

## ACKNOWLEDGEMENTS

I would like to express my sincere appreciation to my supervisor DrEdmarie Pretorius for her patience, dedication, intellectual support and guidance throughout the study. Thank you.

My sincere appreciation also goes to MsRamphone and MsMalahlele for your cooperation and understanding in every stage of the research process.

The Provincial Department Social Development for granting me opportunity and permission to conduct the study in the North Rand Region of the Department Social Development.

I would also want to acknowledge that this report could not be completed without the participation of the North Rand Region of Social Development employees.

The Regional Director MsLesegoMotau: thanks for granting me the opportunity to conduct the study.

To my family members and friends who have supported and encouraged me throughout the research and who read drafts of my proposal thank you.

My special thanks go to Phumudzo and Neo, for emotional support and understanding during the hard times.

To the Almighty I would like give glory, honour and adoration, who without His blessings this study would have never been completed.

## DECLARATION

I declare that this research report is my own unaided work and that I have given acknowledgement to all the sources referred to in the study.

.....

Tsholofelo Glodia Matema

.....

Date

## ABSTRACT

Organisational excellence stems from the dedicated commitment of people who are motivated to work together and share similar values and visions about their results of their efforts.

Organisational communication is linked to managerial effectiveness, the integration of work units across organisational levels and job communication satisfaction. The Department of Social Development can review their levels of communication and the interpersonal relationship in a bid to address their quality of productivity, satisfaction of employees, communication flow, and protocol and to bring changes in the life of the organisation.

The success of an organisation is based on the communication levels, flow of information and how people interact. Communication systems within organisations, both human and technological, are responsible for creatively solving increasingly complex problems. The researcher has observed that lack of communication hampers service delivery and production in the Department of Social Development.

The study focuses on the perceptions and experiences of employees about the nature of communication at the Department of Social Development in the North Rand Region. A qualitative research approach that was exploratory in nature was followed. The main aim of the study was to determine how the existing communication protocol and communication channels are utilised in the Department of Social Development. A semi-structured interview schedule and questionnaire were used as research instruments. The methods of data collection were face-to-face interviews with 10 participants and questionnaires consisting only of open-ended questions that were completed by eight individual respondents.

The population for the study was employees of the Department of Social Development in the North Rand Region. The sample represented employees from top management, middle management, line management and junior staff who have been in the employment of the Department of Social Development for more than six months. The study revealed that there is a lack of understanding of relationship roles and that employees communicate without understanding and sometimes they do not seek clarity. All parties involved must be proactive, clear messages should be communicated to all employees, employees have first to seek understanding, allow questions and provide clarity and attempt to understand the relationship role between manager and subordinate. However, misunderstanding and misinterpretation were identified as major contributing factors to effective communication.

**Keywords:** Communication Channels, Communication protocol, Employees, Organisational communication.

## TABLE OF CONTENTS

<b>Acknowledgment</b>	i
<b>Declaration</b>	ii
<b>Abstract</b>	iii
<b>Table of contents</b>	iv
<b>CHAPTER ONE: INTRODUCTION</b>	
1.1 Introduction	1
1.2 Rationale for the study and statement of the problem	1
1.3 Research approach	3
1.4 Significance of the study	3
1.5 Organisation of the report	4
<b>CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK</b>	
2.1 Introduction	5
2.2. The importance of organisational communication	5
2.3 Functions of communication	6
2.4 Types and direction of communication	7
2.4.1 Downward communication	7
2.4.2 Upward communication	8
2.4.3 Lateral communication	8
2.5 Different types and channels of organisational communication	9
2.5.1 Channels for formal communication	9
2.5.2 Channels for informal communication	10
2.6 Effective communication	11
2.7 Barriers to effective communication	11
2.7.1 Filtering	11
2.7.2 Information overload	12
2.7.3 Emotions	12
2.7.4 Communication apprehension	12
2.8 The nature and role of internal communication	12
2.9 Theoretical approaches to organisational communication	14
2.9.1 McGregory's X and Y Theory	14

2.9.2 Humanistic approach	14
2.9.3 Karl Weick's theory of organising	14
2.9.4 Classical approach	15
2.9.5 Systems theory	15
2.10 The effect of organisational structure on communication	15
a. Instructions	17
b. Information	17
2.11 Summary	17

### **CHAPTER THREE: RESEARCH METHODOLOGY**

3.1 Introduction	18
3.2 Purpose of the study	18
3.3 Secondary objectives of the study	18
3.4 Research questions	19
3.5 Research approach and design	19
3.6 Sampling procedures	19
3.7 Research instrumentation	20
3.8 Pretesting of Research tool	21
3.9 Data collection	21
3.10 Data analysis	22
3.11 Limitation of the study	23
3.12 Ethical considerations	23
3.13 Summary	24

### **CHAPTER FOUR: PRESENTATION AND DISCUSSION OF FINDINGS**

4.1 Introduction	26
4.2 Profile of respondents and participants	26
4.3 Knowledge and understanding of communication	27
4.4 Perceptions on the main conditions for communication	28
4.5 Methods of communication	30
4.6 Barriers to effective communication	31
4.6.1 Bureaucratic process of communication	31
4.6.2 Withholding information	31
4.6.3 Disrespect	31
4.6.4 Lack of resources	32
4.6.5 Language and cultural differences	32
4.6.6 Protocols and red tape	33
4.6.7 Planning	33
4.7 Suggestions on effective communication	33
4.8 Role of communication in motivating employees	34
4.9 Effective communication and productivity	36
4.10 Communication protocols	37
4.10.1 Internal protocols	37
4.10.2 External protocols and media communication	38

4.11 Importance of protocols	38
4.12 Suggestions on improving communication	39
4.13 Communication channels	40
a. Formal communication	41
b. Informal communication	42
c. Electronic system	42
4.14 The importance of communication channels	42
4.15 Employees' suggestion on improvement of channels	43
4.16 Conclusion	44

## **CHAPTER FIVE: MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

5.1 Introduction	45
5.2 Main findings	45
5.3 Recommendation	47
5.3.1 Recommendations for practice/ intervention	47
5.3.2 Recommendations for policy makers	47
5.3.3 Recommendations for further research	47
5.4 Conclusion	47

<b>REFERENCES</b>	49
-------------------	----

## **APPENDICES**

Appendix A: Participants' information sheet	52
Appendix B: Consent form for participants in the study	53
Appendix C: Questionnaire	54
Appendix D: Semi-structured interview schedule	59
Appendix E: Ethics clearance certificate	63
Appendix F: Permission letter for research	64

## **LIST OF TABLES**

Table 4.1: Demographic profile of respondents and participants	26
Table 4.2: Years of service	27
Table 4.3: Communication channels	41