications, or other research reporting methods such as conference proceedings which also emphasises the confidentiality of the information and your name.

Only the external coder will have access to the data and they will maintain confidentiality by signing a confidentiality agreement. 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.

All participants' anonymous data may be used for other purposes, such as a research report, journal articles and/or conference proceedings. Privacy will be protected in any publication of the information.

HOW WILL THE RESEARCHER(S) PROTECT THE SECURITY OF DATA?

Hard copies of your answers will be stored by the researcher for a minimum period of five years in a locked cupboard/filing cabinet by the external coder 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. Afterwards, 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?
No form of payment will be received by the participants.

HAS THE STUDY RECEIVED ETHICS APPROVAL?

Not yet.

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 vimbaimataruse@yahoo.com or 0845323752. The findings are accessible for March 2020. Please do not use home telephone numbers. Departmental and/or mobile phone numbers are acceptable.

Should you require any further information or want to contact the researcher about any aspect of this study, please contact Vimbai Mataruse on 0845323752 or vimbaimataruse@yahoo.com.

Should you have concerns about the way in which the research has been conducted, you may contact Dr Van Dyke Louise on vdykli@unisa.ac.za or 012 4292148. Contact the research ethics chairperson of the <insert name of the committee, the name of the research ethics chairperson and contact details here, including email, internal phone number and fax number> if you have any ethical concerns.

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

Thank you.

V.Mataruse

Vimbai Mataruse

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 (if applicable).

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 <insert specific data collection method>.

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

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

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

Researcher's Name & Surname…Vimbai Mataruse

Researcher's signature……V.Mataruse………….Date…13 June 2019………………

ANNEXTURE H: PARTICIPANT RESEARCH PERMISSION: SURVEYS / INTERVIEWS

Ethical clearance

Research permission

COVER LETTER TO PAPER-BASED ANONYMOUS SURVEY

Dear Prospective participant,

You are invited to participate in a survey conducted by Vimbai Mataruse, under the supervision of Dr. Van Dyk Louise, a Senior Lecturer in the Department of Communication Science towards an M. A at the University of South Africa.

The survey you have received has been designed to study the communication satisfaction with media quality. You were selected to participate in this survey because you are better informants for this research project because I believe your experience will help me understand how satisfied Gender Links employees are with internal communication channels. You will not be eligible to complete the survey if you are younger than 18 years. By completing this survey, you agree that the information you provide may be used for research purposes, including dissemination through peer-reviewed publications and conference proceedings. The researcher will request for permission to use data for M.A and conference papers/articles.

It is anticipated that the information we gain from this survey will help us to know your attitudes and perceptions towards your communication satisfaction with media quality. You are, however, under no obligation to complete the survey and you can withdraw from the study prior to submitting the survey. The survey is developed to be anonymous, meaning that we will have no way of connecting the information that you provide to you personally (please note that this is only relevant to anonymous surveys). Consequently, you will not be able to withdraw from the study once you have ticked all boxes based on the anonymous nature of the survey. Any identifying information

that is obtained in connection with this survey will remain confidential and will be disclosed only with your permission or as required by law.

If you choose to participate in this survey it will take up no more than 20 minutes of your time. You will not benefit from your participation as an individual, however, it is envisioned that the findings of this study will indicate the satisfaction levels of employees with media quality. We do not foresee that you will experience any negative consequences by completing the survey. The researcher undertakes to keep any information provided herein confidential, not to let it out of our possession and to report on the findings from the perspective of the participating group and not from the perspective of an individual.

The records will be kept for five years for audit purposes where after it will be permanently destroyed. Hard copies will be shredded and electronic versions will be permanently deleted from the hard drive of the computer. You will not be reimbursed or receive any incentives for your participation in the survey.

The research was reviewed and approved by the UNISA Ethics Review Committee. The primary researcher, Vimbai Mataruse, can be contacted during office hours at 0845323752/ vimbaimataruse@yahoo.com. The study leader, Dr Van Dyk, can be contacted during office hours at 0124292148. Should you have any questions regarding the ethical aspects of the study, you can contact the chairperson of the Unisa Ethics Research Committee on 0114712862/vwykmj@unisa.ac.za. Alternatively, you can report any serious unethical behaviour at the University's Toll Free Hotline 0800 86 96 93.

By completing the survey, you give me permission to use your responses within the boundaries stipulated below, but note that you can withdraw from the study at any time.

ANNEXTURE I: TURNITIN REPORT