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**An investigation into the impact of NewsBoards communication on employee
motivation at Altech UEC.**

**A manufacturing company located in Mount EdgeCombe, Durban, KwaZulu-
Natal.**

BY

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**A dissertation submitted in partial fulfilment of the requirements for the degree of
Master of Business Administration**

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DECLARATION

I Rajah Chetty declare that:

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Abstract

Communication is fast becoming an important factor that is used for connecting its employees to their organizations thereby allowing the businesses to perform efficiently and effectively. The purpose of this study is to examine whether the steps taken by the organization to improve communications with the shop-floor staff is effective and if such actions contribute to the motivation of such employees.

Previous research shows that when employees of an organization feel part of an organization, their motivation to do more and achieve organization goals becomes instinctive. A study done by Badenhorst on internal communications at Altech UEC found that there were huge gaps in communication between shop-floor staff and management. The aim of this research will be to identify if these gaps still exist after some changes were made to improve communications at Altech UEC.

Methodology- The application of quantitative research approach was used to explore the objectives of this study. A questionnaire was developed as an instrument to retrieve the data for this study which was divided into five parts and made up of 26 questions. A simple random sample of one hundred and fifty shop-floor employees, from various departments that made up the manufacturing sector, was selected from the four hundred and fifty employees. A total of 146 employees responded of the 150 selected, this represented 97.3% of the sample.

Major findings- The study focuses on the shop-floor employees of the organization and their perception of the communication efforts taken by the leaders of the organization to close the gap in communication between the organization and its shop-floor employees. The study reveals that the method used by Altech UEC is an effective mechanism of communication. There is strong evidence that information sharing is taking place in the organization and that communication made through the news boards are effectively improving the situation between the company and the employees. The findings support other studies that suggest that effective communication plays an important role in ensuring motivation and trust.

Recommendations - Based on the findings of the study it is recommended that more research is done to explore new ways of keeping employees motivated whilst building on the current foundation already established by the organization. These actions could help close the small gaps that exist. Activities such, knowledge sharing, leadership influence and HRM practise.

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List of Acronyms and Abbreviations

IC:	Internal Communication
OC:	Organization Communication
HRM :	Human Resource Management
HR :	Human Relations
ERG THEORY:	Existence, Relatedness, Growth needs
SMCR Model:	Source-Message-Channel-Receiver
CEO:	Chief Executive Officer
AC:	Affective Commitment
PC:	Psychological Contract
HC:	Human Capital
KD:	Knowledge Donating
KC:	Knowledge Collection
KS:	Knowledge Sharing
EC:	Effective Communication
KZN:	KwaZulu-Natal
UKZN:	University of KwaZulu-Natal
SPSS:	Statistical Package for Social Sciences

CHAPTER 1

Introduction

There are five key resources that are put together in order for a manufacturing organization namely: Man, Machine, Method, Materials and Money. In order for an organization to be successful, these resources need to be managed and maintained at highly efficient and effectiveness levels. Whilst any of the above resources could be used to give a company a competitive advantage, many scholars today are arguing that with the digital and technological advances many of these resources are not allowing businesses to sustain a long term advantages over their competitors. Over the last fifty years research has identified that man is significantly becoming a more critical resource in an organization as it is the most adaptive resource in an organization. Some researchers have found that a human resource may be the only resource that can provide a business with a distinctive advantage that would not be easily imitated by other businesses due to a distinctive quality within the individuals.

Other scholars have found that in order for an organization to bring out these distinctive qualities so that it can be used for the business, a significant attempt must be made by the business to motivate the human resource of that specific environment. Various authors have defined the term motivation and what needs to be done to motivate employees. One of the very new concepts that seems to be getting a lot of attention and is believed to be very closely linked to employee motivation is a topic called communication. Communication is defined in the literature but this study is more focussed on the concept of organizational communication and more directly the concept of IC (internal communication) in an organization.

In the society of today, people are more educated and demand to be more informed about the organization they are employed in (Argenti, 2009); this has led to internal communication becoming imperative in all organizations in order to establish an effective and competent workplace. A key factor in realizing higher levels of organizational success is sound communication. Organizational communication, is a fairly recent field of study (Zaremba, 2003), reflects on the significance of communication that moves significantly outside the training employees with effective

communication skills, but it also addresses the communication requirements and challenges an organization can face. There is therefore a need to conduct a study on internal communication of an organization in order to establish what is essentially required for improving an employee's performance and that can result in positive organizational outcomes.

Chapter one highlights the framework for the research topic and the stimulus behind the research. Similarly, the problem statement and research questions are described. Then the purpose and reasons of the research study are additionally clearly illuminated, thereafter methodology is illustrated and the respective topics are rationalised in the succeeding chapters as outlined.

1.2 Background to the study

Communication in the workplace, over the last few years has been receiving a lot of attention by a number of scholars. In their arguments they state that it is one of the methods that allow organizations the opportunity to motivate employees thus giving the organizations a unique competitive advantage. A study done by Badenhorst at Altech UEC found huge gaps in communication between shop-floor employees and its management. A new method of communication was implemented. This study explores the effectiveness of the method of communication.

1.3 The problem statement

Internal communication(IC) is of grave concern amongst scholars dating back to over 50 years, approximately from 1956 to the current day. It has been noted that the research has evolved over time from an importance on identifying the communication methods that motivated staff to become more productive to examining how successful communications could encourage employee satisfaction (Tompkins and Thibault-Wanca, 2001).

The environment of the 21st century has evolved and compelled businesses to change their emphasis from solely financial matters to the understanding that their staff are their prized resources and therefore generate the most profit (Grönfeldt and Strother, 2006). The competitive landscape is continuously fluid and demanding that organizations need to adjust more rapidly to those variations where communication

plays a key role (Dunmore, 2002). According to Gray and Laidlaw, (2004), one of the key aspects in an organization is effective communication; this is because employees play an enormous role in organizational achievements that can influence a number of factors, that can impact the organisations overall operation and competence.

The subject of this thesis is not new to the body of knowledge, after reading articles associated to internal communication, it became a personal interest of the author to explore the impact communication has on employee motivation. The author became familiar with a previous study that was conducted in the same environment. Certain recommendations made by Badenhorst for future research was reviewed and a study was established to assess the perceptions of shop floor employees in the same organization.

1.4 The motivation for the Study

Over the years, organizations have been focusing their efforts on public relations, external communication and marketing activities. The efforts applied to this field of study attempted to improve the organizational image and identity. Lately, borders have been steadily disappearing amongst external and internal communication. Managers have started to highlight that information being sent to their outside addressees is uniform and coherent with other organizational endeavours (Cheney and Christensen, 2001; Dunmore, 2002; Quirke, 2008). One of those factors is motivation. Effective internal communication leads to elevated motivation. This elevated motivation may lead to a competitive advantage for the organization. According to Anderson and Martin (1995), they state that whilst internal communications present individuals with vital information with regards to their job and the business, individuals still desire more. It is argued that individuals seek to communicate with other persons in order to achieve their need for interaction and to make them feel like they belong to the organization.

It is evident that communication applied in an appropriate manner can have many positive spin offs for the organization. Research indicates that when an organization communicates appropriately to its employees, the employees develop a relationship with the organization and its management team. Once this this relationship is

developed, it turns that relationship in a bond and employees now become more affectionately attached to the organization. This attachment is said to motivate employees to become more creative and employ new levels of commitment to attaining organizational goals.

A study that examines the impact internal communication has in an organization is beneficial to all stakeholders in the following manner:

- The business can understand if the channel it applies is working
- The business can understand the perception of the employee toward the business
- All levels of leadership should have an idea how their actions affect the relationship between the employees and them
- The different types of communication methods can be examined for effectiveness namely; top-down, down-top and horizontal lines of communication
- What form of communication is acceptable to the employees

The intent of this study would be to offer the leadership of Altech UEC, their board and other relevant stakeholders pertinent information crucially required to motivate the employees at UEC through a specific method of communication.

1.5 The focus of the Study

Altech UEC is a manufacturer of digital products and applies complex equipment and processes in order to ensure that a superior product is manufactured first time and every other time a unit leaves its production lines. The company faces global challenges and competition from international companies is rife. Other players in the industry can offer similar quality at more competitive prices to the market. UEC needs a unique advantage. Research indicates that UEC should be putting its faith in its employees to deliver that unique competitive advantage.

The focus of this study is to determine whether internal communication in a specific organization is promoting employee motivation. This serves as a platform to establish if the attempts made by the organization to improve communication are actually having a positive impact of the perception of the employees. This will also identify if the channel being applied to promote communications is achieving its

intended purpose. This study is in Durban, with specific emphasis on the shop-floor employees of Altech UEC manufacturing facilities.

1.6 Research Questions

The goal of this study is to assess if the attempts being made by the organization in promoting a new channel of internal communication is having a positive effect on employee perception ultimately leading to a new level of motivated employees. The problem statement is thus stated as the following:

The effect communication has on the Employees Motivation at Altech UEC SA, KwaZulu Natal

In order to answer the problem definition, the author has identified the following research questions:

- Are employees satisfied with the overall communication at Altech UEC
- Which communications factors are employees at Altech UEC most satisfied with?
- Does the most satisfied communication factor at Altech UEC have a motivating effect on the employees?
- What areas, if any, does Altech UEC need to improve its internal communications?

1.7 Objectives

The main objectives of this study are to determine:

1. That NewsBoards are an effective method of creating a two way flow of communication between the workforce and management and what will need to further increase employee motivation
2. Identify the Impact of communication on the employees of UEC through the use of News boards?
3. To establish whether the information conveyed through the use of the News Boards is understood by the workforce.
4. To validate that what is being displayed on the NewsBoards:
 - “ is actually what the employees want to see
 - “ To identify what more can be added or improved on to increase the

potential on increasing motivation.

1.8 The Methodology

The research done applied a quantitative approach in order to collect and analyse research data. A self-administered questionnaire was used to collect numerical data. The data collected was then analysed and processed into a statistical format. The statistical data was applied to expound the researched observations. All the data was collected at a single point in time over a six week period, therefore the data collection was a cross- sectional study.

The study focused on the various departments that made up the manufacturing part of the organization in Durban. Specific attention was given to the shop-floor employees of each department in order to satisfy the objectives of this study. Simple random sampling was utilized to gather information for this study. This was done to ensure that all employees at UEC had an equal chance of being included in the sample. Permission to proceed with this study in Durban was obtained from the relevant authorities of the business so as to ensure that this study would be carried out in a structure manner. This was also done to ensure the activities of the research in no way impacted negatively on the performance of the organization during the time the survey was being carried out. A data-base was formed for the sampling frame, where individuals were identified and informed about the aim of the study. A request for their involvement and responses was made. A letter of informed consent was obtained from the company that the study took place in. The covering letter together with the questionnaire attached was handed over to each manager of the department. Each manager had handed over a questionnaire to the chosen individual who concluded the research questionnaire. Once the questionnaire was collected, a data base was created to capture the results anonymously. A reminder was sent to the respective managers to collect the last few outstanding responses. All the data was then loaded onto SPSS for the statistical outputs.

The target population for this study consisted of 150 shop floor employees who were part of the various departments in the company. They were mainly employees who were directly involved in the production of goods in the Durban facility. A probability

sampling design with a simple random sampling method was administered to gather the research data. The sample size required for this research was one hundred and five respondents.

The measuring instrument was made up of five pages that included twenty-six questions. A five-point Likert scale was used in order to obtain the tendency responses perception of a particular variable. The questions posed in the questionnaire related to the intended measurement of each objective. The data that was captured on a data base which was then uploaded into the SPSS package (Statistical Package for the Social Sciences) for data analysis. The application of descriptive statistics was applied to summarize the data, this included frequencies, the measurement of dispersion and the measure of central tendencies. Tables and Bar graphs and were utilized to display the data. The research methodology and design will be examined in much more detail in Chapter Three.

1.9 The Chapter outline

The study presented in this report is made up of five chapters. All chapters are presented in a manner that provides an understanding of the topic being explored topic and any associated experiential information, the data analysis for the study. Finally, recommendations are suggested on factors that could improve motivation in the organization.

Chapter One: provides an overview of the aim of the thesis. An introduction of the thesis and the objectives of this thesis are depicted here. The problem is also stated in this chapter. This is followed through by explaining the relevance and significance of this study.

Chapter Two: The literature review looks at previous scholars contributions to the body of knowledge. This research is the coming together of three aspects in the academic body, namely; motivation, communication and internal communication. Firstly the author looked at how motivation was defined and the various models of motivation. Secondly, communication was explored which then looked at organizational communication or internal communication. Finally a reference to the latest research to link internal communication with motivation

Chapter Three: The research methodology explains how the study was conducted. The approach for data collection, the sampling method together with the instrument applied is examined, with particular emphasis on the reliability of the data, its validity and the ethical matters of the study. The use of self-administered questions was applied to gather quantitative data from all the shop-floor employees at Altech UEC Durban.

Chapter Four: The content in chapter four represents the research results. The examination and dialogue of the results are set out in this chapter. The information gathered from the completed questionnaires was studied through the use of inferential and descriptive statistics. The results of this study is utilised to converse over each of the objective of this research.

Chapter Five: The final chapter covers recommendations to appropriate stakeholders concerning the impact of internal communication on the employee motivation at Altech UEC, Durban. A list of recommendations for future research and the deductions were obtained from the research results is also communicated.

1.10 Summary

The competitiveness of an organization is dependent on it being able to create unique competitive advantages. In the organization of the 21st century, scholars and management are realizing that it is becoming impossible with an appropriate level of self- motivation. Employers and employees have to continuously engaging each other in an attempt to ensure objectives are met. This requires a method of mutual understanding, in the case of this study the author has chosen that method to be communication. A lot have scholars and managers have come to understand the power of effective communication. This study uses previous literature to build a foundation for the aims of the research intended to be achieved here. This study then looks at the channel of communication at a company known as Altech UEC located in Durban, Kwa-Zulu Natal. The next chapter describes the literature review.

CHAPTER 2- LITERATURE REVIEW

INTRODUCTION

The literature review for this study has been sourced from various books, articles and also some internet articles. The intention of this study of literature sets out to accumulate and assimilate relevant content that aids in bringing out relevant literature that illuminates the impact that communication will have on the motivation of employees at a company situated in Durban trading as Altech UEC.

There are significant challenges associated with the management of staff. There is a rich amount of publications that makes it knowledgeable; accordingly it must be stated that there are no quick fixes to unravelling the enigma of managing people. The ability to acquire the fervent collaboration and assiduousness of skills and abilities, the management team in an organization must influence an employee as an individual. When laying such foundations, it becomes an essential requirement to understand the people working in the organization. The purpose of these actions is to understand how the staff and employees can be motivated to do exceptional work.

The chapter written here present understanding amongst the research previously performed about communication and motivation, outcomes are thus summarized from these studies. The intent of such outcomes is to postulate a base in order to contrast the results of the present research study.

2.2 MOTIVATIONAL THEORIES

The performance of an employee can be impacted by a variety of factors. Many times, the factors seem to be associated to some needs an employee may have. Alberts (1992), states that a person will usually satisfy the lower needs first before moving on to seek satisfaction for the other needs. Clark (2003) argues that this is due to individual's motivation and is perceived based on their own understanding.

Motivational theories have been established by many different academics. Below is a list of motivational theories that scholars researched in order to describe and explain different persons and what drives their actions and behavior.

2.2.1 Maslow's Hierarchy of need theory

Tyson and York (1996) suggest that one of the most popular motivational theories is the need hierarchy model proposed by Abraham Maslow. These authors state that (1996) %man is a wanting being whose behavior is goal directed.+Maslow proposed an order of needs at various levels that stemmed from basic physiological and biological needs for esteem and self-actualization.

Maslow's Hierarchy of needs is illustrated below in Figure 2.1.

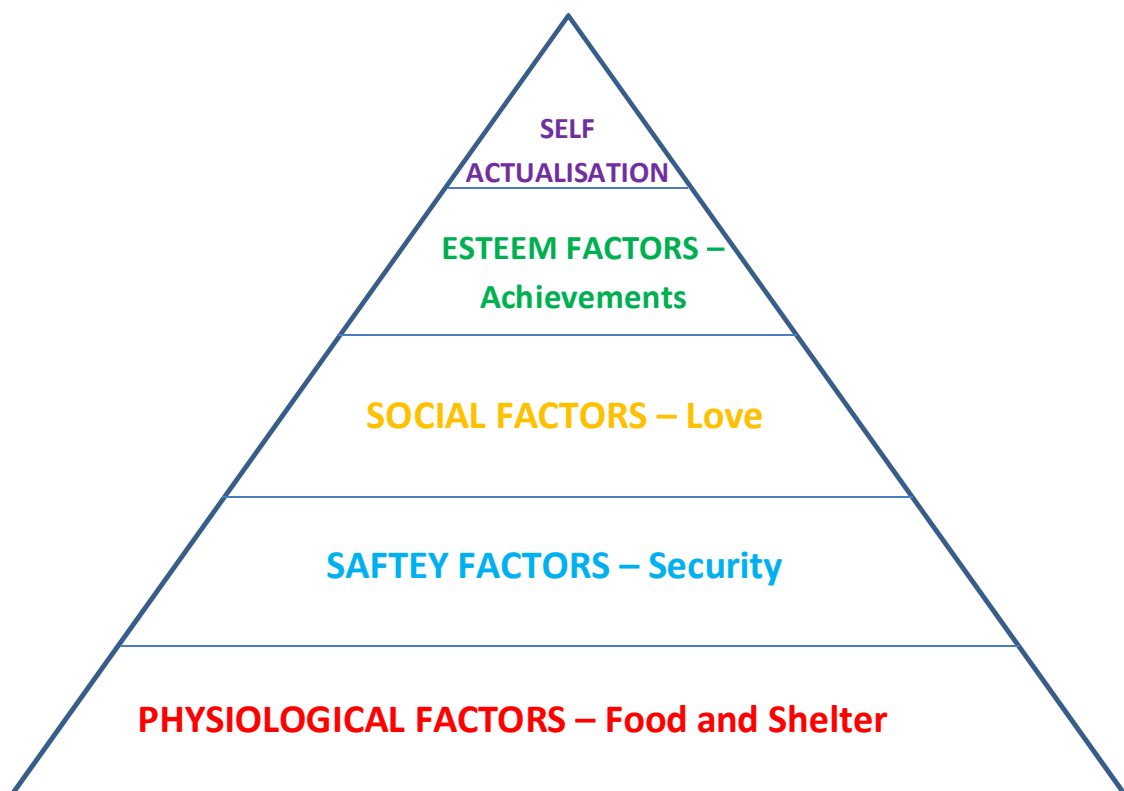


FIGURE 2.1 MASLOW'S NEED HIERACHY

Adapted from Kreitner, R., and Kinicki, A. 2008:211. Organizational Behaviour. 8th Ed. McGraw-Hill, Inc., New York.

Figure 2.1 graphically presents Maslow's hierarchy of needs. At the bottom of the hierarchy one is introduced to the primary needs; which are split into physiological needs, a requirement food, water, shelter and sex. The next level speaks about safety and security needs. Here Maslow shares the view of the requirement to be liberated from fear, threat, physical pain, danger and anxiety. Lastly within primary needs, one is made aware of social needs. This is regarded as the feeling of being loved, receiving affection, wanting to find a sense of belong and the need for friendship (Kreitner and Kinicki, 2008).

The higher end of the hierarchy reflects secondary needs; referred to as esteem needs, it addresses a requirement for self-esteem and respect from others. The highest category in Maslow's model shows the ability for self-actualization, this examines one's desire for individual achievements or maximizing one's potential (Kreitner and Kinick, 2008).

2.2.2. Alderfer's ERG Theory

Clayton Alderfer (quoted in Efere, 2005) concurred that Maslow's hierarchy of needs exist, however, suggested a review of Maslow's five layers. Alderfer's postulated a revised hierarchy that only reveals three sets of needs, explained below:

Existence needs . points out people's need for the exchange of material objects and energy, this assists in maintaining a state of internal stability. Similarly hunger and thirst are also categorized here because they represent as they may represent inadequacies. It is further noted that remuneration and working conditions also fall into this category (Armstrong, 1991).

Relatedness Needs . the existence of these needs show that although people are independent organisms, they possess a desire to engage and transact with their human environment. Other factors of the relatedness process are understanding, confirmation and acceptance (Armstrong, 1991)

Growth Needs – the successful igniting of the growth need results in productivity or creativity within the individual. Satisfaction of growth needs depends on a person realizing their full potential (Armstrong, 1991)

It is noticeable that Maslow's physiological and safety needs is similar to Alderfer's existence needs in Alderfer's three needs model. The key point of departure was that whilst Maslow was of the belief that there was a hierarchy of needs, Alderfer suggests there is a continuum of needs (Efere, 2005). Armstrong (1991), accordingly states that human beings are open systems that constantly engage in activities with its environment, this ultimately affects their behavior.

Alderfer and Maslow's theories differ because Maslow's theory states that one must be fulfilled completely for one to move up to the next level; therefore a person will only progress up the need hierarchy if lower levels needs are satisfied. In contrast, Alderfer's ERG theory states that the needs can occur simultaneously and will change during your life stages (Armstrong, 1991).

2.2.3 McClelland's Theory

Efere (2005), states that McClelland believed four key factors which propelled motivation:

- **The need for achievement** . This is described as the determination that an individual to conclude and succeed in a task. Every person measures their success according to their standards.
- **The need for affiliation** . it suggests that people are searching for interactions that are warm, friendly and compassionate with their fellow human beings.
- **The need for power** . To possess control and authority whilst also being influential over fellow human beings.
- **The need for avoidance** . The desire to circumvent negativity or conflict when engaging with other people.

Every person has four needs. It is not be possible for a leader to motivate a person if the leader lacks understanding of what is essential for that person. Jones and George (2008), notes that the occupation of a person determines the desires

demonstrated by the individual. A variety of occupations will realize benefits from a corresponding needs set.

2.2.4 McGregor's theory X and Y

McGregor's theory X and theory Y as explained by Efere (2005) refers to two differing theories and the result is that management makes either one of two assumptions with regards to individuals. Theory X describes a collection of conventional views that individuals are intrinsically lethargic and unambitious and will elude responsibility. The key encouragements to function are stimulated through the carrot or the stick thus requiring relentless supervision. McGregor's belief was that Theory X attitudes are the focal motives that led employees to embrace self-protective stances and form a cluster in order to overcome a system whenever they gain an opportunity (Tyson and York, 1996).

McGregor based Theory Y on the perception that people are hard working. He was of the opinion that work is as normal to individuals as resting or playing. An individual's behavior is dependent on the work environment and experience. If an individual is provided with the appropriate support, humans will pursue rather than dodge responsibility (Tyson and York, 1996).

2.2.5 Adam's Equity Theory

Adam's equity theory postulates that an individual's level of motivation relates to their perception of how they are treated as compared to others according to Robbins, Judge, Odendaal, Roodt (2009). Should an employee believe that his share of the inputs and outputs are equal to the individual he has made that comparison, then he would conclude that the reward is applied fairly and therefore a state of equity is thought to exist. The theory of Equity postulates that a person suggests that a person is more motivated if they believe that they are treated equally and will be less motivated if they believe that they are being treated unequally (Armstrong, 1991).

Equity theory implies that one's enthusiasm is intensely inspired by the yearning to be treated fairly; this is the view of DeSimone and Harris (1994). This theory is based

on three assumptions, when it is concerned with work motivation as suggested by Carrell and Dittrich (1978):

- In order for people to make positive contributions towards the organization, they must first acquire an understanding of what an impartial exchange would be.
- An individual will test for fairness by comparing his relevant inputs and returns to his fellow colleagues.
- Those individuals that perceive that they are being treated unfairly (inequity) experiences tension therefore they will act in ways to reduce this tension.

Adams shared the belief that an individual that perceived he or she was being treated unfairly would cause them to act in one of the following ways:

- change their work inputs
- have a misleading view of how hard they work
- begin to have an unfair belief of how hard others work
- change their work outputs
- start to seek alternate employment, this was commented by Efere (2005)

Adams's equity theory highlights the concept of money as the motivator. In saying this money must always be carefully taken into consideration when attempting to motivate an employee. When employees are paid different salary brackets, certain organizations try to enforce remuneration secrecy in order to keep other employees from becoming aware of such variables; however some scholars found that such practices can backfire and these employees could publicize their remuneration intentionally (Colella, Paetzold, Zardkoohi and Wesson, 2007).

2.2.6 Vroom's Expectancy Theory

Vroom suggested that motivation is a product of their rewards that individuals place on the possible results of their actions; this is the view of Tyson and York (1996). The expectancy, that their objectives are attained. The theory is articulated through the formula: $\text{Force (F)} = \text{Valence (V)} \times \text{Expectancy (E)}$. This theory examines the person himself, what is important to the individual, what are his expectations and

finally what can stimulate his will influence his drive. It is because of this that management should assess a person's expectation should they desire to motivate them (Tyson and York, 1996).

The limitations identified by Mitchell and Daniels (2003), for Vroom's expectancy theory is that it can be perceived as being too calculating. Another shortcoming of the expectancy theory, suggested by Wilson and Gilbert (2005), is that it doesn't decipher how individuals change their convictions over a period of time.

2.2.7 Skinner's Reinforcement Theory

Skinner's reinforcement theory states that behaviour is a product of its consequences identified by DeSimone and Harris (1994). Outcomes that are resultant of a pleasant outcome will occur more regularly. Behaviour resultant of an unfavorable outcome will occur seldom. This theory may be applied through a set of techniques understood as behavior modification to an individual's actions. According to Skinner it was very important to provide feedback. Skinner goes on to say that any person should be aware of his performance against the appropriate measure, in the event it is identified that he is doing something wrong, there would be an opportunity to get it can be rectified (DeSimone and Harris, 1994). The various forms of reinforcement as elaborated by DeSimone and Harris (1994) are explained below:

Positive Reinforcement – A rise in the number of times a certain behavior is acted out by awarding such behaviour with a pleasurable outcome.

Negative Reinforcement – attempts to increase the frequency of behavior by removing something that is unfavourable once the behaviour has been completed.

Extinction . tries to reduce the rate of behavior by removing the effect that is supporting it.

Punishment . strive for a decrease in the occurrence of behaviour by presenting an adverse effect directly after the behavior.

2.2.8 Herzberg's two factor theory

Hygiene factors and motivators is how Herzberg defined his theory which was noted by Alberts (1992). He is of the belief that motivators makes an employee feel good about their job. On the contrary hygiene factors have a negative impact on them. Motivators can trigger an individual to shift from a state of unhappiness to happiness and hygiene factors can trigger a person to be disappointed but will not be able to the person to a state of satisfaction according to Kreitner and Kinicki (2008).

The results of motivation has been noted to yield higher productivity, based on the premise that people who comprehend what they are doing and why they are doing it tend to produce more at minimum according to Alberts (1992). A motivated individual is also known to have greater job satisfaction. In conclusion motivation can promotes co-operation amongst employees (Alberts, 1992).

2.3 Driving forces of Motivation

There are two types of motivation mentioned by Armstrong (1991), that is intrinsic motivation and extrinsic motivation. A little more detail of these two motivation types are described below:

2.3.1 Intrinsic Motivation

This type of motivation includes:

1. responsibility, freedom to act,
2. scope to use and develop skills and abilities,
3. interesting and challenging work opportunities for advancement (Armstrong, 1991).

Intrinsic motivation refers to the ignited attributes that moves an individual to act in a specific manner or to proceed in a specified direction. These factors such as fixed versus variable remuneration and who distributes symbolic rewards may affect intrinsic motivation (Gagne and Forest, 2008).

Staff requires three key psychological needs as noted by Ryan and Deci (2000), these are:

1. competence- when the employee is of the belief that they can perform a task effectively.
2. relatedness . the point at which an employee feels that he or she is connected to the organization and have a sense of belonging..
3. autonomy. . this is attained when an employee is of the understanding that he can use some discretion in the activity he carries out.

2.3.2 Extrinsic Motivation

Extrinsic motivation is founded on a fluctuating degree of autonomous regulation noted by Ryan and Deci (2000). Four types of extrinsic motivation have been identified according to Ryan and Deci (2008).

1. Firstly external motivation- such extrinsic motivation is related to external punishment and reward mechanisms.
2. Secondly, interjected motivation- built on the premise of internal punishment and reward mechanisms.
3. Thirdly, identified motivation relative to the way an organization applies a consistent approach to personal value.
4. Fourthly, integrated motivation is the result of the incorporation of an individual's core values.

Extrinsic motivators may impact immediately and may have powerful effect however in the long run the effect will not last according to Armstrong (1991). Armstrong goes on say that the intrinsic motivators on the other hand which are concerned with the quality of work life, is expected to have a greater positive impact because they stem from within the individual and is not forced on them by external forces.

2.4. Internal Communication

A number of scholars have regarded communication as the exchange of information between a sender and receiver. A message will flow from a place to another. These communicators will be connected together by link referred to as channels (Kalla, 2005; Kinicki and Kreitner, 2008; Krone, Jablin, and Putnam, 1987; Stuart, Sarow, and Stuart, 2007). Internal communication is an essential management function in every organization because of the importance of employees receiving knowledge with regard to their work. To date there has been many communication models that illuminates different aspects put forth to bring out the essence of communication and how organizational communication would function (Downs and Adrian, 2004).

Various academics give recognition to the linear model that refers to the source . message-channel-receiver or the SMCR model. This model was first introduced by Shannon and Weaver in 1949, (Adler and Elmhurst, 1996; Blundel, 2004; Bowditch and Buono, 2005; Downs and Adrian, 2004; Stuart *et al.*, 2007).

The SMCR model reveals the communication process, the communication process commences with a sender, an individual that who originates a message then conveys this message. This action is referred to as encoding where the originator determines what and how to communicate (Adler and Elmhurst, 1996). Should this be a perfect society, such a message should reach the proposed without any interferences or complications. This message will be decoded, which refers to, an individual known as the receiver trying to make sense of the message by attributing meaning to it. Receivers ought to respond to the messages received and the response from a receiver to the message could be non-verbal or verbal, (signs and expressions) or a written response (Blundel, 2004). Noise, identified as one of the ultimate sources of communication breakdown that brings about disturbances in the channel which affects the receiver's ability in understanding the sender and thus impeding effective feedback. (Stuart *et al.*, 2007). Figure 2.2 reveals the author's version of the SMCR model.

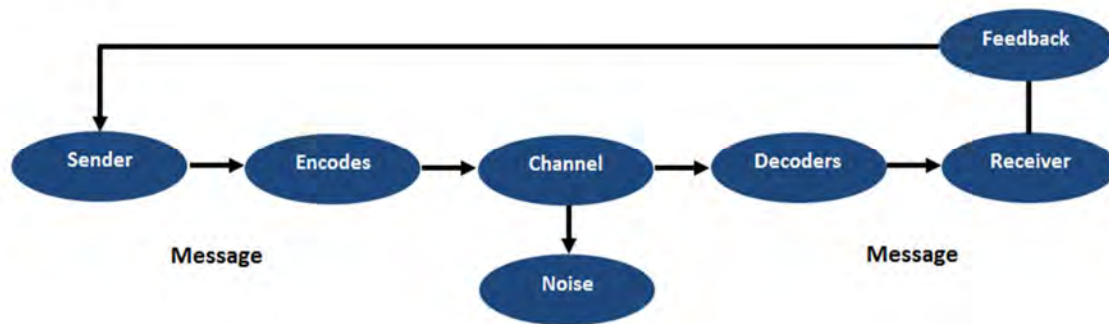


Figure 2.2: The Communication Process

The next step is to look at the communication channels. Channels allow for the transmitting of a message from the sender to the receiver as shown in Figure 2.2. An analysis of channels is of importance in order to establish the role channels play in creating effective internal communication.

2.5 Communication Channels

Identifying appropriate channels to communicate through, poses a significant challenge. However, the communication channel is usually assessed aligned with the sender's expectation of that channel (Litterst and Eyo, 1982), an important point worth noting is that there are a number of different channels are applied to various forms of information. Such diversity allows an individual to attain a varied set of suitable communication channels that allows best fit for the type of communication (Melcher and Beller, 1967), this is essential because individuals grasp and infer messages in different ways, thus it is imperative to an individual's ability when choosing an appropriate communication method according to Down and Adrian (2004). The selected channel has the ability to formulate an authentic transformation depending in what way the message is collected (Wood, 1999).

Communication channels are referred to as formal or informal. They are described as:

- Top to bottom
- Bottom to top and
- Parallel communication

A brief overview of the three communication types will be examined before elaborating on the concept of formal and informal.



Figure 2.3: Communication types within the organizations

Top to bottom - communication that is initiated from people at higher levels to those at lower levels in the organizational hierarchy (Adler and Elmhurst, 1996; Koontz and OqDonnell, 1986). This refers to job instructions, providing information and feedback to sub-ordinates are noted with this kind of communication.

Bottom to top communication . refers to messages that flow from employees to superiors (Adler and Elmhurst, 1996) and elevates up the departmental hierarchy (Kootz and OqDonnell, 1986). Communications of this nature transfers messages as to what subordinates are carrying out, the communication of any unresolved work matters and even employee contributions towards improvements ideas.

Lastly, parallel communication – entails messages amongst team members of the organization with equal power (Adler and Elmhurst, 1996). Information such as problem solving, coordination of tasks, resolution of conflict, information sharing and relationship building would be categorized within this type of communication. The author is of the opinion that all three types of communication are equivalently important within an organization to effectively communicating internally.

The structures of communication in the various organizations will include both formal and informal communication (Johnson, Donohue, Atkin, and Johnson, 1994). These scholars further note that three communication types mentioned above, top-down, upward and horizontal falls in either category formal or informal. Considerable variables exist between the two communication configurations. An effort would be made now to identify these variances and to acknowledge their significance.

2.5.1 Formal Communication

Formal communication is crucial in organizations; this sticks to a formal methodology within the business. The value in formal communication is the provision of fundamental information about the business; it also makes provision for information about one's job (Kandlousi, Ali, and Abdollahi, 2010; Litterst and Eyo, 1982).

According to Blundel (2004), face-to-face communication seems less of a priority in today's highly advanced technological world, he is of the belief that the opposite is true. Argenti (2009) and Smith and Mounter (2008) also acknowledge that face-to-face communication is still a highly successful way of communicating in organizations. Alder and Elmhorst (1996) note that there is a potential advantage of using face-to-face communication and this is noted in the speed of communication activity. The richness of communication is noted through the medium of face-to-face communications (Robbins *et al*; 2009). The amount of information that can be transmitted between the sender and the receiver is far more effective. The sender can also receive feedback immediately. Lastly face-to-face communication also leads to less distortion and noise; it also eliminates time delays of writing and lost time through the use of alternate channels.

2.5.2 Informal Communication

Informal communication or grapevine is news or communication amongst individuals in an organization (Wood, 1999). Subramanian (2006) describes a grapevine as a smile or a modest glimpse or gesture amongst individuals within the organization. Downs and Adrian (2004) and Johnson *et al* (1994) realize that it is an unavoidable part of the organization. According to Robbins *et al* (2009), it is a powerful means of communication that cuts across formal channels of communication. Research shows that organizations have various grapevine systems, this method has no orderly path but results show that it is at least seventy five percent correct (Watson, 1982). Grapevine communication should be seen as an inherent outcome of people interacting. It is the author's understanding, regarding informal or grapevine communication that people share their emotions, create

connections with others and openly express issues that concern them at any given time. Johnson, *et al* (1994) supports this view; they are of the belief that informal communication establishes the tangible relationship between people within the organization.

The author is also of the belief that when formal information is well structured and efficiently conveyed, the requirement for informal communication will cease to exist. Argenti (2009) and Bowditch and Boune (2005) supports this view and goes on to state that the stronger the trust, commitment and engagement is between management and staff at lower levels in the organization, the less people will use grapevine. It can thus be deduced that when an organization's informal systems gain more effect than the formal, people of such organizations will lose faith in the management's communication to staff.

Companies don't really allocate attention to the grapevine in their organization. Managers generally do not actively assume the role of managing or controlling the informal communication network, this was revealed in a survey that demonstrates that 92.4 % of organizations fell into this category (Crampton, Hodge, and Mishra, 1998). Furthermore, managers are of the belief that an informal channel is not an effective means of communication because it just includes rumors and gossip.

It can be identified contrary to the above mentioned perception that in Federal Express in Canada an informal communication strategy is supported, the organization has realized that these types of interactions aid in speedy resolutions in the organization. This has led to an increase in productivity, higher employee satisfaction and better communication within the organization (Subramanian, 2006). It can be deduced that even though informal communication is vital and is conducted naturally amongst people, it needs to be maintained and supported through the formal communication mechanisms so that a reduction of incorrect information and rumors can be maintained and sustained. It is thus imperative to strike the right balance between formal and informal communication.

2.6 The CEO's Role

The content above reveals that internal communication does not only transmit information or just select an appropriate communication channel. It allows people to share emotions that are an important part in interpersonal relationships. Koontz and O'Donnell (1986) endorse this and claim that true communication will not ensue, should relationships not exist amongst people who convey the messages. Also, Argenti (2009) believes that internal communication for the 21st century is not only about publications and conveying messages; it builds company culture as well. Dunmore (2002) acknowledges that internal communication motivates change in attitudes. Thus it is important to make sure an appropriate behavior is prevalent within the organization. A number of scholars states that, CEOs play the most important role in effective internal communication (Downs and Adrian, 2004; Dunmore, 2002; Gray and Robertson, 2005; Gronfeldt and Strother, 2006). A massive 80% of their work is in some way related to communication (Gray and Robertson, 2005). Gronfeldt and Strother (2006) suggests that CEO's behavior and communication has influence in their team members and the members' opinion of the company. They further state that the ability to communicate well is critical for success (Gronfeldt and Strother, 2006). CEOs should inspire their people through communication and behavior, build commitment through shared goals and the promotion of good communications practice within the company (Dunmore, 2002), it can be deduced that it is the duty of a CEO to exhibit behavior he or she wish employees to replicate thus setting the platform to be created within the company.

The following two segments highlights two key relational elements that CEOs should possess so that he or she to carry out effective internal communication within an organization as per the opinion of the author. These two factors are noted as trust and listening skills. Many communication scholars are in support of this view and a further discussion is done in sections 2.6.1 and 2.6.2. Furthermore, such essentials should be influential at all levels of management in order for management to be able to affect all employees within the company. The outcome of such activity should be truthful and sincere communication amongst all individuals in an organization.

2.6.1 Trust

According to Convey (2004), "Trust is the highest form of human motivation and it is the glue that holds companies, cultures and relationships together." Other scholars claim, that, when its staff trusts their manager, these individuals are more willing to change their stances, Bowditch and Buono (2005), Koontz and Donnell (1986) and Middlemist and Hitt (1988). Beslin and Reddin (2004) note, managers often expresses their opinions of having trust instead of these managers building trust. Building of trust is imperative and over time managers can earn this over time by sharing information quickly and freely with its associates, also by listening and by asking questions and providing feedback timeously (Beslin and Reddin, 2004; Kinicki and Kreitner, 2008). The author is lead to believe that should trust between managers and employees at lower levels be absent, more top-down communication will be conducted and upward communication will not exist. A possible consequence of such activity is that the CEO may not receive feedback when information is sent to some parts of the organization. Should there be any discontentment from the employees the CEO would not be aware. It is thus important to build trust within people of the organization; this enables communication throughout the company.

2.6.2 Listening

An important attribute in creating effective communication just as important as trust is, the concept of listening (Kinicki and Kreitner, 2008; Smith and Mounter, 2008). Listening has the potential to improve quality and increase productivity. It is suggested that manages should apply more to time listening rather than speaking, writing or reading. Alder and Elmhurst (1996) note that a number of studies shows that mangers who are observed as open communicators exhibit an extraordinary number of behaviours suggesting good listening, thus concluding that the two characteristics trust and listening, work in tandem. The author realizes, without the appropriate trust levels within the organizations, the employee trust relationship will be compromised thereby impacting the employees ability to listen effectively which will also impact on the actions of these employees.

2.7. Barriers in Effective Communication

Many scholars have listed a host of barriers to effective communication. These are a few include:

- Information overload
- Status differences
- Time pressures
- Selective listening
- Value judgements
- Source credibility
- Frame of reference
- Proxemic behavior
- Communication overloads (Bowditch and Bruno, 2005; Kinick and Kreitner, 2008; Koontz and OqDonnell, 1986; Middlemist and Hitt, 1988; Steer, 1986; Gibson, 2009). In a complex and quick revolutionizing environment that people exist in today, organizations face huge amounts of ambiguity. To complicate matters further, there is an increasing complexity to people's jobs, therefore creating a need for more information (Bowditch and Buono, 2005; Middlemist and Hitt, 1988).

The five specific barriers that senders create according to Gibson et al (2009),

- Semantic problems are when the same words could mean totally different things to different people.
- Filtering, commonly used in upward communication, this is when information is manipulated in that the receiver will perceive the feedback as positive.
- In-group language, when people have special terminologies that they use for ease of communication within the group but outsiders cannot decipher the information.
- Status differences, the hierarchy of an organization may make people in the lower ranks of the business feel the management is not approachable.
- Time pressures for both managements and the people may be overloaded with information; they select only parts of it, which may result in inaccurate or incomplete communication (Middlemist and Hitt, 1988). Moreover, the author

maintains that effective communication can be hindered if two interpersonal factors discussed in section 2.6.1 and 2.6.2, listening skills and trust are lacking. This is supported by Middlemist and Hitt (1988), Koonstz, OqDonnell and Weihrich (1986), Steer (1986) and Bowditch and Buone (2005). Thus, managers should establish a communication climate within the organization which facilitates open and honest communication.

Earlier in this review, it was mentioned that, responses from the receiver is vital so that one can validate that the message is understood. In the absence of effective listening and trust, this won't be possible. A study indicated that managers only listen with twenty five percent of efficiency but spend seventy five percent of their time talking (Bowditch and Buone, 2005; Middlemist and Hitt, 1988). There is adequate support with regards to the author's view that insufficient listening skills would present a substantial obstacle to successful communication.

2.8. The Value which Effective Internal Communication Create

Various authors agree, communication is an important fundamental management activity in each organization because of the necessity for all people within an organization to receive information that is important to their work (Hargie and Tourish, 2000; Koontz and Oq Donnell, 1986; Steer, 1986; Wood, 1999). Furthermore, internal communication is not only considered relevant in relation to one's job. Individuals pursue social collaboration amongst others and prefer a sense of belonging as people, not just employees. Although scholars declare that internal communication is fundamental, results recorded from a number of studies reveal gaps amongst the awareness, the perceived importance of communication and the ability to execute into practice (Forman and Argenti, 2005; Kalla, 2005; Tourish and Hargie, 1996).

A few academics believe that when internal communication plays a vital role in the implementation of organizational strategy, this would be a worthy organizational strategy (Dunmore, 2002; Forman and Argenti, 2005; Lynch, 2009). More emphasis is placed on formulating the strategy by managers, rather than executing it, the spot that a key focus should be at. Consequently, several businesses forsake the implementation of the strategy and such cases, claims that internal communication

has been futile. The author supports the notion that superior communication proficiencies are a prerequisite for the successful implementation of organizational strategy. It is derived; managers that are unsuccessful in the implementation of strategy lack essential competencies, individuals prefer to know exactly where the organization is proceeding to, what the goals are and how they acquire these goals (Dunmore, 2002; Quirke, 2008).

Strategy needs to be therefore communicated effectively in an organization so that the employees can be informed and an attempt can be made to build employee commitment. Gronfeldt and Strother (2006) also found that communication impacts the manner in which strategies are formed, information is shared and decisions are made.

Wyatt (2009) indicated through his study that effective communication is a vital indicator of financial performance. The study identified that organizations that practiced highly effective communication displayed forty seven percent higher total returns to its shareholders over a five year period (2004 . 2009) in comparison to organizations with ineffective communication methods. In addition, another study by Wyatt, Finney (2006), noted that organizations that practice highly effective communication methods possess higher market share, acquire a higher level of employee engagement and also have a higher shareholder return than their competition. One can therefore conclude that effective internal communication is valuable when attempting to build long-term relationships amongst employees and management thus attaining bigger and better future profits for the organization.

Various scholars argue that employee engagement represents a psychological and motivational state in which employees invest in their work and promote organizational goals (Kahn, 1990; Schaufeli *et al*, 2002). Research found that when employees were not engaged, they cost their organizations between \$292 and \$355 billion annually (What your disaffected worker costs, 2001), this implied that employees who are engaged positively affect the organization's financial performance and there is a relationship between engagement organizational financial performance that support such conclusions (Hallberg and Schaufeli, 2006; Harter *et al*, 2002). other scholars have argued that one of the biggest challenge that companies face today is to sustain a high level of competitiveness through

strengthening the knowledge and innovative capabilities of their employees (Chen *et al.*, 2012).

2.9 Bringing Motivation and Communication together

2.9.1 Understanding motivated behavior

Alberts, (1996) suggests that motivation bonds a diverse amount of individuals with the objective to initiate and sustain the yearning within members of an organization to achieve the preferred outcomes, in a fit that aligns to the organizations plans. Positive feelings related to work promote higher productivity and quality of life of employees (Lewicka and Krot; 2015). They further state that it is worth concentrating on exploring factors influencing the quality of the work environment. Research indicates that the key factors shaping commitment are: superior coaching properly provided feedback, the type of control and social support felt by the employee (Bakker and Demerouti, 2008; Halbesleben, 2010). There should be fundamental value attributed to factors shaping affective commitment (Lewicka and Krot; 2015).

Another essential issue to deal with is what conditions should be warranted by organizations so that the individuals employed in the organization are able and willing to commit themselves (Coyle-Shapiro and Shore, 2007). Within literature, the matter of commitment in business relations has surfaced only recently and related research areas, while often covered by researchers, have not been sufficiently explained (Poland and Krot, 2015). Such literature highlights the value of organizational commitment due to the idea that organizations that employ committed employees are more efficient. This is because of the understanding that committed employees identify themselves with the organisation's objectives to a larger extent than their less committed colleagues, and they exhibit more attachment to the organization (Meyer and Allen, 1997). Poland and Krot (2015) concludes that a high level of affective commitment would generate a range of benefits to the organization. They further note that the benefits are connected with the intention to remain in the organization, greater loyalty, as well improved performance.

According to Robbins (1993), motivation is the willingness to exert high levels of effort toward organizational goals. Employee satisfaction and commitment are about taking action (Massingham and Tam, 2015). Employee satisfaction measures how employees feel about their place of work. These authors argue that individuals who have a long-term opportunity at their place of employment are more likely to commit to behaviours and attitudes aligned with its goals and successes. They further reiterate that such individuals are more likely to be more cooperative with management, engage in change, share experiences and grow their organization-specific capabilities. Lastly they describe such individuals as knowledgeable workers who can also contribute positively to an organization's learning organization capacity.

Johannsdottir, Olafsson and David (2015), states that awareness consists of positive attitudes towards change, optimism and internal motivation that would create progressive feelings of happiness and fulfilment for maintaining the company's plan of action.

Tyson and York (1996) leadership should get involved, be participative whilst encouraging optimistic conduct amongst its team members, this can lead to the organization gaining, which can be attributed through heightened throughput. Cavaliere, Lombardi and Giustiniano's study reveals that individual-level enablers and supportive leadership do have positive effects on both sub-processes of knowledge sharing. In particular, a leader's tendency for compassionate love encourages a moral attitude in terms of humility, gratitude, forgiveness and altruism, granting elevation to servant leadership behaviour in relation to authenticity, empowerment, and providing and stewardship (Van Dierendonck and Patterson, 2015). Leaders of organizations have the capacity to create healthy and productive workplaces for its staff, whilst highlighting positive psychology and developing philosophies, like servant leadership, and methods, that represent foundational principles based on education and communication. Servant leadership features a honourable cycle that sustains a culture of trust, service, quality and learning, linking also with both positive micro (through hope) and macro (through organizational decency and happiness) behaviours (Gavin and Mason, 2004; Rego *et al.* 2010 , 2011; Searle and Barbuto, 2011).

Armstrong (1991), a highly motivated individual is one whose action will realize these goals. Massingham and Tam (2015), worked on the concept called the psychological contract (PC) as new human capital (HC) factors, and develops a method to measure HC in terms of value creation (work activity). According to Massingham and Diment (2009) PC is the emotional relationship between the individual and the employer and is also responsible for measuring organizational commitment. PC is understood in the inner parts of motivational processes of social exchange theory and the model of exchange (e.g. Blau, 1964, Homans, 1961). The term originated from the work of Argyis (1960) he used the term to describe the relationship between a group of employees and their supervisor.

According to Massingham and Tam (2015), Employee satisfaction and employee commitment are used as substitutions for PC. Massingham and Tam (2015) states that employee satisfaction indicates happiness of the employee within their workplace whilst employee commitment centres on the willingness of the individual to stay. These authors further note that employees that are happy and will want to stay for the long term are defined as having strong PC. Such employees are more likely to have positive work attitudes. They would also engage in behaviours that create value from their knowledge for their organization. These authors theorize that employee capability is influenced by employee satisfaction and commitment. Employee capability might or might not produce value. Massingham and Tam (2015) conclude that it is only when an individual is motivated to use their knowledge, it will create an organizational benefit, or else it will be an idle resource.

Mitchell *et al* (1987), motivation ignites the initiation or organization of effort. Appelbaum *et al* (2015) examines which motivational factors encourage someone to put forth the necessary effort. They found that work by Huand, Randel (2014) and Nonaka (1994) identified that idea generation and intrapreneurship among team members enable innovation through a system of bottom-up knowledge sharing in which team members acts as agents of knowledge creation. This integration of knowledge encourages associated and harmonious behaviours according to Festinger's (1957) theory of cognitive dissonance. Appelbaum *et al* (2015) add that these individuals think creatively, unconstrained by orthodox or conventional limitations and eventually see patterns in distributed knowledge that might not see. Furthermore they argue that such beliefs can manifest itself through the motivation of

team members to communicate with other team members in order to arrive at a more comprehensive understanding.

Liu and Liu (2011) found that interactions with others may be related to the degree of responsibility they felt for their jobs. These authors further claims that this type of thinking builds perceptions of self-worth which acts as critical motivators of knowledge sharing. Appelbaum *et al* (2015) asserts that in a team setting, such behaviour manifests as an individual takes it upon him or her to assert and thus impart/donate, such acquired knowledge with team mates so that it can improve team work processes and achieve team tasks. Finally their research contributes to better understanding of intrinsic motivators of information sharing among team members whilst providing a mechanism through which an organization will be able to get the most out of the information residing within its workforce.

Efere (2005), accordingly states that when employees are motivated at the place of work, it would not be necessary for the use of threats or abuse of power to attain productivity. According to Birasnav *et al*, (2011) leadership plays an important role in realising the success of an organization. They further state that it is becoming increasingly important in a global economy because competition is fierce and technology is always changing. Appelbaum, Karasek, Lapointe and Quelch(2015) argue that keeping staff engaged, satisfied and focused on a common corporate vision is critical. Bass (1985) state that truly empowered employees are more likely to be led by a leader who is known for transformation and such leaders empower employees to perform better and have a better personal development. Hanna (2012) found that transformational leadership related to many positive outcomes in an organization namely;

- Enhanced performance
- Higher social support perceptions
- Greater task-specific self-efficacy beliefs
- Lower negative and lower appraisals
- Greater perceptions of individual empowerment.

Other scholars found similar outcomes as their studies show that transformational leadership was significantly correlated with organizational commitment (Ismail *et al.*, 2011).

Clark (2003) claims that motivation generated the mental effort that drives us to apply our knowledge skills. The result shows that employee collaborative practices directly affect knowledge sharing behaviour in the workplace. Accordingly, Iqbal, Toulson and Tweed (2015) claim that their result, supports the view, that employee collaborative practices provide opportunities for employees to discuss their successes and failures, and consequently improve their professional relationships (Van den Hooff; Schouten, A.P. and Simonovski, S, 2012). Iqbal *et al* (2015) further acknowledge through their studies that employees perceive that their collaborative practices in sharing their experiences/knowledge with colleagues is beneficial at an individual level, and can improve their decision making in their workplaces.

Furthermore, the organic management system has a strong and positive impact on Knowledge Donating (KD), while the efficacy of information and communication technology solutions is positively related to Knowledge Collection (KC). Cavaliere *et al* notes that the usage of knowledge as a competitive weapon is not new to the field of management. Various scholars have stated that companies have come to the realization that the increasing pressures from the external environment are encouraging organizations to exploit their employees' critical knowledge to support appropriate knowledge management and that managers are paying considerable attention to promoting intra-organizational knowledge sharing (KS) as a means of generating competitive value (Pinho, Rego, and Cunha, 2012; Serenko and Dumay, 2015; Sun, 2010; Zhang and Jiang, 2015)

According to Alberts (1992) motivation can result in greater productivity, as people who understand what they are doing and why they are doing it tend to produce more at less cost. To gain a competitive advantage in a fast evolving global economy, high-tech organizations are increasingly calling on their leaders to promote high levels of employee performance (Bai *et al.*, 2012; Gong *et al.*, 2009; Li *et al.*, 2012.; Tjosvold *et al.*, 2004.; Wang and Rode., 2010). Bai; Harms; Han and Cheng (2015) argued that there is a positive relationship between a leader's interactive thinking and an employee's creativity and in-role performance. Their study suggested that

interactive thinking in leaders is associated with more constructive team processes and ultimately higher levels of employee performance. They noted that their study identified the important roles that were played by leaders and team processes as determinants of employee performance outcomes.

Nesheim and Smith (2015) found that knowledge is a critical resource for organizations and provides a vital basis for performance and competitive advantage. They further state the management of knowledge is a key process that helps translate individual learning into organizational capability. Wang and Woe (2010) states that knowledge sharing refers to the providing of task information and the know-how to assist others and to work together with others to solve problems, develop new ideas, or implement policies and procedures. This can be channelled through face to face or written communication through networking with others or via documenting, arranging and encapsulating the knowledge of others Wang and Noe. 2010; Nesheim and Gressgård, 2013).

Reinholt *et al* (2012) state that opportunity (network position), ability, own knowledge and motivation had positive impacts on knowledge sharing. According to Wang and Noe (2010) there are five groups of factors that influence knowledge sharing:

- National culture
- Organizational context (organizational culture, management support, incentives and organizational structure)
- Inter-personal and team characteristics (team processes, diversity, social networks) ,
- Individual characteristics
- Motivational factors (knowledge ownership, perceived benefits and costs, inter-personal trust and justice, individual attitudes).

Motivation can also lead to greater job satisfaction, as effective leadership and good human relations help employees to enjoy their work. Although motivation is concerned with an increase in job satisfaction, this in turn increases productivity. Finally motivation can foster co-operation amongst employees (Alberts, 1992). According to Stogdill (1950), a leader's task is to shift people from where they are presently to where they ought to be in an attempt to create more innovative and productive organizations, this he affirms is accomplished through verbal

communication as a leader will communicate vision, purpose and direction. Talley and Temple (2015), found in their study that leaders can no longer expect to sustain an organization centred on command and control type tactics or policies and procedures. They found that it was the emotional connection that leaders and followers possess created through nonverbal communication and the immediacy that is established.

Timing and Johnstone noted that various scholars wrote from a HRM (Human Resource Management) perspective that they emphasise how it can make good business sense and improve organizational performance if organizations would give employees a voice. Accordingly they state that the assumption that employee voice has potential means of unravelling and attaining discretionary effort that could benefit the organization. Buris *et al* (2012) argue that feelings that are heard can also increase employee satisfaction and motivation.

According to Krot *et al* (2015), HRM deals with communicating information concerns, this includes the rank of HRM policy, communication associated to the contributions attributed by the HRM policy in the results obtained by the organization, or acceptable behaviours that projected and granted by the organization. In accordance with Bowen and Ostroff (2004), there are differences in individuals therefore the assessments of messages by various individuals may vary to some extent. The HRM environment is the manner that allows employees to comprehend and assess HRM practises and processes (Katou, 2013). Various scholars found that employees response to open and intellectual nature to the HRM environment is job satisfaction (Trunk *et al*, 2013), job involvement (Nyambegera *et al*, 2001), level of motivation and commitment, together with work engagement and an inclination to display organizational citizenship behaviour (Katou, 2013)

2.9.2 Driving forces of Motivation

Armstrong, (1991) states that there are two types of motivation: intrinsic motivation and extrinsic motivation. People can motivate themselves by seeking, finding and carrying out work that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, management can motivate people through such methods as pay, promotion, praise etc.

According to Ryan and Deci (2000), staffs require three fundamental psychological needs; these are competence, relatedness and autonomy. Competence refers to an employee having a feeling that they are capable of performing a task effectively, while relatedness deals with an employee feeling they are connected to the organization and have a sense of belonging. A feeling of autonomy is achieved when an employee believes that they can apply discretion in what they do (Ryan and Deci, 2000). Autonomous motivation is more valuable for the willingness to learn, for activities that include tacit knowledge and also when knowledge sharing involves a voluntary dimension (Osterloh and Frey, 2000). Individuals that are intrinsically motivated to engage in knowledge sharing execute it because they identify the activity as interesting, enjoyable and more stimulating (Foss *et al.*, 2009)

According to Ryan and Deci (2008), extrinsic motivation is based on a varying degree of autonomous regulation. Four types of extrinsic motivation have been identified. The first is external motivation. This type of extrinsic motivation is based on external punishment and reward mechanisms. The second is introjected motivation and this is based on internal punishment and reward mechanisms. Third is identified motivation which is based on a company's consistency of approach with personal value. Last is integrated motivation, which results when there is assimilation with an individual's core values.

According to Armstrong (1991) extrinsic motivators can have an immediate and powerful effect, but the effect will not last long. The intrinsic motivators, which are concerned with the quality of working life, are likely to have a more significant effect as they are inherent in individuals and not forced on them from external sources. Lin (2007) found that enjoyment in helping others improves knowledge sharing by boosting the positive effect of intrinsic motivation. Gagne (2009) suggests that intrinsically motivated people desire to share their knowledge simply because they have passion for their work and as an expression of themselves. According to Tymon (2010) their study on intrinsic motivation for that an employee's perception for social responsibility correlates strongly with the employee's pride in the organization.

2.10 The impact of communication on motivation

Robson and Robinson (2015), claims that Information users and providers stand to be influenced by their environmental circumstances, these include their living, working and cultural environments. Furthermore they found that these individuals are also influenced by their personal circumstances that are knowledge, experience and psychological factors. They go a step further to claim that the contextual factors allow the individual to be informed of their needs, wants, goals and perceptions. This in turn can motivate the individuals to seek or communicate information or it could hinder them from doing so.

According to Nordin, Halib and Ghazali (2011), communication is crucial in organizations for connecting the workers and allowing the organizations to function effectively. Nordin et al further state that communication is an integral part of the organizational process because the movement of communication up and down the organizational hierarchy has its effects on efficiency, decision-making and morale of organizations. These authors also acknowledge that one of the factors in attaining high levels of organizational effectiveness is sound communications.

According to Zaremba (2003), organizational communication involves of a number of principles: Communication is a fundamental and not an outlying component of organizational effectiveness. It is not a luxury. It is critical; Communication is an inescapable endeavour in organizations. It is not an action that only a selected amount of people in organizations must do or something that happens occasionally; Organizational communication is multifaceted and deceptively simple matter. Accordingly, effective communication is considered as the underpinning of organizations today (Witherspoon, 1997; Von Krogh *et al.*, 2000) which emphasizes the significance of internal communication. Internal communication is regarded as the flow of communication amongst the people within the confines of the organization (Mazzei, 2010). Argenti (2003), states that Internal communication, in principle, is about creating an environment of respect for all employees within the organisation. Bovee and Thill (2000), defined internal communication as the exchange of information and ideas within organizations. Few studies have revealed

that there is a relationship between internal communication and organizational efficiency and effectiveness (Hargie *et al.*, 2003).

Practitioners in the industry view internal communication as imperative and very challenging (Robertson, 2004; FitzPatrick, 2004). According to Nordin *et al* (2011), communication from management should come straight from one manager to another; from a supervisor to employee, however as companies become more complex and grow larger; it becomes more difficult to action . thus the requirement for the internal communication functions. Organization needs to have the ability to engage with the employees effectively as internal communication occurs continuously almost at all times within the organizations. Even though employees spend much time on communication, many actually face difficulties when communicating. Internal communications range from formal meetings and announcements to informal chats through the grapevine which also moves top-down and bottom-up.

Kim and Lee (2006) identified that organizational factors such as formalized and centralized organizational structures seem to impede the interaction and communication among employees.

A survey conducted by Foehrenbach *et al* (1982) found that there was higher satisfaction among employees with downward communication. Their findings revealed that employees would prefer to know more about organizational and other related news from their top management. Employees would also like to gain more information about the organization's future plans and productivity improvement programs.

Research shows that communication in the organization does motivate the employees to meet the organizational goals (Nordin, Halib, Ghazali, 2011). The sincere communications in the organization are therefore conducive for interaction (Zaremba, 2003) although the mood in the organization is not ideal. It is important for the company to strive to have a more supportive environment that will encourage interactions and the flow of communication. Several organizations attempt to create an atmosphere that promotes active communication behaviours like collaboration and knowledge sharing. Such findings are in line with research where the findings

highlight the importance of promoting communication contacts amongst employees (Brønn *et al.*, 2004).

A study identified that employers were reliable when it came to listening to their ideas and views. In other words the researcher found that the employees were comfortable to communicate their problems to their superiors, they also found that the employees were comfortable to accept guidance from these superiors in attempt to help these employees solve their problems. Such approachability to views and ideas encourages the workers to enthusiastically contribute in the operations of their individual departments. Planty and Machaver: (1977), suggested that through upward communication, superiors identify and divert potential catastrophes in daily operations. However, reliability in one aspect of internal communication in the organization can be strengthened by improving employee trust of the superior. The significance of trust in internal communication was critically reviewed by Sparrow and Cooper (2003). Trust which is seen as a foundation to commitment is closely linked to the effectiveness of communication. Mazzei (2010) argued that trust creates quality. Various scholars are of the opinion that building of trust starts at the top of the organization with the head of the organization who is generally in a position known as the CEO (Chief Executive Officer) of the organization (Ismail *et al.*, 2011; Appelbaum *et al.*; 2015 Grant, 1996; Halawi *et al.*, 2006).

Murphy (1995) argued that in order for organizations to build an effective learning organization, top managers should participate in developing mutual commitment, trust, respect and freedom of expression with their staff.

2.11 The importance of the CEO's Role

CEOs should inspire their people through communication and behaviour, build commitment through shared goals and the promotion of good communications practice within the company+ (Dunmore, 2002). These shared goals are described in mission statements which have a significant positive relation with organizational performance (Patel, Booker, Ramos and Bart, 2015). Patel *et al* go on to say that the organizational mission statement is a popular and ubiquitous tool. Rigby and Bilodeau (2015) makes note that the mission statement has been ranked in the top

ten management tool. Desmidt *et al* (2011) states that a mission statement is an instrument that serves to secure organizational member's commitment. A common measure for organizational commitment is the approach of Allen and Meyer (1990) (Zheng *et al*, 2010).

Three types of commitment taken from the work of various scholars, Herscovitch and Meyer (2002), Preston and Brown (2004), Evangelist *et al* (2009) and Doorewaard *et al* (2010):

1. Affective commitment: One's emotional attachment, identification and involvement within an organisation, they align their values and goals to the organisation's values, goals and mission. The person stays because they want or wish to. The individual will have no issues with doing work on a voluntary basis.
2. Continuance commitment: A person's perception that the social and economic costs of leaving are higher than that of remaining, the person stays because they think they need to.
3. Normative commitment: One's perceived obligation or sense of duty to endure in an organisation, possibly related to social pressure and moral constraints. The individual endures as they believe they ought to.

Numerous scholars have found a positive correlation between affective commitment and job performance (Meyer *et al*; 2002; Meyer *et al*, 1989; Luchak and Gellatly, 2007). Chen and Francesco (2003) also established that affective commitment was positively related to in- role performance. Macedo and Pinho (2009), states that their findings indicated organizational commitment to be an important mediator in the relationship between mission and performance. Furthermore they suggested that when a higher degree of commitment exists, mission statements may have a stronger positive effect on performance. Finally they found that commitment to the mission to be a mediating element in the relationship between mission and performance. Their finding was found to be in support of previous scholars who found a positive relationship between affective commitment and job performance (Evangelista *et al*, 2009; Luchak and Gellatly, 2007). It is evident that through communication from the CEO, organizational commitment can be formulated thereby creating a positive influence on job performance and role performance.

Some scholars argue that effective communication is considered to be the underpinning of organizations nowadays (Witherspoon, 1997; Krogh *et al.*, 2000) which emphasises the significance of internal communication. According to Mazzei (2010) internal communication is the flow of communication amongst the employees within the boundaries of the organization. A number of studies have shown that there is a relationship between internal communication and organizational efficiency and effectiveness (Clampitt and Downs, 1993; Hargie *et al.*, 2003). Nordin *et al* state that organizations have to have the capability to engage with their staff successfully because internal communication takes place unceasingly virtually at all times with the organization.

Welch and Jackson, (2007) identified that internal communication was applied interchangeably in the literature and the following alternatives have been noted: internal relations (Grunig and Hunt, 1984), employee communication (Smidts *et al.*, 2001) internal-communications (Cornelissen, 2004), employee-relations (Quirke, 2000) internal public relations (Wright, 1995) and staff communications (Stone, 1995).

2.12 Conclusion

The work done by previous scholars certainly indicate that communication is gaining a lot of attention over the recent years. As work becomes more complex and the global environmental pressures continually challenge businesses to become more effective and efficient, organizations need to ensure clear lines of communication are established with its key stakeholders. This review attempted to highlight the relationship between communication and motivation; it further attempts to examine how previous scholars had gone about identifying the positive impact of communication on employee motivation.

In a similar manner this study attempts to identify if communication plays an important role in the motivation of employees in the company being reviewed. The next chapter describes the research methodology.

CHAPTER THREE-RESEARCH METHODOLOGY

INTRODUCTION

According to Sekaran and Bougie (2013), research is described to be an activity that one undertakes in an attempt to uncover challenges in a systematic way, in order to increase their knowledge. The term *systematic* informs an individual that research is founded on a logical relationship and not just opinions. The authors further state that research is a process of planning, then investigating and finally executing to try and establish answers to very specific questions. The reliability of the answering in a questionnaire is of paramount importance thus requiring the research to be carried out in a systematic manner, this is accordingly carried out in order for it to be easier for others to understand and believe the interpretations.

Welman and Kruger (2003), describe research as a process in which scientific methods are used to broaden knowledge in a particular field. The authors go on to categorise scientific methods as having three core features:

- Systematic Observations
- Control . referring to a controlled environment
- Replication- the obtaining of results must be

In order to gain an understanding of how the NewsBoards at UEC influenced the motivation of the employees at the company and in order to gather knowledge scientifically so that one can assess the impact of such implementation, a quantitative approach in gathering data was used.

Chapter three exhibits the research methodology used to depict the required data for analysis, with an attempt to accomplish the following research objectives:

1. To determine if the NewsBoards is an effective method of creating a two way flow of communication between the workforce and management and what will need to further increase employee motivation?
2. Identify the Impact of communication on the employees of UEC through the use of News boards?

- a. Does it aid motivation toward the work environment?
- 3. To establish whether the information conveyed through the use of the News Boards is understood by the workforce.
- 4. To validate that which is being displayed on the NewsBoards:
 - a. is actually what the employees want to see
 - b. To identify what more can be added or improved on to increase the potential on increasing motivation.

3.2 Aim of the Study

Several academics over the past few decades have identified that Internal Communication(IC) delivers a set of exclusive contributes that, when properly managed and applied, help promote organizational competitiveness+ according to Gomes, Fernandes and de Coimbra(2011). Myers and Myers (1982) states that communication has three primary functions:

- a) Production activities- coordination and regulation
- b) Socialization and newly hired workers\$ integration
- c) Innovation Supporter

Brault (1992) describes seven main functions of IC that presents valuable inputs for competitive organization:

- I. Informative
- II. Integrative
- III. Retroactive
- IV. Signalling
- V. Behavioural
- VI. Organizational change promoter
- VII. Image management

According to Westphalen (1998), IC\$ main functions in a global context are:

- a) To explain and present information
- b) Information broadcasting
- c) To explain and include employees within an organization, the organization\$ purpose and reality.

Gomes et al conclude that such functions imply that IC holds the characteristics of contributing toward a wide array of activities that takes place in an organization, noting the strong strategic impact of its functioning.

The aim of the study is to understand how people view the application of the News Boards, and do they effectively execute the required levels of communication in the organization. Do the items shared in this format improve the understanding of the employees knowledge that management is attempting to convey to employees in order to positively increase their motivation? The impact communication has on the motivation of employees at work that attempts to align employees to the short term, medium term and long term objectives of the business and the employees future.

3.3 Participants and location of the study

Sekeran and Bougie (2009), suggest that the target population will be distinct through its fundamentals. Brynard and Hanekom (2005) break population groups down to objects, situations, questions observable facts and even events specified for the intent of sampling.

In this research study the target population is the employees at Altech UEC SA and the research outcomes and findings may only be relevant to Altech UEC SA.

The population group at Altech UEC is Medium (100 . 400 employees), if reference is made to Heery and Noon (2001), they categorise companies into different sizes Large, medium and small. Large companies have in their employment 500 or more, whilst medium companies have in their employment 100 to 400 employees and small companies have 1 to 99 employees.

The study targeted one of the following areas within the organization taking into account their output and impact on their key areas.

Department in the Organization	Involvement in the Organization
Maintenance Supply Chain Setters Quality Information Technology Planning Human Resource Finance Production Shift1 Shift2 Shift3	The individuals chosen for the study were the employees that were ranked from supervision and below in the organization. They have the ability to execute methods that can build the organization to a formidable force. They are also the subjects that can give the best feedback in order establish if the new method is aiding in the change that is desired by the organization.

Table 3.1 List of targeted Respondents

Reasons for choosing this group of respondents are there following:

- Interacting with the various departments will provide a comprehensive response for first hand understanding and knowledge of their ability to comprehend management's communication.
- The employees work various shift patterns, choosing a sample from each shift allows one to test the channel of communication for consistency.
- The understanding of Internal Communication can contribute to competitiveness when managed correctly.
- The application of good communication methods can help employees understand company objectives and goals.
- Good communication from management can help reduce the negative impact of the Grapevine.
- The employee feels personal gratification as he acknowledges the attempts the organization is making in order to communicate directly to the individual.

3.4 Research Methodology and Design

Figure 3.1 outlines the research approach, design and process undertaken for this study. These are outlined in the subsequent sections.

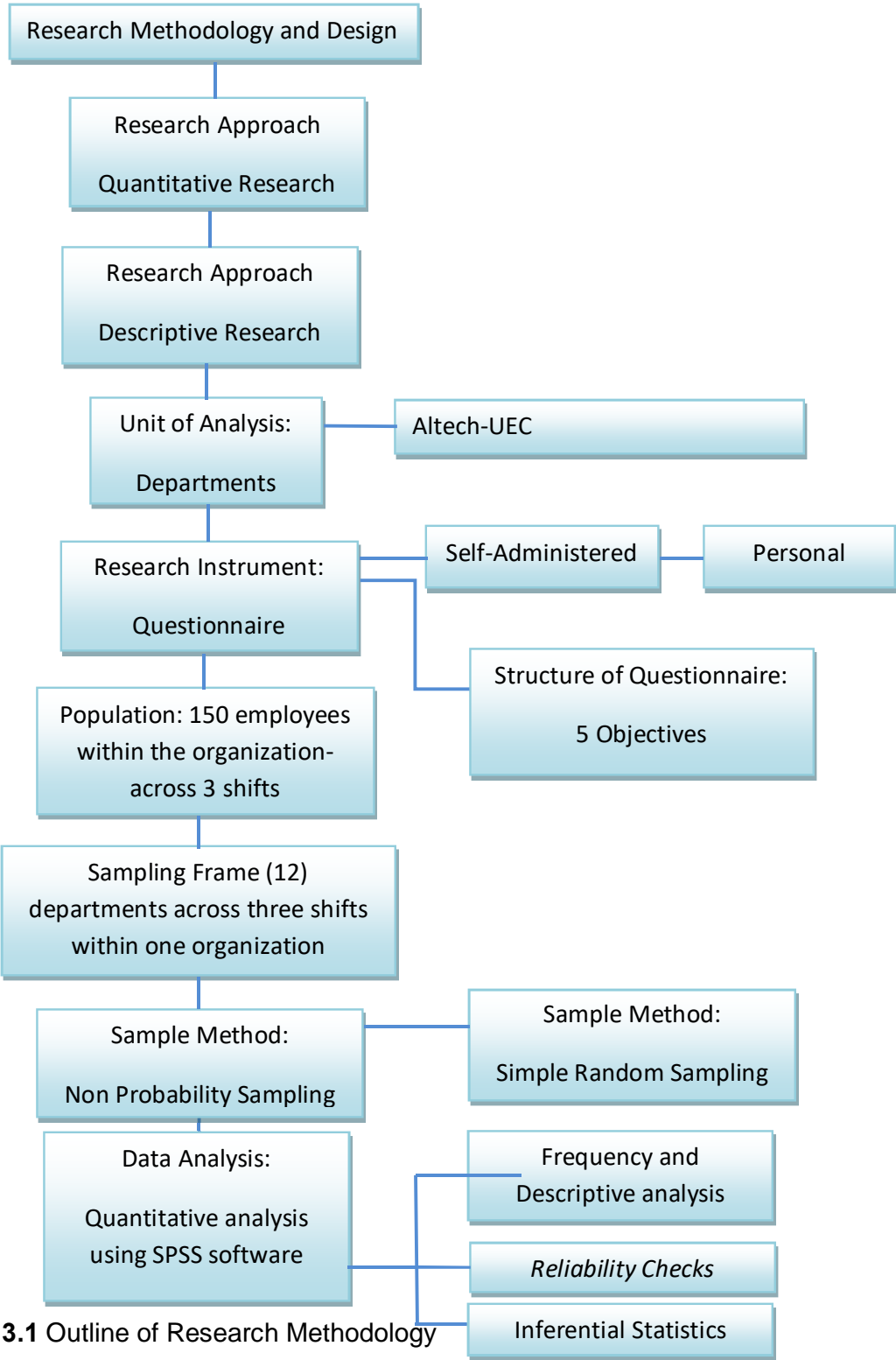


Figure 3.1 Outline of Research Methodology

3.5 Research Approach

In this chapter, the overall approach taken describes the methodology applied in order to determine the impact on motivation of the employees of UEC through use of NewsBoards when communicating to its staff. Furthermore to look into, understanding, the impact of communication, through this channel. Also to understand, the long term effect on the business. In order to establish the impact, a descriptive study method was applied. The application of the descriptive study was executed as there was no effort made to change the behaviour or condition of the present situation of the communication at UEC, only to measure communications as it were. Sekaran and Bougie (2009), state that descriptive studies are embarked on when the characteristics of a situation are recognized to exist, and the researcher intends to describe the characteristics clearer, by presenting an outline of the factors.

When research is conducted for a specific phenomenon, a broad spectrum of tools can be utilized in order to gather the data needed. In such interferences qualitative and quantitative research methods are applied to gather various forms of information. This is done with the intention of constructing a well-defined grasp of the circumstances being researched. Qualitative and quantitative research has their own unique variances, it is important to understand such variances prior to deciding on an approach to apply in a study.

The unconventionality amongst quantitative and qualitative research is central to identifying the research approach motivating the assigned study. The research method selected had an absolute influence on the questions raised, the techniques selected, the statistical analysis applied, deductions formulated and the eventual objective of the research. A critical review of scientific research influences the type of research method chosen, the questions examined and the answers furnished.

The significance of this study has directed the type of research methodology utilized, and for the aim of this study whilst deliberating on all critical aspects thereof, this study was conducted by means of coherent, quantitative method. The method to gather a comprehensive understanding of how Internal Communication can help

organizations motivate its employees and how employees feel about the impact of the communication tools applied to channel such communication, a quantitative questionnaire is applied to gather the data. The choice for such decisions is detailed beneath by depicting the differences between qualitative and quantitative research.

3.5.1 Qualitative Research

According to Leedy and Ormrod (2005), qualitative research has two attributes in common. The first is that it focuses on occurrences that occur in natural settings. Then it involves studying these occurrences in all their intricacies. Saunders, Lewis, and Thornhill, (2003), states that qualitative analysis is organized as data that has not been measured but gathered through the use of conceptualization based on meanings expressed by words.

The study in this report did not require the use of the qualitative approach in order to collect and analyse data. A questionnaire was dispensed to gather numerical data that was analysed and processed into statistical form. The numerical data collected was applied to construct statistical models to explain the observations. A constrained time frame for this study necessitated a cross sectional study be carried out, enabling data to be collected in a single point in time over a 4-6 week period.

3.5.2 Quantitative Research

Sekaran and Bougie (2009), suggests that quantitative research is an examination into an acknowledged problem, centred on testing a theory, evaluated with numbers and explored using statistical techniques. According to Leedy and Ormrod (2005), quantitative research is described as research which requires identifying characteristics of a studied trend and does not require altering the situation under review.

Bryman and Bell (2007) declare that quantitative research method applies mathematical analysis and can uncover statistically significant differences amongst samples. They further elaborate that the questionnaire method has some

restrictions, an example low response rates in selected conditions. Whilst the questionnaire has limitations, the researcher has opted to use this process for the ease of administration, cost effectiveness and reduction of unexpected information, also it must be noted no questions were directed to the respondents about the need to identify themselves in order to retain the confidentiality commitment by the researcher.

This research endured objectively separated from the subject material in order for the research to be objective in the approach with the understanding that it only seeks precise dimensions and evaluations of the respondents to Internal Communication at the organization where the research is required to answer the goals of this study. The questionnaire was put together on the quantitative form of data collection and analysis. When gathering, reviewing and decoding data, the researcher stayed objective through the process. The responses to questions were constructed on a numerical range instead of words. The information generated from the sample was subjected to statistical techniques in order for inferences to be drawn on the broader population.

3.6 Sampling

Sekaran and Bougie (2009) advises that sampling is a technique of picking out an appropriate representation of a population for the objective of determining boundaries and characteristics of the entire population. Sampling is advised because populations can be enormous which leads to exorbitant costs rendering it costly and impractical to investigate each member of the population in order to determine the values of the parameters. A sample is exercised to draw inferences about parameters of the entire population (Sekaran and Bougie, 2009).

Bryman and Bell (2007), suggests that inferential sampling is a process applied to discover something about a population based on a sample. Research may also be classified into two distinct sampling procedures, that are non- probability sampling and probability sampling. The sampling selection therefore plays a vital role qualifying the results of the study.

3.6.1 Non-Probability Sampling

Keller (2009) validates that the core characteristic of non-probability sampling techniques is that samples are selected based on the subjective judgment of the researcher. Bryman and Bell (2007), states that researchers cannot just generalize the results of the sample within the population, this is because no controls are placed on the sample selection process, alluding to the fact that the sample may not be an appropriate representative of the entire population. According to Keller (2009) for non-probability based samples, the association between the sample and the population is unknown; therefore every element in the population does not have the same or equal opportunity of being selected.

3.6.2 Probability Sampling

According to Keller (2009) within a probability sampling, the size of the population is known and all elements in the population have approximately equal opportunity of being included in the sample. Bryman and Bell (2007) state that probability sampling methods core characteristic is that units are selected from the population at random, using probabilistic methods, this enables the researcher to formulate statistical inferences from the sample used for the study that represents the population of interest. For probability sampling, samples are allowed to be generalized to the population with a fair amount of confidence that is applicable to this study.

Leedy and Ormrod (2005) noted that probability sampling is chosen when researchers prefer more precise, statistical description of a larger population. A simple random sample is a type of probability sampling that suggests each of the elements has an equal opportunity of being selected for inclusion in the sample stated by Bryman and Bell 2007. Simple random sampling was chosen to retrieve an adequate no of people with a comprehensive set of characteristics required for conducting the research.

3.6.3 The Research Population and Sample

For the purpose of this study, the research was specifically focused on the

employees of Altech UEC located in KZN. Simple random sampling was utilized to gather information for this study. This was done to ensure that all employees at UEC had an equal chance of being included in the sample.

The targeted sample of respondents was a person from each department, who is directly involved in the production processes and those who support these production processes. The total population of respondents was made up of 150 employees from the various parts of the organization. Keller (2009), states that sample sizes larger than 30 and less than 500 are appropriate for most research. The sample size was selected based on this and that approximately 150 employees were targeted from on a population of 500. Targeting a sample size of 150 employees, with at least one representative from each department and each shift, 146 responses were actually received. Table 3.2 illustrates the response rate.

Desired Respondents	150	Percentage completed
Attempted the survey, but did not complete	4	2.7%
Total number of respondents that completed the questionnaire	146	97.3%

Table 3.2 Population Sample Responses

The desired number of respondents was 105, as this would have met the requirements that would make the research response compliant as this would represent a minimum of 70%. The questionnaire was completed by 146 respondents and returned successfully which equated to a 97.3% success rate however 2.7% of the respondents targeted failed to complete the survey.

3.7 Data Collection

Cooper and Schindler (2006) share the view that data can be described as information collected from participants, by observing, or from secondary data.

Saunders *et al.* (2003), states that questionnaires, observations and interviews are largely utilized as data collection methods. They also claim that questionnaires may also be used for descriptive and explanatory research.

A data collection method is chosen based on the influenced by the sample frame, the research topic, the characteristics of the sample and the survey costs (Saunders *et al.* 2003). A questionnaire has been adopted as a data collection instrument for this research. The questionnaire was developed to identify key information on the essence and attitudes that employees, working in the organization held with regards to the impact of NewsBoards implemented at Altech UEC as a form of Internal Communication for the Organization. Further to this, to establish if such efforts contributed to the employees' willingness to wanting to achieve company objectives in order to pursue competitive advantages through swift effectiveness and efficiency.

A total of 26 questions were posed to determine the extent to which employees believe that NewsBoards' content will improve the growth and competitiveness of Altech UEC within the industry it operates in. the research also intends to establish if such methods of communication aided with employee motivation.

The total potential respondents to this study were 450 manufacturing employees, who were notified in advance of this study via internal memo. Prior to the questionnaires being delivered to the respondents, the researcher contacted each department head and advised them of the potential respondent in order to improve the response rate.

The data collection took place from second week December 2014 and third and fourth week of January 2015. A questionnaire and a covering letter were hand delivered to a potential respondent through the desk of the department head. It was intended that a selected employee from each department and from each shift participate in completion of the questionnaire, in order to ensure an adequate representation of the total population at the organization. The study formed part of a feedback opportunity for the company as it would be possible for the company to gather information about its success or failures attained through such efforts. Questionnaires were handed out with consent from Altech UEC and ethical

clearance was acquired.

A large portion of the staff showed enthusiasm in participation for the survey and the completion of the questionnaire happened quite swiftly for a number of respondents, the total was 146, there were however a few respondents amongst the various shifts that were reluctant to respond and preferred not to respond to the questionnaire. This was a bare minimum which totaled 4 and overall it did not delay the gathering of the data by any significant time delays.

3.8 Development of the Instrument

The aim of this report was to confirm that the research goals would be met. A questionnaire (Appendix 3) was created so that it would address each research objective. The questionnaire was designed to include the following five sections:

Question 1 - Questions 1.1 to 1.4:

Demographic data examined gender, race, age and marital status.

- Questions 1.5 to 1.6:

Gathers information about years of service and highest level of qualification attained.

Question 2 - Questions 2.1 to 2.5:

Identifies if respondents have noticed changes in communication methods, attempts to gather the frequency a respondent searches for updates. There is also an attempt to identify what a respondent finds most interesting about the communication model.

Question 3 - Questions 3.1 to 3.5:

This question attempts to test the respondent's opinion of attempts made to create an emotional attachment between the respondent and the employer.

Question 4 - Questions 4.1 to 4.5:

The gathering of a perspective, about the employer's attempt to provide communication- to the employees through the top . down method of communications with the organization.

Question 5 - Questions 5.1 to 5.5:

This question attempts to gain knowledge of the employee's perspective about the organization's information sharing.

According to Welman and Kruger (2001) a cover page of the questionnaire should be presented with clear instructions in order respondents to understand what would be expected of them. Hamlet (2005) suggests that elements that make a questionnaire valid and reliable is inclusive of the title, the covering letter, a set of instructions for completion, the factual data, the focal data, the questions that describe the topic, and closing remarks such as a thank-you note. The structuring of the questionnaire had compromised of a covering page that highlighted the purpose of this study and a succinct instruction on how to conclude the questionnaire. The respondents were also assured anonymity and confidentiality was also written on the cover page.

Kumar (2005), suggest that the layout of a questionnaire ought to be interactive, simple to understand, readable with a sequentially layout. Accordingly Gillham (2000) relates that questions enclosed within a questionnaire must be simple, keep to the point, and easy to understand. In line with the suggestions offered by the scholars, a questionnaire was developed for this study in a way that it would be easy to follow and simple to understand in order for it to be utilized as a resource for extracting primary research data. According to O Leary (2004) the use of open-ended questions allowed respondents to answer questions in their own words, which expresses their opinions, whilst a close-ended question requires one to choose from a scale of structured responses, this makes it easier for statistical analysis. The questionnaire comprised of 5 pages and 26 questions. The literature review and a previous research at the facility together with research questions were used as a basis upon which to construct the questionnaire.

O Leary (2004), suggests that closed-ended questions compels the respondent to choose from a series of pre-arranged responses, which makes it easier to code the data and simpler to analyze statistically. The majority of questions raised in this study were closed-ended; respondents were requested to choose amongst listed answers. This was the preferred method so that the most amounts of data could be gathered so that this study didn't take up too much of the respondents' time. Examples of three types of questions that were presented include the following:

A number of multiple choice single-answer questions were applied to gather demographic data regarding an individual's gender, race, and age, and marital

status, length of service and level of education last acquired by the respondent.

Dichotomous scale YES/NO type questions were applied in the questionnaire to seek specific answers that was ratified by follow-up questions for greater detail.

A five point Likert scale was also applied, where respondents had to indicate whether they strongly agree, agree, neither agree nor disagree, disagree, strongly disagree with a statement.

O Leary (2004) argues that inadequately worded, loaded or leading, prejudiced and problematic questions should be prevented in a questionnaire that is given to respondents for responses. For this study careful consideration was afforded to the design of the questionnaire in order to avoid;

- ambiguity
- complex terms
- offensive questions
- easy to agree or disagree questions
- double-barreled questions
- questions that presumed some special kind of pre-existing knowledge.

3.9 Pretesting and Validation

Two important aspects need to be considered when assessing a research instrument, that is: reliability and validity. According to Bryman and Bell (2007) an instrument has high reliability when it can be trusted to measure an accurate and consistent degree of unchanging value. Babbie (2009), initiates the concept of validity in a manner less complicated by stating that validity indicates the degree of which the measuring instrument device used, is effectively determining that which the researcher has intended to measure. Similarly the model of validity was appropriately applied for the individual-completion questionnaire processed for this study, which exhibited reliability and validity. Questions designed for this study through the questionnaire, supported the intended measurement of each objective. The output of this research was reliable as there was very little variation in results that were obtained and the respondents' scores were comparative.

According to Cooper and Schindler (2006) a pretesting should be conducted to detect weaknesses that may exist in the research methodology and in the

information gathering tool employed. The rationale for pretesting for this research was to refine the questionnaire in order for the respondents to understand what is being asked of them so that they can experience minimum difficulty when answering the questions which also leads to a positive spin off when recording the data. The initial questionnaire used to conduct a pretest on 11 respondents (table 3.2) to refine the questionnaire and validate that it was user friendly.

Position	Company
Production Manager	UEC
Quality Manager	UEC
Maintenance Manager	UEC
Planning Manager	UEC
Manufacturing Engineering Manager	UEC
Process Engineering Manager	UEC
Shift Foreman	UEC
Planning assistant	UEC
Section Manager- Logistics	UEC
Shift Foreman	UEC
Supervisor	UKZN

Table 3.3 List of respondents included in the pretest of the questionnaire

Questionnaires were administered to the persons as per the table in the company as planned. The respondents' responses were similar from each respondent with variables in demographic data only. The feedback attained from the respondents enabled the researcher to amend the approach of processing the questionnaire. The

respondents proposed marginal amendments to the questionnaire, these were appropriately amended. The questionnaire was then administered to all potential respondents. The following are the details:

- The respondents found that the cover was relevant since as it explained clearly the purpose of the questionnaire. The respondents also found that instructions were understood with ease and the correct contact details were supplied. It was found that some clarity was required with regard to the last few lines which required some rephrasing of sentences as per suggestions offered. This was with regards to consent from the respondents.
- There was adequate consensus that the content of each question was related to the objectives, and would provide relevant research data to contribute to the overall research topic. A few suggested that instead of select from the appropriate response, it should state ~~mark~~ with an Xq in the instructions, this suggestion was accepted.
- It was also noted that some questions duplicated, these duplications were deleted. A few responses interpreted a few questions as leading and these questions were accordingly rephrased. A set of Double-barrelled questions were also identified, these questions were then separated and rephrased.
- The overall layout of the questionnaire was identified to be fitting for the data collection.
- The respondents found that it took an average of between 7 to 12 minutes to conclude a questionnaire. The allocated time was 15 minutes and it was agreed the time considered was appropriate.

3.10.1 The validity and reliability of the questionnaire

Sekaran and Bougie (2009) state that knowledge of the principles of measurement is important in order to validate that the data collected during research activity is appropriate and also addresses the aims of the study. An assessment of the reliability of the assessing instrument and its validity measure is required. Accordingly, Anderson (2004) validates that research information collected during a research process should be appropriate and of value. Therefore it is important that the data collected is also reliable and valid so that accurate deductions can be made by the researcher. Reliability and validity are two pertinent attributes that ought to be considered when evaluating a research instrument.

According to Leedy and Ormrod (2005) validity is described as the ability of an instrument to measure that which it was designed to measure. Sekaran and Bougie (2009) suggests that the test for validity can be established through the questions face qualities, an extent to which they are standard related, and their construct validity.

Face validity is described as the logical link that the questions have with the aims of a study (Kumar, 2005). Criterion-related validity is the expectation of the standard on which the measure appeared different that was appropriate for the concept being measured (Sekaran and Bougie, 2009). Construct validity helps determine whether or not a scale correlates with the theorized scientific construct. It is apparent that, when a measuring instrument is required to do what it is intended to do, there must be a reasonable link between the research questions and the aims of the study. Accordingly, Sekaran and Bougie (2009) shares the view that content validity is also a significant test to evaluate if the idea is being sufficiently measured. Kumar (2005) mentions that content validity is the extent to which the questionnaire measures what it claims to measure

It was imperative that all questions measured the issues focussed on in the research study. Content validity evaluated the questions of the measuring instrument. This study included both face and content validity. This was possible by making sure that the research questions were linked to the aims of the study. In order to examine for content validity the questionnaire was verified by the researcher's supervisor and two work colleagues. To achieve face validity, the questionnaire was circulated to eleven pilot respondents. The proposals from the pilot study with regard to the content, logic and instructions were deliberated on.

According to O Leary (2004) reliability is the inner dependability of a measuring instrument. Sekaran and Bougie (2009), are supportive of O Leary (2004), and adds that the reliability of a measuring instrument points towards the %stability+ and %consistency+ of the measured assertion. Kumar (2005) suggests that the capability of a tool to produce steady measurements repeatedly is vital. The greater the similarities once the instrument is administered to a population, the more superior are the reliability. A measuring tool is reliable when it is constant over a period of time and scores obtained from the researchers are similar. Anderson (2004) stated

that it may not be possible for any researcher to acquire data that is a hundred per cent reliable and valid, however, it is necessary to validate that the reliability and validity tests actually minimizes the limitations of a study in order for the results to be credible. A pilot test was carried out to confirm that the reliability and validity of this study were maximized.

3.10.2 Ethical considerations

Welman, Kruger and Mitchell (2005), states that ethical factors and ethical behaviour are imperative matters in research activity. Accordingly ethics is defined by Saunders, Lewis and Thornhill (2003) in research as the relevance of a researcher's conduct relative to the rights of the respondents in the study. It can be deemed unethical to gather information for a research study without the individual's knowledge, cooperation and approval. An ethical clearance to conduct this study was attained from the University of KwaZulu-Natal's (UKZN) research office. All respondents that participated in this study were given the necessary information about the purpose of the study in the covering letter, notifying them also that their participation was voluntary, guaranteed anonymity and were informed that at any time they became uncomfortable they had the right to stop answering the questionnaire. An informed consent was handed to an individual and thereafter the respondents had confirmed acceptance after they had read and understood the details on the cover page

3.11 Analysis of Data

Data analysis is required to bring meaning to the data gathered, so that the research question and objectives will be answered. Leedy and Ormrod (2005), claim that data looked at with a single perspective will only yield a partial view and offers a minor portion of its complete meaning. For this reason, data analysis in this study will apply both descriptive and inferential frequency.

The information for this study was manually documented by the researcher. The

initial step of this process was to log these results onto a database. Next all data was subjected to an error and code substantiation procedure. The purpose of this application was to ensure that all codes that were recorded were authentic. The data was analyzed through the use of Statistical Package for Social Sciences (SPSS). The researcher had selected this software as access to the software was made available by University of Kwa-Zulu Natal and it is favourably endorsed for the analysis of quantitative data.

According to Leedy and Ormrod (2005), inferential statistics are depicted as processes that use probability theory to test a hypothesis formally. It allows for inferences from a sample population and also examines whether descriptive results are probable due to random factors or due to relationships. This research applied the use of inferential statistics to obtain dependencies between the independent and dependent variables. Every independent variable was examined for correlation to corresponding dependent variables.

3.12 Summary

Page and Meyer (2000) stated that descriptive statistics is a process that involves gathering, presenting and the characterizing of information in order to express a variety of characteristics in a set of data. Descriptive statistics was used to condense the data, these contained frequencies, measures of central tendencies and measures of dispersion. Bar graphs and tables were also utilized to present the data. Wegner (2002) claimed that the measurement of central location is ~~an~~ statistical measure that computes the area where the majority of the observations are concentrated~~+~~. The data gathered was analyzed using the measures of central tendency and dispersion:

The information review permitted for clear conclusions to be constructed on the impact of Internal Communication through the NewsBoards.

In this chapter the researcher exhibited the empirical research methodology used to conduct this research. An immense amount of knowledge was obtained in

understanding the manner research ought to be conducted and the methods to be followed. This methodology applied offered direction in carrying out the study. The chapter summarized the goal of the research, the location that the research took place at and the respondents of the study. It also reviewed the research methodology and the sampling method that the study will engage in. It further explores the information gathering methods and the statistical analysis tools applied to interpret and then present the results of such data.

The research instrument used for this research attested to be reliable and valid, significant information of the objectives of the study. Chapter 4 presents the results of the information gathering. In Chapter 5 an attempt to extract significant conclusions from the gathered data will be concluded by the researcher.

CHAPTER 4- DATA ANALYSIS

INTRODUCTION

This chapter presents the summary of the empirical findings of this study acknowledged through the collection of primary data. The data collected was statistically analysed using SPSS and is demonstrated using graphs, tables and discussions. The results are presented in distinct sections which address the objectives of this study. Descriptive statistics in the method of frequencies, percentages and cross tabulation tables are used to present the results that address the variables. Inferential statistics are presented as correlations and Chi-square values.

4.2 Demographics

The demographic characteristics of the respondents who participated in this study are detailed in this section. Demographic data provides a detailed understanding of the environment in which the research took place, as well as the common variables which will be compared with the key variables relating to the research questions. A total of 149 respondents responded to the demographic questions.

4.2.1 The Respondents Gender

Table 4.1 indicates the gender of respondents employed in the organisation.

Gender	No. of Respondents	Percentage
Male	104	70%
Female	46	30%
TOTAL	150	100%

It is evident from Table 4.1 that the largest number of respondents (70%) was male and the female respondents comprised of 30% of the sample.

4.2.2 The Ethnic Group of the Respondents

Table 4.2 illustrates the ethnic group the respondents belonged to.

Ethnic Group	No. of Respondents	Percentage
African	51	34%
Indian	91	61%
Coloured	6	4%
White	2	1%
Other	-	-
TOTAL	150	100%

It is evident from Table 4.2 that the largest race group of respondents (61%) was Indians followed by Africans (34%), Coloureds representing 4% and Whites 1 % of the respondents.

4.2.3 The Respondents Age Range

Table 4.3 indicates the age range of respondents employed in the organisation.

Age Range in years	No. of Respondents	Percentage
18 to 25	12	8%
26 to 33	56	38%
43 to 41	39	26%
42 to 49	27	18%
50 to 57	12	8%
58 to 65	4	2%
66 to 73	-	-
Over 73	-	-
TOTAL	150	100%

It is evident from Table 4.3 that the age group from 26 to 33 years old represented the majority (38%) of the respondents, the age groups from 43 to 41 years old of the respondents represented 26%, the age groups from 42 to 49 years old of the respondents represented 18%, the age groups of the respondents from 18 to 25 and 50 to 57 years old represented 8% each while the age group from 58 to 65 years old represented 2% of the respondents.

4.2.4 The Marital Status of Respondents

The respondents were asked to indicate their marital status while they were employed in the organisation. Their responses are presented in figure 4.1

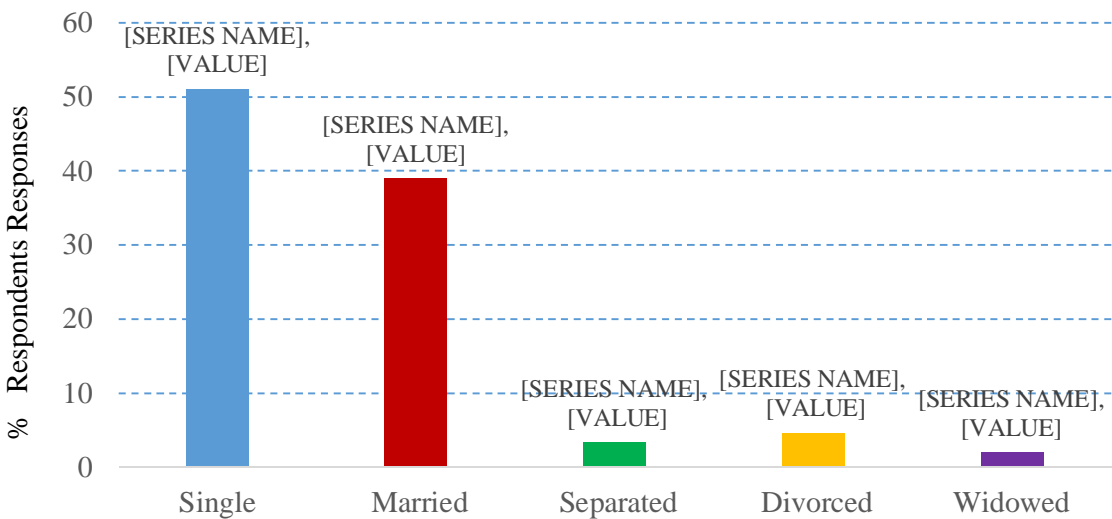


Figure 4.1 Marital Status

It is evident from figure 4.1 that the majority of respondents (51 %) are single, followed by 39 % who are married. 3% of respondents are separated, 5 % are divorced and 2% of respondents are widows.

A Cross tabulation table is utilised to demonstrate the relationship between the respondents' gender and their marital status. Table 4.4 illustrates the cross tabulation between gender and the marital status of respondents.

Table 4.4 Cross tabulation between gender and the marital status of respondents

		The Marital Status of Respondents					
		Single	Married	Separated	Divorced	Widowed	Total
Respondents Gender	Male	36%	32%	1%	1%	0%	70%
	Female	15%	7%	2%	4%	2%	30%
	Total	51%	39%	3%	5%	2%	100%
n=150		p=000			X ² = 23.89		

It is evident from Table 4.4 that a relationship ($p=0.00$) exists between the gender and the marital status of respondents. Male respondents (36 %) are single, 32% are divorced and 1 % each is either separated or divorced. Female respondents (15 %) are single, 7% are divorced, 2% are separated, 4% are divorced and 2% widowed. There is no other literature to support this finding. It is unique to the study and therefore adds to the body of knowledge in the field.

4.2.5 The Working Service of Respondents

The respondents were asked to indicate the duration that they were employed in the organisation. Their responses are presented in figure 4.2

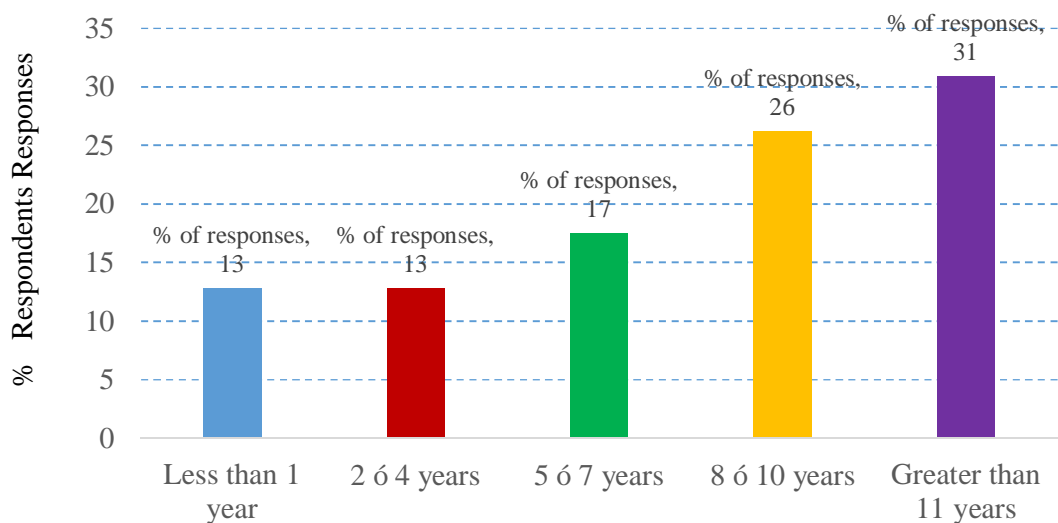


Figure 4.2 Employment Duration

It is evident from figure 4.2 that the majority of respondents (31 %) are in employment for more than eleven years, followed by 26 % who are in employment for eight to ten years. 17% of respondents are in employment for five to seven years, 13 % for two to four years and less than a year each.

4.2.6 The Education Level of Respondents

The respondents were asked to indicate their education qualifications. Their responses are presented in figure 4.3

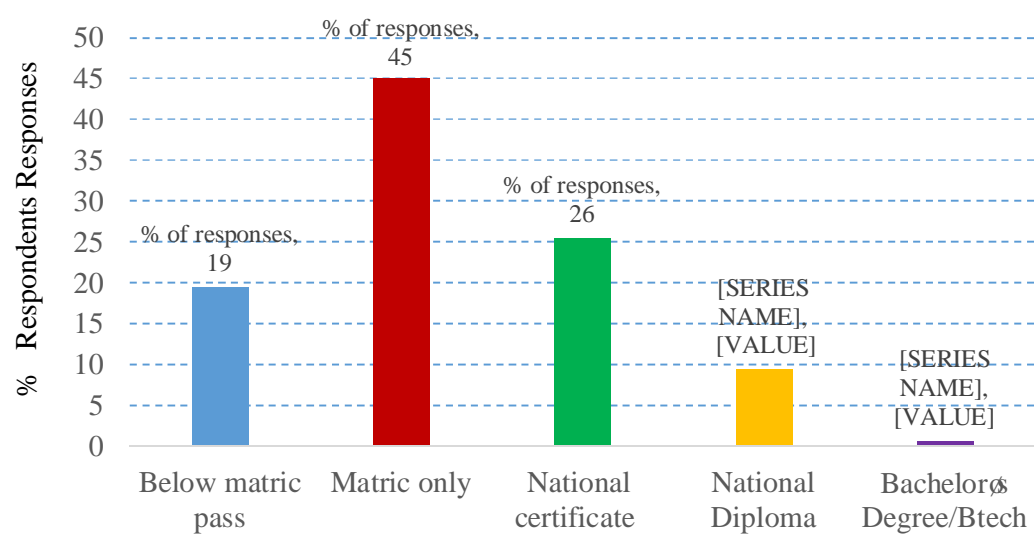


Figure 4.3 Educational Qualification

It is evident from figure 4.3 that the majority of respondents (45 %) had a matric qualification only, followed by 26 % who had a national certificate. 19% of respondents had a below matric pass, 9 % had a national diploma and 1% had a bachelor's degree qualification.

A Cross tabulation table is utilised to demonstrate the relationship between the respondents age and their highest level of education. Table 4.5 illustrates the cross tabulation between age and education level.

Table 4.5 Cross tabulation between age and the educational level of respondents

		Highest Education Level					
		Below matric pass	Matric only	National certificate	National diploma	Bachelor's degree	Total
Respondents Age	18 to 25	0%	2%	5%	1%	0%	8%
	26 to 33	3%	15%	15%	4%	1%	38%
	34 to 41	3%	16%	4%	3%	0%	26%
	42 to 49	6%	9%	2%	1%	0%	18%
	50 to 57	7%	1%	0%	0%	0%	8%
	58 to 65	1%	1%	0%	0%	0%	2%
	Total	19%	45%	26%	9%	1%	100%
n=150				p=000		$X^2 = 75.65$	

It is evident from Table 4.5 that a relationship ($p=0.00$) exists between the age and the educational level of respondents. The age group from 26 to 33 years old, 5% had a national certificate followed by 2% who had matric only and 1% a national diploma. The age groups from 26 to 33 years old of the respondents, 15% each had both matric and national certificate, 4% had a national diploma followed by 3% who had a below matric pass and 1 % who had a bachelor's degree. The majority (16%) of age groups from 34 to 41 years old had matric only. The age groups of the respondents from 42 to 49, 9% had matric only while 6% had a below matric pass. The majority (7%) of age group 50 to 57 years had a below matric pass while age group from 58 to 65 years old each had 1% below matric pass and matric only qualification.. There is no other literature to support this finding. It is unique to the study and therefore adds to the body of knowledge in the field.

4.3 Objective One- Line of communication with Management

The findings identifies whether has made any significant effort in trying to improve the communication mechanisms at employee level. Whilst there are various commentators that acknowledge that it gets relatively more difficult to deal with the challenges the business faces on a daily basis, they have also realised that the more an organization attempts to communicate effectively within that organization, the greater the involvement of its employees. This involvement causes a positive shift to achieving company objectives. The first question tries to establish if a large number of respondents were actually aware of the efforts placed by business to improve communications in the organizations .The questions in this part of the question went on to gather more data on the employees perceptions about the frequency of information seeking by the employees, in other words how often were they looking for updated information on the boards and what aspects actually stimulated interest that prompted employees.

A survey carried out by Badenhorst (2013) revealed that the employee perception of organizational communication was very weak and needed immediate attention. This result will be compared to that of Badenhorst (2013).

4.3.1 Changes in communication

The respondents were asked to indicate if they were aware of changes in communication in the organisation. Their responses are presented in figure 4.4

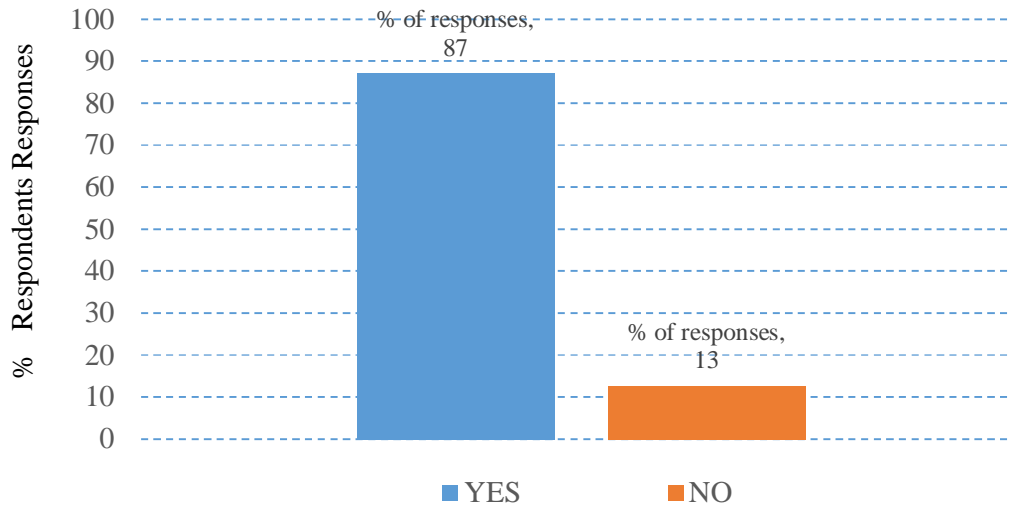


Figure 4.4 Awareness of communication changes

It is evident from figure 4.4 that 87% of respondents indicated that they were aware of changes in communication while 13 % responded that they were not aware. There is no other literature to support this finding. It is unique to the study and therefore adds to the body of knowledge in the field. Blundel (2004) is of the opinion that in a perfect world, messages reach the intended receiver without any hindrance. The message is then decoded where the receiver interprets the message by attaching meaning as to it. Accordingly receivers respond to the messages and the receiversq feedback to the message can both is verbal or nonverbal such as smiles, sighs or a written response (Blundel, 2004). The findings of this are study is similar to that of the opinion of Blundel (2004).

4.3.2 Awareness of “News boards” communication method

The respondents were asked to indicate if they were aware of the News Board communication method. Their responses are presented in figure 4.5

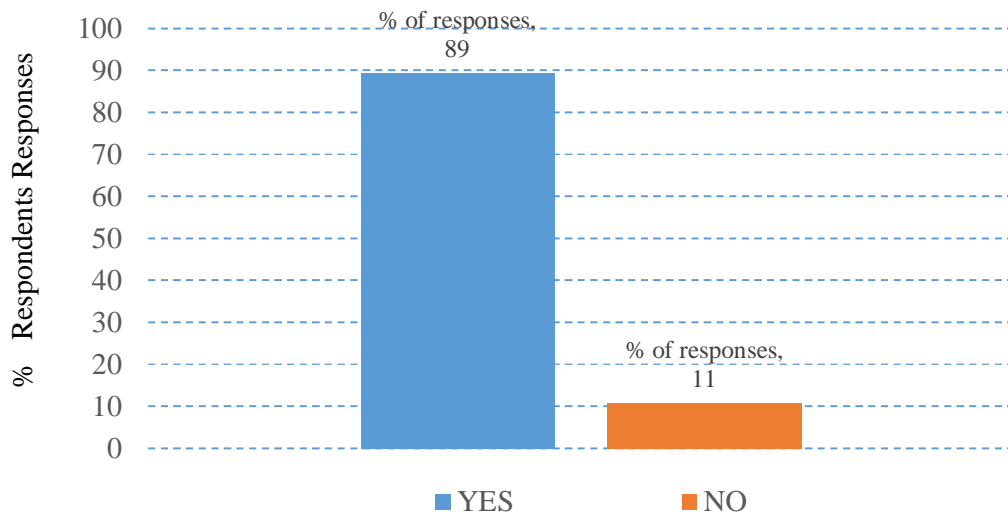


Figure 4.5 Awareness of communication method

It is evident from figure 4.5 that 89% of respondents indicated that they were aware of the News Board communication method while 11 % responded that they were not aware. There is no other literature to support this finding. It is unique to the study and therefore adds to the body of knowledge in the field. Litterst and Eyo (1982) add that a communication channel will usually be evaluated around the sender's expectancy of that channel. Dunmore (2002) further added that important to note is that different channels are applicable for different kinds of information thus achieving a diverse set of objectives. It is thus imperative to select an appropriate communication channel that would best fit the nature of the communication. The findings of this study is similar to that of the argument of Litterst and Eyo (1982) and Dunmore (2002).

4.3.3 Attraction to the “News board” information

The respondents were asked to indicate if they were attracted to the News Board+ information. Their responses are presented in figure 4.6

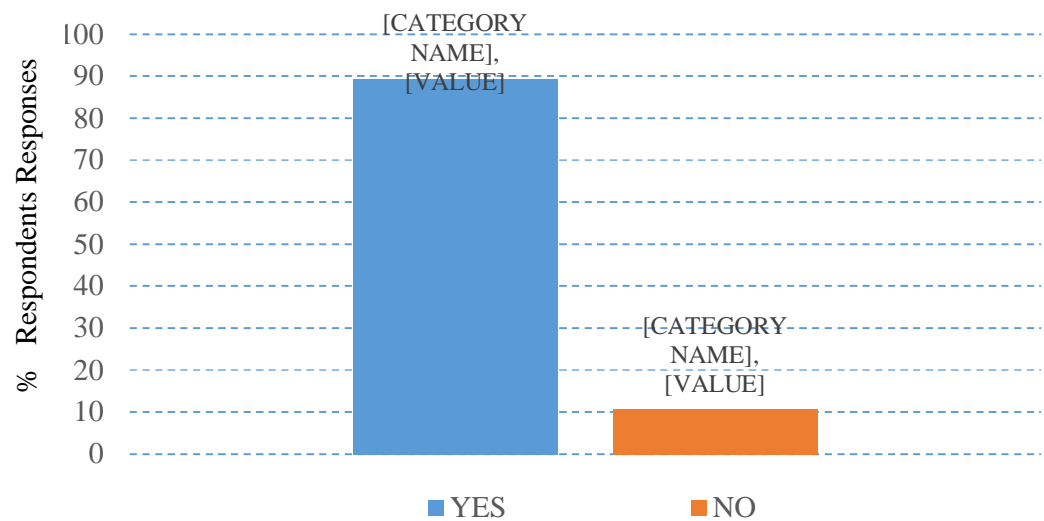


Figure 4.6 News board information

It is evident from figure 4.6 that 89% of respondents indicated that they were attracted to the News Board+ information while 11 % responded that they were not. Downs and Adrian (2004) suggests that communication of information is important as people understand and interpret messages differently; therefore it is vital to one's understanding when deciding on the communication method. The chosen channels can make a real difference in how the message is received (Wood, 1999). The findings of this study support the sentiments of Downs and Adrian (2004) and Wood (1999).

4.3.4 Observation of frequent updates on the news boards

The respondents were asked to indicate how often they looked for information updates on the News Board+. Their responses are presented in figure 4.7

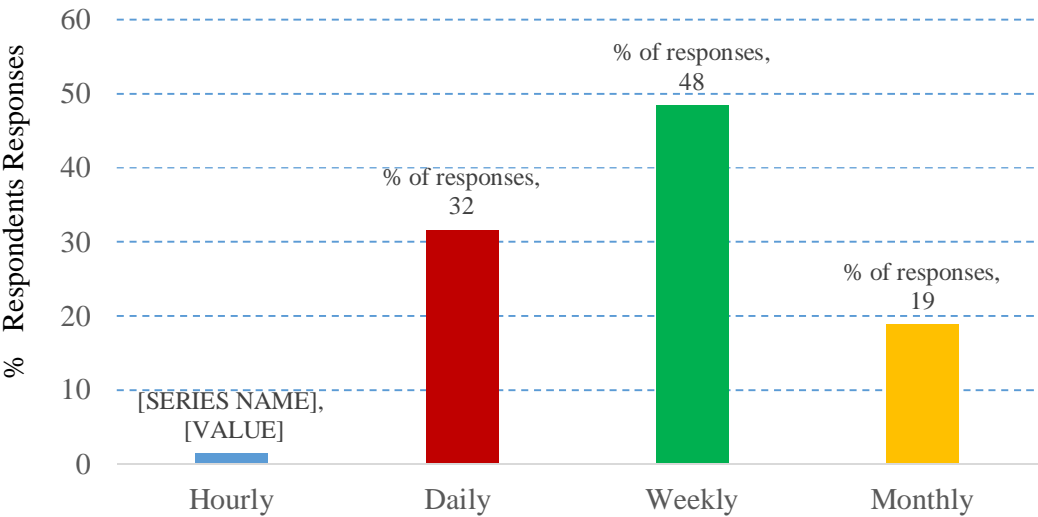


Figure 4.7 News board updates

It is evident from figure 4.7 that 48% of respondents indicated that they check for weekly date of information on the News Board+, 32 % of respondents indicated that they check for daily updates, 19 % responded that they check for updates on a monthly basis while 1% of respondents verify updates every hour. There is no other literature to support this finding. It is unique to the study and therefore adds to the body of knowledge in the field.

4.3.5 Stimulating portion of the News Boards

The respondents were asked to indicate the most interesting part of the %News Board+. Their responses are presented in figure 4.8

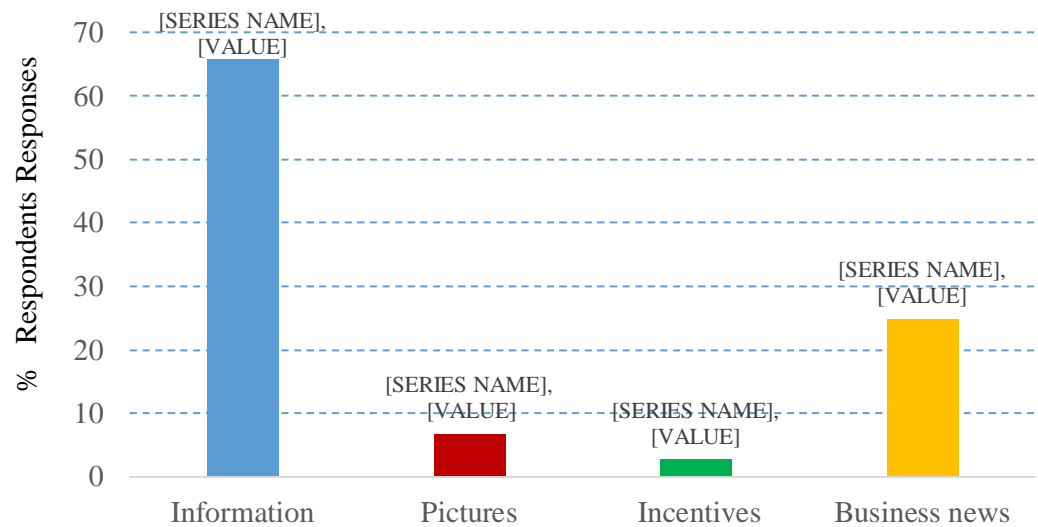


Figure 4.8 News board interests

It is evident from figure 4.8 that the majority (66%) of respondents indicated that the information portion of the %News Board+ interested them, 25 % of respondents indicated that the business news portion interested them, 7 % responded that the pictures interested them while 3 % responded that the incentive information interested them. According to Hargie and Tourish (2000); Koontz and O'Donnell (1986); Steers (1986) and Wood (1999) communication is an important fundamental management activity in each organization because of the necessity for all people within an organization to receive information that is important to their work. The findings of this study support the opinions of Hargie and Tourish (2000); Koontz and O'Donnell (1986); Steers (1986) and Wood (1999).

4.3 Objective two- Management’s understanding of employee’s challenges

In order for people to become emotionally attached to an organization, they must be of the perception that management cares for them. Once employees perceive that their management is for them then they become more inclined to display attitudes associated with intrinsic motivation. Intrinsic motivation is said to be one of the higher forms of motivation and keeps people willingly supporting organizational goals and objectives over the long term. This is supported by various scholars, according to Ryan and Deci (2000), staff needs fundamentally three psychological needs; they referred to as; competence, relatedness and autonomy. Armstrong (1991) noted that extrinsic motivators can have an immediate and powerful effect, but the effect will not last long. The intrinsic motivators, which are concerned with the quality of working life, have generally a longer lasting impact. Intrinsic motivation relates to the self-generated factors which influence people to behave in a particular way or to move in a particular direction (Gagné and Forest, 2008).

4.3.1Motivation of displayed photos on the news boards

The respondents were asked if they believed that the photos displayed on %News Board+motivated them to be part of the organisation. Their responses are presented in figure 4.9

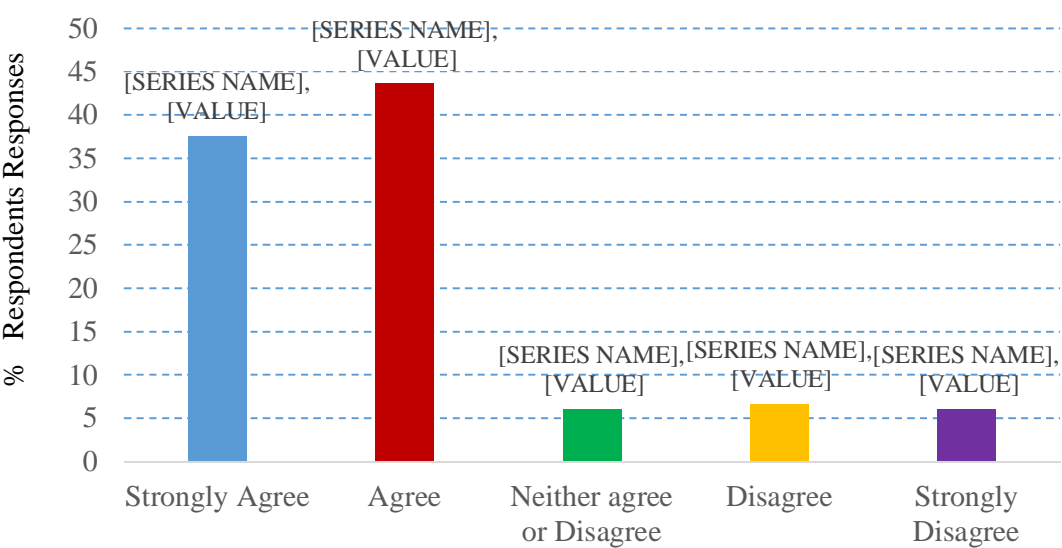


Figure 4.9 Photos on News boards

It is evident from figure 4.9 that 38% and 44% of respondents strongly agreed and agreed that the photos on the %News Board+ made them feel as being part of the organisation, 6 % of respondents neither agreed or disagreed, while 7 % and 6% of respondents disagreed and strongly disagreed that the photos motivated them as being part of the organisation. Alberts (1992) argues with reference to Herzberg’s motivator factors that motivators make employees feel good about their job, which includes the accomplishment of the job, increased job competence, recognition and advancement, responsibility and self-fulfilment. The findings of this study support the argument of Alberts (1992) in that photos on the %News Board+ motivated employees through recognition.

4.3.2 Visual appreciation for individual photo on the “News board”

The respondents were asked if they would like to see their own photo displayed on %News Board+. Their responses are presented in figure 4.10

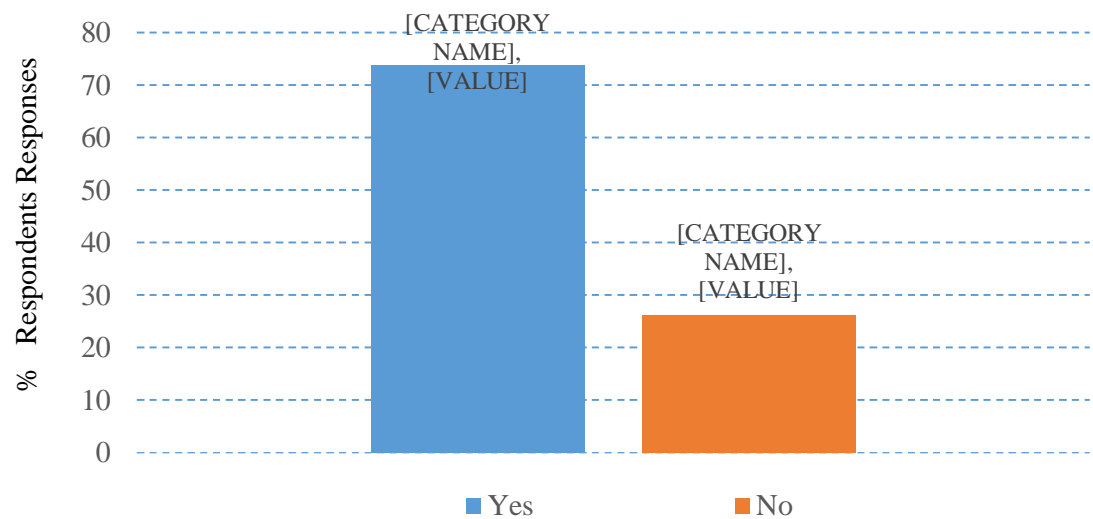


Figure 4.10 Individual Photos on News boards

It is evident from figure 4.10 that that the majority of respondents (74%) indicated that they liked to see their own photos displayed on %News Board+ while 26% of respondents indicated their dislike to have their photos displayed on the %News

Board+. There is no other literature to support this finding. It is unique to the study and therefore adds to the body of knowledge in the field.

4.3.3 Discovering obliging stories on the “News boards”

The respondents were asked to indicate if they found the stories on the %News boards+to be helpful. Their responses are presented in figure 4.11

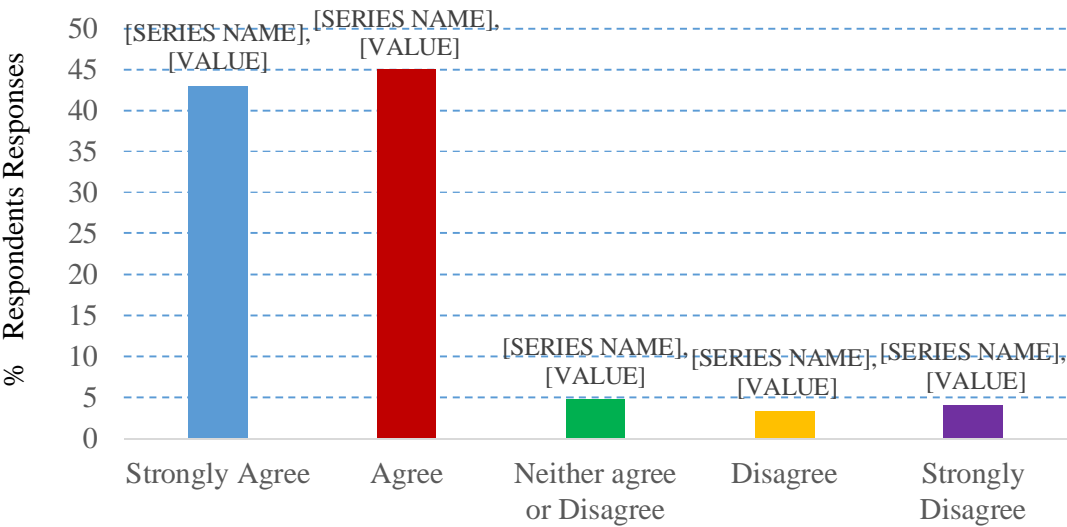


Figure 4.11 Stories on the news boards

It is evident from figure 4.11 that 43% and 44% of respondents strongly agreed and agreed that the stories on the %News Board+were helpful, 5 % of respondents neither agreed nor disagreed, while 3 % and 4% of respondents disagreed and strongly disagreed that the stories were helpful. There is no other literature to support this finding. It is unique to the study and therefore adds to the body of knowledge in the field.

4.3.4 The “News boards” as a communication tool

The respondents were asked to indicate if the %News boards+ was a communication tool to convey thoughts. Their responses are presented in figure 4.12

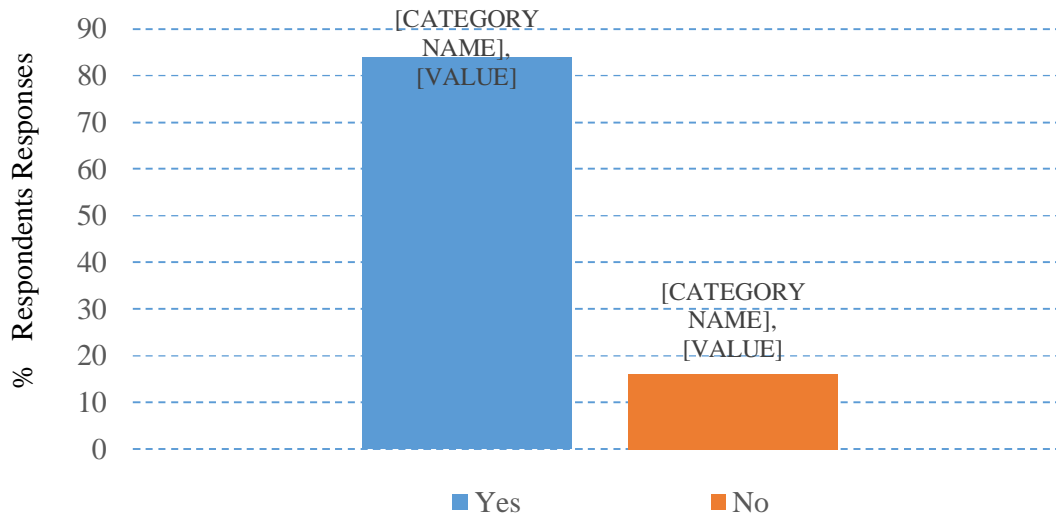


Figure 4.12 News boards as a communication tool

It is evident from figure 4.12 that the majority of respondents (84%) indicated that the %News Boards+ was a communication tool to convey thoughts while 16% of respondents believed that the %News Board %was not a communication tool to convey thoughts. Litterst and Eyo (1982) argues that identifying an appropriate communication channel is a challenge, however a communication channel will typically be evaluated based on the senders expectations of that channel, therefore achieving a diverse set of purposes (Dunmore, 2002; Quirke, 2008; Wood, 1999). It is formerly imperative to select an appropriate communication channel that would best fit the nature of the communication (Melcher and Beller, 1967). The findings of this study support the argument of Litterst and Eyo (1982), Dunmore (2002); Quirke (2008); Wood (1999) and Melcher and Beller (1967) in that the %News boards+ was a communication channel.

4.3.5 “News boards” established communication value in the organization

The respondents were asked to indicate whether the News boards upheld value in understanding what was happening in the organisation. Their responses are presented in figure 4.13

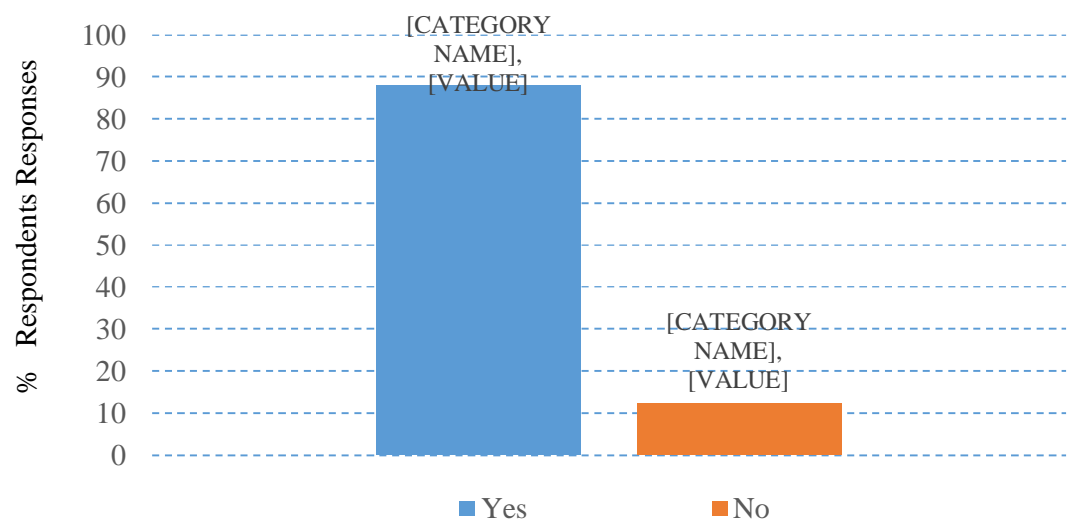


Figure 4.13 News boards value

It is evident from figure 4.13 that the majority of respondents (88%) indicated that the News Boards+ was proven valuable in understanding the happenings in the organisation while 12% of respondents felt that the News Board was not valuable in understanding the happenings in the organisation. Adler and Elmhorst (1996) and Koontz and O'Donnell (1986) views top-down communication valuable since it is being initiated from people at higher levels in the organisation to those at lower levels in the organizational hierarchy with the intention of providing information and feedback to subordinates. The findings of this study support the sentiments of Adler and Elmhorst (1996) and Koontz and O'Donnell (1986).

4.4 Objective Three- Shop Floor employees perceived that the company's vision, values and policies about the work place was not adequately communicated

A study done by Badenhorst (2013) found that employees were of the perception that the company did not make adequate effort to communicate the company's Vision, Mission and company policies to the shop floor employees. They also commented that very little knowledge was shared in the organization whether it was a top-down approach or bottom-up approach and even horizontal communication approach. Employees perceived that they were left out of key communications in the organization.

The questions in this part of the questionnaire seeks to identify if the perceptions of the employees are still that same of if there has been any changes since the implementation of the NewsBoards.

4.4.1 Organizational strategy through news board messages

The respondents were asked to indicate whether the News boards upheld value in understanding what was happening in the organisation. Their responses are presented in figure 4.14

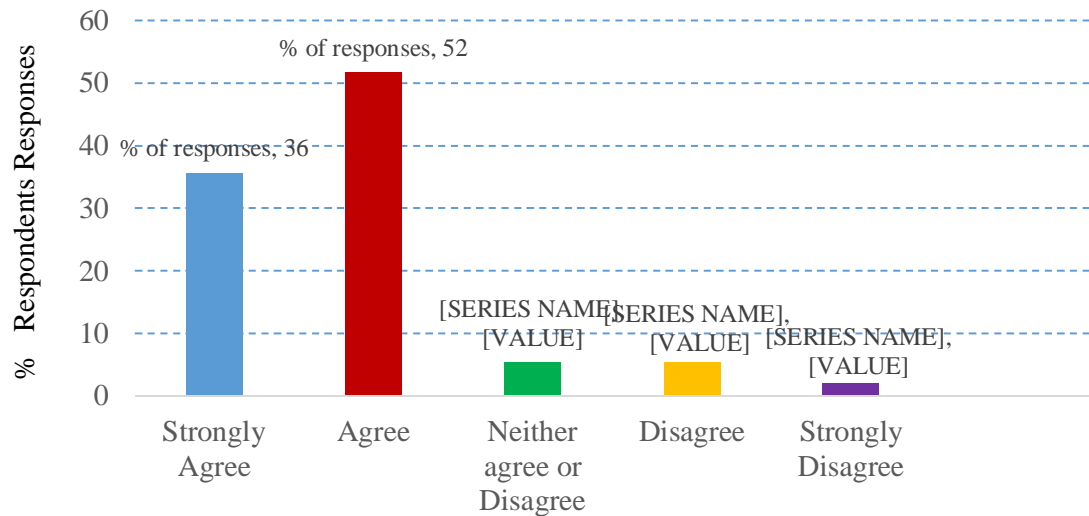


Figure 4.14 Strategy through News boards

It is evident from figure 4.14 that 36% and 52% of respondents strongly agreed and agreed that the organisations Mission, Vision and policies were conveyed through the News Board+ messages, 5 % of respondents neither agreed nor disagreed, while 5 % and 2% of respondents disagreed and strongly disagreed that the organisations mission, vision and policies were conveyed through the News Board+ messages. Forman and Argenti (2005) and Lynch (2009) states the effective implementation of organizational strategy can occur through internal communication. Therefore, it is vital that the strategy is communicated effectively within the organization in order to inform and create employee commitment (Grönfeldt and Strother, 2006). The findings of this study support the opinions of Forman and Argenti (2005); Lynch (2009) and Grönfeldt and Strother (2006).

4.4.2 News board Communication about the organizations market position

The respondents were asked to indicate if communication was received frequently via the News boards+ about the organisations position in the market place. Their responses are presented in figure 4.15

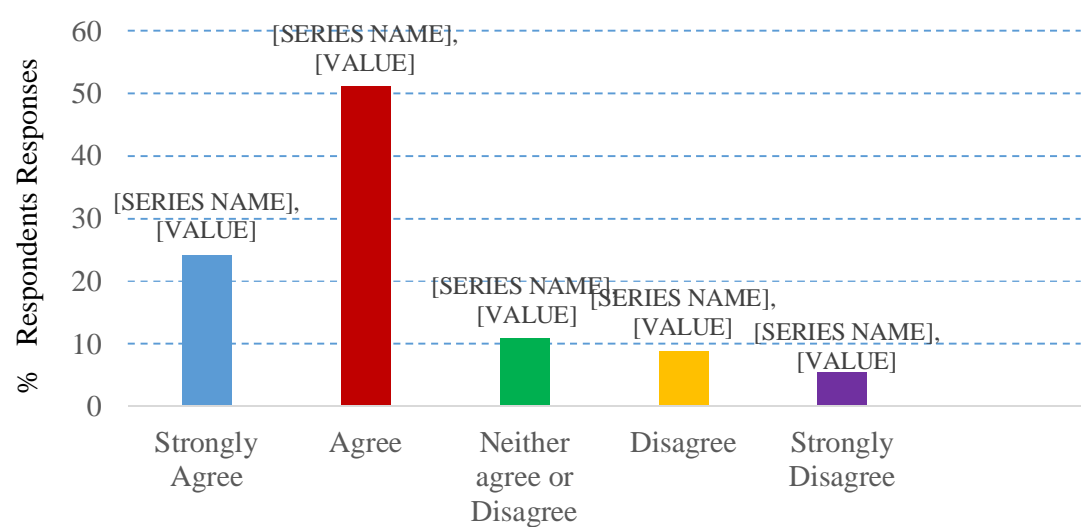


Figure 4.15 Strategy through News boards

It is evident from figure 4.15 that 24% and 51% of respondents strongly agreed and agreed that communication was received frequently via the News boards+ about the organisations position in the market place, 11 % of respondents neither agreed nor disagreed, while 9 % and 5% of respondents disagreed and strongly disagreed that communication was received frequently via the News boards+ about the organisations position in the market place. According to Kandlousi, Ali, and Abdollahi (2010) and Litterst and Eyo (1982) formal communication is crucial in organizations, this follows a formal structure within the business. The value in formal communication is that it provides basic information about the organization, also information linked to performance. The findings of this study support the thoughts of Kandlousi, Ali, and Abdollahi (2010) and Litterst and Eyo (1982).

4.4.3 Shared News board information for organization improvements

The respondents were asked to indicate whether the %News boards+ allowed the sharing of information needed for the improvement of the organisation. Their responses are presented in figure 4.16

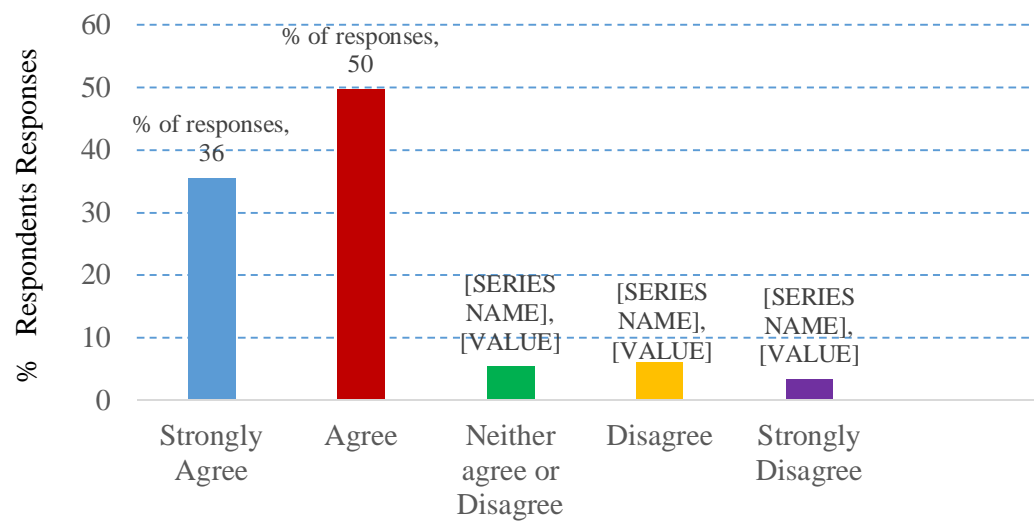


Figure 4.16 News board information sharing

It is evident from figure 4.16 that 36% and 50% of respondents strongly agreed and agreed that the %News boards+ allowed the sharing of information needed for the improvement of the organisation, 5% of respondents neither agreed nor disagreed, while 6 % and 3% of respondents disagreed and strongly disagreed that the %News boards+ allowed the sharing of information needed for the improvement of the organisation. A study carried out by Watson Wyatt Finney (2006) found organizations with highly effective communication practices have higher market share, higher shareholder return and a higher level of employee engagement than the competition. Therefore, it may be concluded that effective internal communication can be beneficial in building a long-term relationship between management and employees and thereby achieving greater future profit for the company. The findings of this study support the study of Watson (2006).

4.4.4 Organizational challenges and employee suggestions through news boards

The respondents were asked to indicate if the %News boards+helped to understand the current challenges faced by the organisation and if suggestions were allowed for the improvement of the organisation. Their responses are presented in figure 4.17

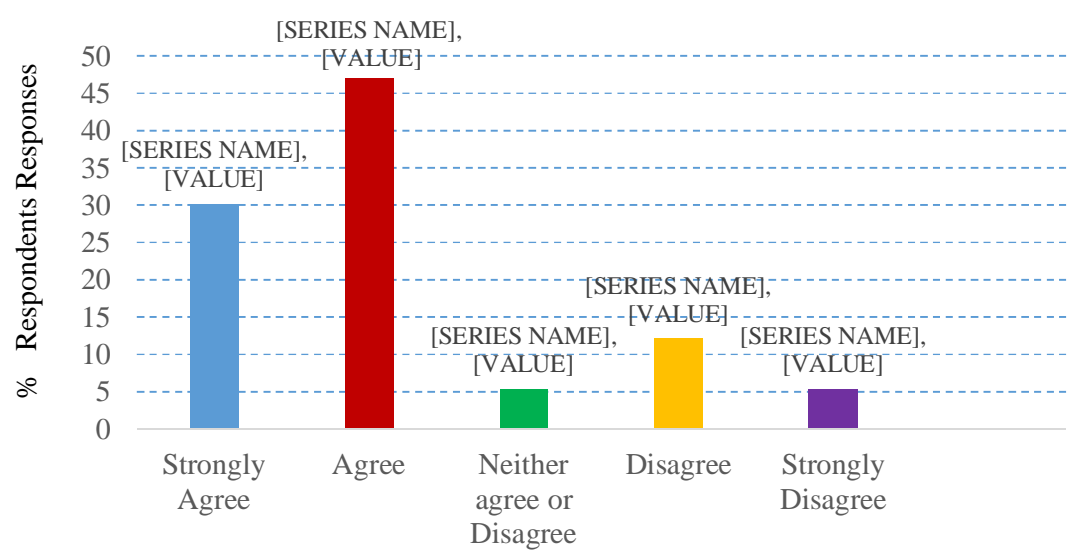


Figure 4.17 News board information challenges

It is evident from figure 4.17 that 30% and 47% of respondents strongly agreed and agreed that the %News boards+helped to understand the current challenges faced by the organisation and that suggestions were allowed for the improvement of the organisation, 5% of respondents neither agreed nor disagreed, while 12 % and 5% of respondents disagreed and strongly disagreed that the %News boards+helped to understand the current challenges faced by the organisation and that suggestions were allowed for the improvement of the organisation. Adler and Elmhurst (1996) refer to upward communication as the flow of messages from employees to superiors and elevate the organizational hierarchy (Koontz and O'Donnell, 1986). This type of communication conveys messages such as what subordinates are doing, unsolved work problems and suggestions for improvements. The findings of this study support the argument of Adler and Elmhurst (1996),

4.4.5 Sharing of organizational information through news board communications

The respondents were asked to indicate whether the %News boards+improved the way information was shared in the organisation. Their responses are presented in figure 4.18

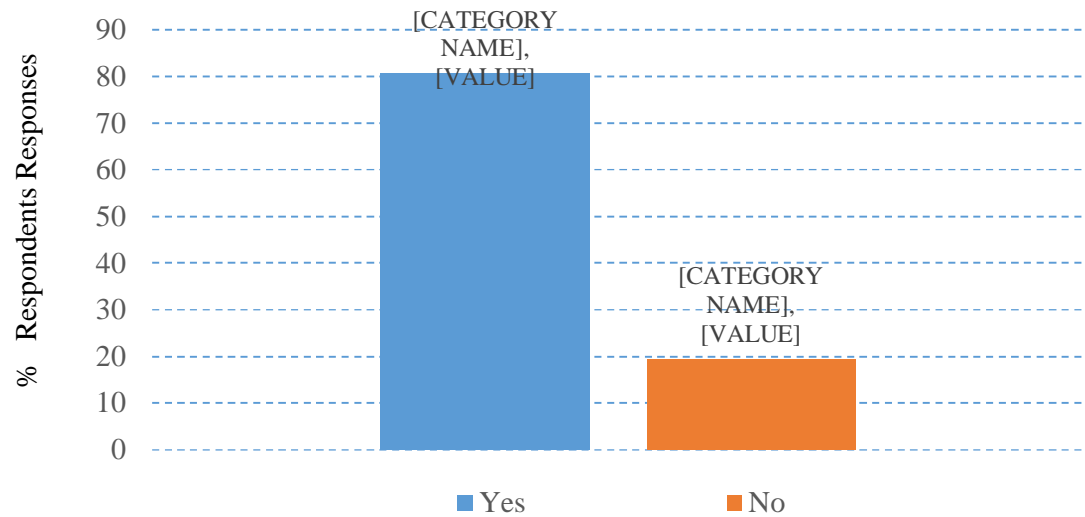


Figure 4.18 Sharing of news board information

It is evident from figure 4.18 that the majority of respondents (81%) indicated that the %News boards+improved the way information was shared in the organisation while 19% of respondents felt that the %News boards+did not improve the way information was shared in the organisation. Adler and Elmhorst (1996) states that horizontal communication entails messages amongst team members of the organization with equal power. Information like, task co-ordination, problem solving, sharing information, conflict resolution and building relationships fall under this kind of communication. The findings of this study support the sentiment of Adler and Elmhorst (1996).

4.4 Objective four- Shop Floor workers feel that the Company's general business information and general financial performance is not freely available to them.

The questions formulated in this part of the questionnaire are to address the perception that was recorded in the survey done in 2013 (Badenhorst, 2013). The shop floor employees indicated that management made very little attempt to share with them the company's general business information as well as the company's financial performance.

The questions here will identify if there is a shift in perception of employees between 2013 and the current study.

4.5.1 Communication of organizational information

The respondents were asked to indicate whether they felt more informed about what was happening in the organisation. Their responses are presented in figure 4.19

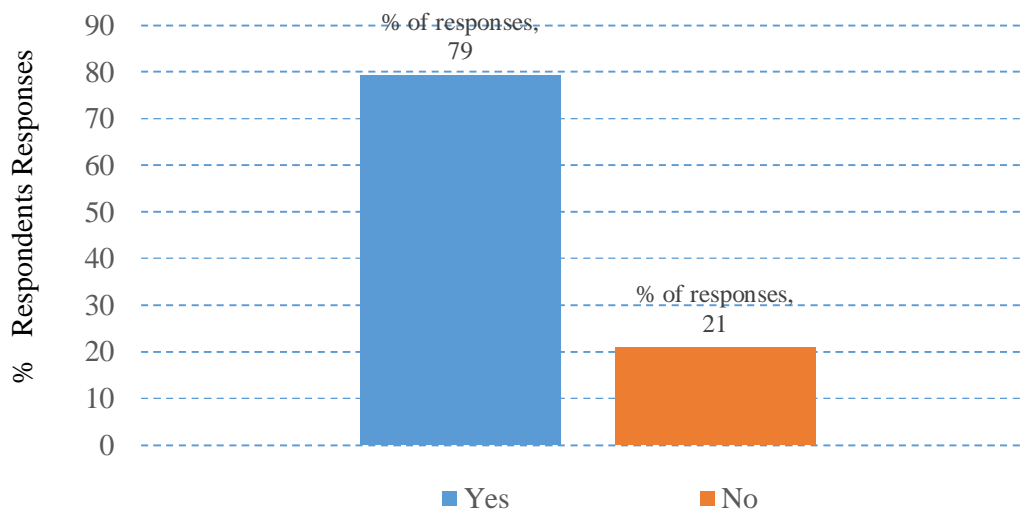


Figure 4.19 Organisation information

It is evident from figure 4.19 that the majority of respondents (79%) indicated that they were more informed about what was happening in the organisation while 21% of respondents felt that they were not more informed about what was happening in

the organisation. Argenti (2009) and Bowditch and Buone (2005) state that the more transparent an organisation is then the stronger the trust, commitment and engagement will be between management and staff at lower levels in the organization. The findings of this study support the feelings of Argenti (2009) and Bowditch and Buone (2005).

4.5.2 Communication about organizations management

The respondents were asked to indicate whether they were kept abreast with the organisations management. Their responses are presented in figure 4.20

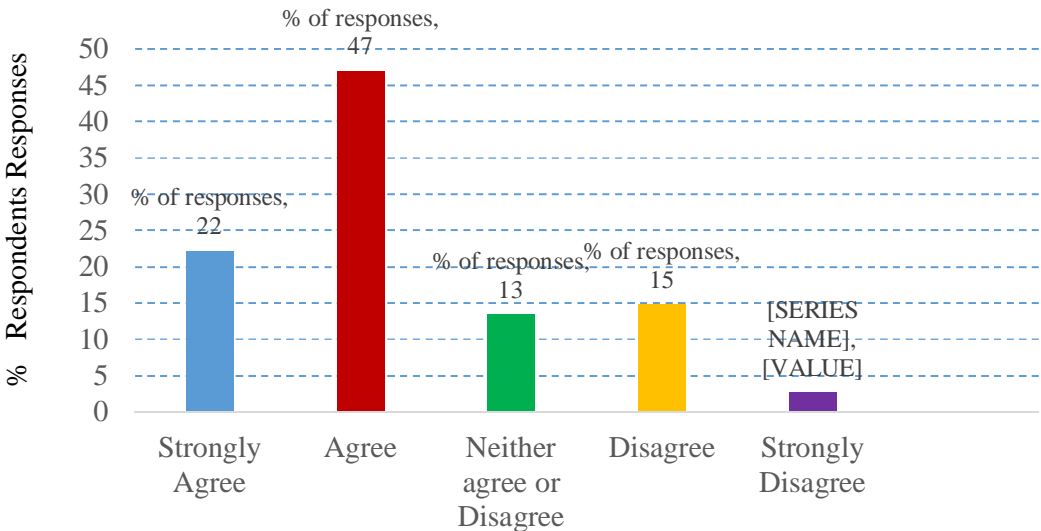


Figure 4.20 Organisation management

It is evident from figure 4.20 that 22% and 47% of respondents strongly agreed and agreed that they were kept abreast with the organisations management, 13% of respondents neither agreed nor disagreed, while 15 % and 3% of respondents disagreed and strongly disagreed that they were kept abreast with the organisations management. According to Downs and Adrian (2004) internal communication was a fundamental management activity in every organization since it is vital for employees to receive information regarding their job. The findings of this study support the statement of Downs and Adrian (2004).

4.5.3 Organization’s communication challenges

The respondents were asked to indicate whether there were challenges faced by the organisation after an effort was made to communicate. Their responses are presented in figure 4.21

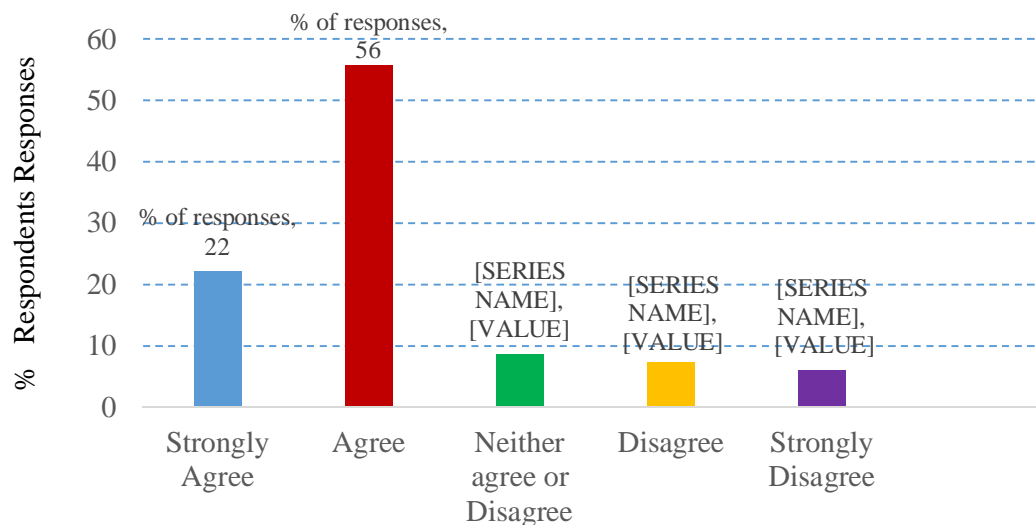


Figure 4.21 Communication challenges

It is evident from figure 4.21 that 22% and 56% of respondents strongly agreed and agreed that there was challenges faced by the organisation after an effort was made to communicate, 9% of respondents neither agreed nor disagreed, while 7 % and 6% of respondents disagreed and strongly disagreed that there was challenges faced by the organisation after an effort was made to communicate. Koontz and O’Donnell (1986) assert that true communication will not succeed, should relationships not exist amongst people who convey the messages. Dunmore (2002) acknowledges that internal communication motivates change in attitudes, thus it was imperative to make sure that there was appropriate behaviour within the organization. The findings of this study support the assertion by Koontz and O’Donnell (1986) and Dunmore (2002).

4.5.4 Awareness of organization’s future plans

The respondents were asked if the %News boards+ created awareness of the organisations future plans. Their responses are presented in figure 4.22

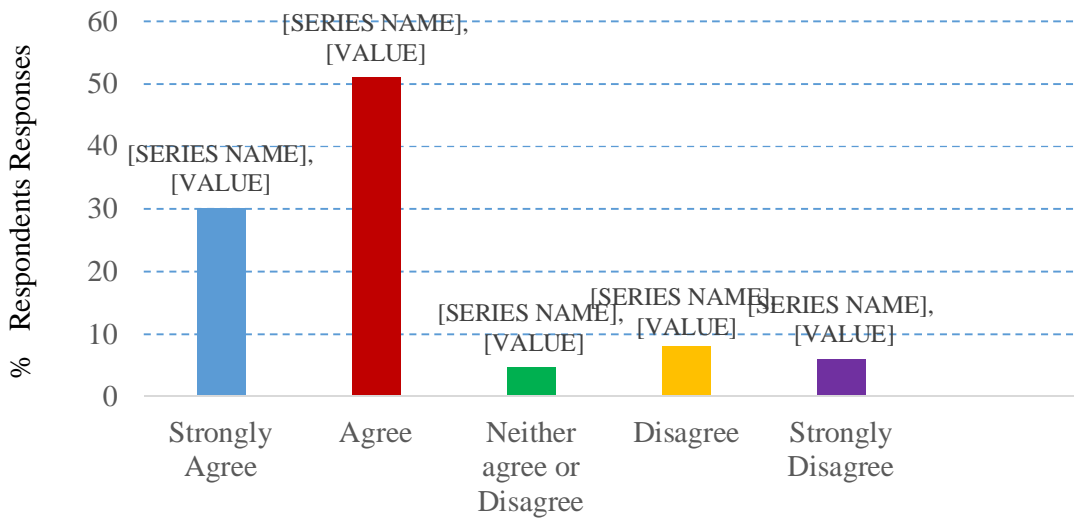


Figure 4.22 Organisations future plans

It is evident from figure 4.22 that 30% and 51% of respondents strongly agreed and agreed that the %News boards+created awareness of the organisations future plans, 5% of respondents neither agreed nor disagreed, while 8 % and 6% of respondents disagreed and strongly disagreed that the %News boards+created awareness of the organisations future plans. Hargie and Tourish (2000); Koontz and ODonnell (1986); Steers (1986) and Wood (1999) states that communication is an important fundamental management activity in each organization because of the necessity for all people within an organization to receive information that is important to their work. The findings of this study support the statements of Hargie and Tourish (2000); Koontz and ODonnell (1986); Steers (1986) and Wood (1999).

4.5.5 Steps taken to make employees part of the organization

The respondents were asked if the organisation made efforts to make employees feel that they belonged to the organisation. Their responses are presented in figure 4.23

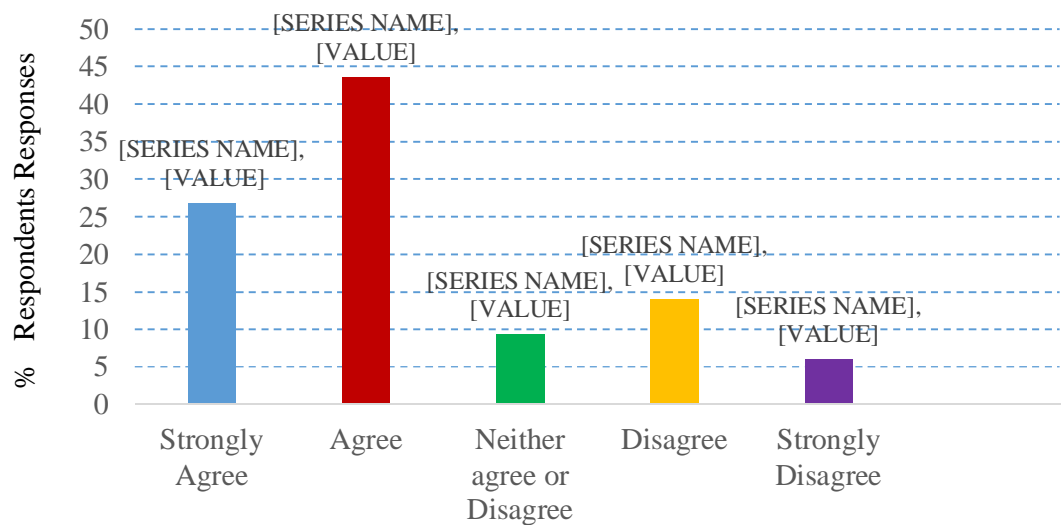


Figure 4.23 Organisational effort

It is evident from figure 4.23 that 27% and 44% of respondents strongly agreed and agreed that the organisation made efforts to make employees feel that they belonged to the organisation, 9% of respondents neither agreed nor disagreed, while 14 % and 6% of respondents disagreed and strongly disagreed that the organisation made efforts to make employees feel that they belonged in the organisation. Argenti (2006) states that communications may create an ~~us~~ and themqmentality, this can make employees feel that they donq belong to the team. Ryan and Deci (2000) argue that one of the fundamental needs required by staff was relatedness. Relatedness deals with an employee feeling they are connected to the organisation and have a sense of belonging. The findings of this study support the argument of Ryan and Deci (2000).

4.6 Summary

The significant findings of this study are that Altech UEC SA %News boards+ communication method is effective in motivating employees. There is strong evidence that information sharing is taking place in the organisation and that communication made through news boards are effectively improving the situation of the company and employees. The findings have proven that effective communication plays an important role in ensuring motivation and trust. The following chapter concludes this study by providing recommendations and comments on the study limitations.

CHAPTER FIVE -RECOMMENDATIONS

INTRODUCTION

Recently various scholars have found that organization is experiencing challenges on the competitive fronts in many industries. A number of researchers have found that communication was an important factor that was lacking in organisations. It was further identified that IC (internal communication) played a significant role in promoting organizational dialogue which in turn promoted employee motivation in an organization.

Whilst a vast amount of literature exists about motivating employees, until very recently no major studies were actually conducted to examine the impact of internal communication on employee motivation in an organization. Current research indicates a positive relationship between communication and employee motivation. Various authors have argued that employees are one of the key resources in an organization. Examining factors that promote intrinsic motivation within these employees was of utmost significance to the management of an organization. Once management could understand how to influence these employees successfully, their levels of motivation would increase thereby providing unique solutions to the challenges faced by such organizations.

This chapter focuses on the findings of the research study, its limitations, recommendations arising from it, and a suggestion of future studies that could be undertaken in the same field.

5.2 Key findings and conclusions

The main aim of the study was to establish if the methods applied by a company based in Durban, South Africa has a positive impact on motivating employees within this organization. In the 21st century, an era of digitalism and technological advances empowers specific industry players to challenges never experienced. Many studies have been performed to understand how businesses could survive the onslaught of

competitive rivals whilst improving effectiveness and efficiency (Clampitt and Downs, 1993; Hargie *et al.*, 2003). Whilst there are many studies done on the engineering aspects of the business, it was found that much less was done trying to establish ways of motivating staff to become more effective and efficient. Whilst some studies examined the effect of HRM practices on employee motivation, until recently scholars started to explore the impact of communication on employee motivation in organizations.

Various authors believed that in this fast paced changing environment effective communications played a pivotal role in promoting a competitive advantage for an organization within the environment it competed in. A number of researches revealed that employees responded positively to information sharing done in organization specific environments through some form of communication. These findings showed that employees were more willing to do more than what they ought to when they felt an emotional attachment to the organization. This was done through the various forms of communication methods which are top-down, bottom . up and horizontal communication. Communication applied appropriately can help in the development of organizational trust and listening.

Altech UEC, a company based in Mount Edge Combe, Durban, Kwa-Zulu Natal attempted to improve the communications process in this organization. This was done with the intention that this will motivate employees positively in the organization. A study done by Badenhorst (2013) to assess the perceptions of communication effectiveness at Altech UEC amongst management, mid-level management and shop-floor staff found communication to the shop-floor and upwards from the shop-floor was seriously lacking. A questionnaire was structured with twelve questions that formed the basis of that study. The response to the questionnaire from the shop-floor revealed that the perception of the shop-floor was poor to ten of the twelve questions. The measurement of the questionnaire as argued by Badenhorst (2013) identified any response 2.7 and below required definite attention.

According to the report the following results needed immediate attention as per the feedback of the shop-floor employees:

- Our vision and values are well communicated

- Top management communicated openly and honestly with employees
- General business information and general financial performance is freely available to employees
- Operational performance is communicated to employees, regularly
- Immediate superiors pass on clear and understandable information to employees
- Employees have good, open lines of communication with management
- Communication makes me identify with and feel part of the company
- Management knows and understands the problems and concerns of employees
- Management is approachable
- Employees can easily provide feedback on Company communication

A set of recommendations and observations made by Badenhorst were as follows:

- Management can provide opportunities for communication training
- Employees are in need for open channel communication. More frequent communication from management could improve the situation
- Frequent meetings within different departments in the company could also produce positive outcomes.
- Quantitative results indicated disconnect between management and employees. Workers seemed unsatisfied about the way certain information is disclosed.
- Employees are expecting more open lines of communication from management.
- More frequent meetings and focus group discussions could be suggested as a possible intervention.
- Employee engagement survey could be suggested to assess current engagement levels and to build on it.

Finally Badenhorst concluded the report by stating that the shop-floor workers did not have a positive perception of effective communication at Altech UEC and the top four lowest ratings were as follows:

- They feel that they do not have good lines of communication with management.

- Shop Floor Workers were of the perception that management do not know and do not understand their problems and concerns
- Shop Floor employees perceived that the company's vision, values and policies about the work place was not adequately communicated
- Shop Floor workers feel that the Company's general business information and general financial performance is not freely available to them.

The main question of the research and sub questions of this research were designed in order for them to be aligned to the objectives of this study. The results of this study reveal that communications in Altech UEC SA through the NewsBoards+ communications method is effective in motivating employees. The quantitative results shows that there is strong evidence that information sharing is taking place in the organization and that communications made through the NewsBoards+ are effectively improving the situation of the company and employees.

5.2.1 Question one- Gathering the demographic data

The results for the first question indicated the demographic representation of the employees that are employed at Altech UEC. This data provided an understanding of the environment that the research took place in. The data also provides key information about the common variables that were compared to key variables that related to the research study. The response to the study was a total of 149. The responses indicated that that 77% of the respondents worked for five or more years in the organization. When correlating this to Maslow's Needs Hierarchy, it is noted that at the bottom of the pyramid, an individual seeks basic needs which are food shelter and sex. Thereafter the individual would seek to satisfy the need of security, it is evident that these two key needs are appropriately catered for as it is noted that the respondents indicated that they have a long serving contract with the organization. It can be thus deduced that the employees seek to satisfy a higher order need. The next level as per Maslow is the sense of belonging and the need for affection. The satisfaction of the need for affection has a number of positive spin offs for an organization.

It is evident from this study that Altech UEC has done a significantly good job in satisfying the first two needs in Maslow's hierarchy of needs.

5.2.2 Question two- Objective One- Line of communication with Management

The findings of question allow one to conclude that the organization has made a huge effort in trying to improve the communication mechanisms at employee level. Whilst there are various commentators that acknowledge that it gets relatively more difficult to deal with the challenges the business faces on a daily basis, they have also realised that the more an organization attempts to communicate effectively within that organization, the greater the involvement of its employees. This involvement causes a positive shift to achieving company objectives. The first question established that a large number of respondents were actually aware of the efforts placed by business to improve communications in the organizations and many respondents affirmed that they were attracted to the information on these boards.

The questions in this part of the question went on to gather more data on the employees' perceptions about the frequency of information seeking by the employees, in other how often were they looking for updated information on the boards and what aspects actually stimulated interest that prompted employees. There is evidence from the study that employees have recognized a positive change in information sharing. This has been welcomed by the employees as the results indicate that a large number of respondents have participated in information sharing through the NewsBoards.

One can deduct from the results of this survey that a large number of individuals perceive that they have better lines of communication with management when one compares this to the results attained in 2013 by Badenhorst. This indicates that the organization's effort in communication is being applied effectively. Such efforts suggest employees are motivated by communication as argued by the work of Nordin *et al* (2011); Zaremba, (2003). This finding also supports the work of Witherspoon (1997) and Von Krogh *et al* who notes that effective internal communication is considered the underpinning of organizations today.

5.2.3 Question three: Objective two- Management's understanding of employee's challenges

Clearly, it can be seen that employees have recognized a shift in management's behaviour towards them. The attempts to recognize individuals in the organization and by displaying their photos and a write up about the challenges and the success they experience currently has struck a warm chord with the employees at UEC. This was affirmed by 82% of the respondents. Eighty eight percent of employees found that the stories shared through the NewsBoards were helpful. This indicates a new perception of the respondents and it can therefore be deducted that the effort applied by the organization is addressing the weakness whereby the employees perceived that the management did not adequately address employee concerns.

This deduction is affirmed by the responses of the eighty four individuals who declared that the communication tool was actually a communication that helped them convey their thoughts. Furthermore when asked whether the NewsBoards upheld value in understanding what was happening in the organization, a significant amount of respondents(88%) actually stated that they agreed with this statement.

The results of the tests applied to validate the organization had made significant progress in changing the previous perception of Shop floor employees that that management do not know and do not understand their problems and concerns had been examined adequately. The results validate that there is a positive drive to show employees that the organization cares about them and they are of significant value to the organization. Supportive environments encourage interactions and flow of communications; this is supported by Zaremba (2003) and Bronn *et al* (2004). Planty and Machaver (1952) also noted that upward communication can help superiors identify and divert potential catastrophes in daily operations.

5.2.4 Question four: Objective Three- Shop Floor employees perceived that the company's Vision, Values and policies about the work place was not adequately communicated

The outcomes presented in question four outlines the new perceptions recorded by the employees at UEC. The first questioned measured whether the employees were better informed about the Vision, Mission and company policies through the new method of communication. An overwhelming 88% was recorded as the number of individuals who perceived that the method of communication actually created adequate information about the Vision, Mission and company policies.

Further to this, it was examined whether the communication method was conducive for knowledge sharing and if the knowledge sharing allowed the individual to use the knowledge for improvements in the organization. Eighty six agreed that knowledge sharing does take place through the NewsBoards and eighty one percent believed that the way information was shared in the organization has improved.

This part of the study signifies a major shift in employees' perception about the communication to Shop Floor employees that the company's vision, values and policies about the work place was not adequately communicated. Evidence indicates that there is a positive shift in employee thinking. This is an improvement from the research done by Badenhorst in 2013. Patel *et al* (2015) suggests that, there is a positive significant relationship with organizational performance and Vision and Mission statements. Bain and Company's (2013) identifies that Mission statement has been ranked in the top ten management tools. The findings also support work by Desmidt *et al* (2011) and that of Allan and Meyer who suggest that a Mission statement serves as an instrument that secures organizational commitment from its members.

5.2.5 Question five: Objective four- Shop Floor workers feel that the Company's general business information and general financial performance is not freely available to them.

The questions formulated in the questionnaire for addressing the perception that was recorded in the survey done in 2013 identifies that there is a significantly high change in the perception of the individuals in the organization. The survey indicates that 71% of the respondents believe that they are more adequately informed with the new methods of communication.

The rest of the question tested whether employees were kept abreast of the management activities in the organization and 69% confirmed that they were kept informed. When asked if employees were made aware of the challenges faced the organization 78% confirmed they were informed. Furthermore the staff was asked to indicate if they were aware of the organization's future plans, 81% should that they agreed that they were informed of the organization's future plans. Finally the respondents were asked if the organization had exercised its communication activities adequately to create a sense of belonging for the employee. Based on the results 71% believe that there have been significant efforts applied by the company to make the individual employees have a sense of belonging to the organization.

The summary of these results and findings within this study indicates that the objectives of this study have been attained. This research should provide significant and valuable data to the organization and all stakeholders within the organization. This study could also be applied to any other organization in order validate the methods of application as this is an organization specific measure that is based on building strong cohesion for the purpose of overcoming the great challenges that the organization is faced with daily during the 21st century. Employers are finding it difficult to deal with the advances in technology and time constraints that they are faced with daily. The outcomes of this research could be employed to develop a strategy that maintains and improves the communication situation in the South African regions and for businesses in other organizations across the sector in order to improve their current situation. This is also supported by the findings of Nesheim and Smith (2015) who found that knowledge is a critical resource and provides a vital basis for performance and competitive advantage.

The recommendations proposed are based on the findings of the study, the review of relevant literature, and discussions.

5.3 Recommendations

5.3.1 The impact of communication in the organization

It is evident from the results of the research done that an effort applied by the organization to improve the communications at Altech UEC is having a positive impact on the behaviour of a large number of employees within the organization. This is indicative of an organization setting itself on the right path as there is new research done by a few scholars that communication is fast becoming a critical factor in assisting businesses reach new heights in their industry they compete in. Employers require approaches and techniques that will assist motivate employees (Moses, 2011). The author goes on to say that management should be spending more time making their communication more motivational and focused on helping employees move to into action, quickly. He further argues that a message becomes relevant when it combines knowledge and emotional reaction. %Facilitation is, quite simply, making things easier for people to do+, Moses, 2011. Finally he states that management in an organization should ask the question %How can we make it easier for people to take action by removing %oad blocks+?

According to Saxena (2010), through effective communication, good human relations can be sustained in an organization and by fostering ideas or propositions from employees and executing them whenever possible, this effort can lead to increase productivity at a low cost. Saxena notes further that a majority of management issues is resultant because of a lack of effective communication and argues that the chances of misunderstanding and misrepresentation would be minimized with proper communication system.

The results conclude that there is a working communication system that has enabled the company to improve the motivation of staff through an effective communication channel. When comparing the results of the 2013 report by Badenhorst and reviewing the results of the current study there is a significant difference in results. The results of the current report show that a large number of employees are being motivated through communication. This validates that UEC's effort in this endeavour is being realised positively. There is however gaps that has been highlighted through the study as well. Whilst it is not highly significant, there has been a portion of deviation in the results where a 100% positive-ness was not attained. It can be argued that a result of that nature may not be possible, however one could evaluate this to that of a World Class Measure where it becomes acceptable for a 95% positive result.

In order to attain an even higher positive response from the employees, the company could apply other forms of motivational activities that can help build on the current strong foundation it has already established. Other crucial elements in the organization could most probably close the gap between the balance of employees and the organization; these are but a few, namely:

- The role of HRM practises
- The influence of leadership
- The impact of knowledge sharing

5.3.2 The role of the Human Resource Management in employee motivation

According to Lewicka and Krot, (2015) the effect of perceived HRM practices on creating trust in an organisation is worth highlighting. A number of scholars identified that such approaches help build up the staff's trust in managers (Barney and Hansen, 1994, Gould-Williams, 2003, Zeffane and Connell, 2003). Accordingly Lewicka and Krot,(2015) makes mention that a similar outcome could be anticipated whilst examining the effect of perceived HRM practices on institutional trust, specifically when they convey clearly formulated principles of organisational relationships, fair distribution of awards and privileges, or development opportunities.

Studies show that a positive HRM climate helps build an emotional attachment to the organization and this in turn allows for employee motivation. An investigation to such activities could enable the organization to establish methods that can develop the trust relationship further.

5.3.3 The influence of leadership

According to Stinglhamber, Marique , Caesens , Hanin and De Zanet , (2015), appealing to followers' ideals and values, transformational leaders stimulate loyalty to a well-articulated vision and encourages followers to foster new ways of thinking. Transformational leadership based on empirical studies, Bass et al., (2003) theorized transformational leadership to comprise of five sub-dimensions:

(a) idealized influence (attributed) this dimension measures the degree to which the leader is admired, respected and trusted, is perceived as charismatic, this appeals to followers at an emotional level. This is said to be viewed as focusing on higher-order ideals and ethics;

(b) idealized influence (behaviour) is said to be referred to as refers the degree to which the leader applies charismatic actions that are consistent with ethics, principles, and values;

(c) inspirational motivation is defined as the way a leader motivates followers by the creation and presentation of a vision of the future that appeals and inspires, lay emphasis on ambitious goals, and communicating with fervour and confidence about future goal achievements;

(d) intellectual stimulation is characterised as a to leader's conduct that confronts assumptions, and encourages followers to view challenges and old situations from new assessments, to think ingeniously and find solutions to complicated problems; and

(e) individualized consideration signifies behaviour that a leader's possess in order to provide support and encouragement to followers, coaching or mentoring them, attending to each follower's needs, and listening to their concerns.

A training program that can provides skills to the leadership team could build on the communication platform that has become so dynamic in the organization. An investment could be made to train all individuals who are from supervisory level upwards to CEO (Chief Executive Officer) level to establish transformational leadership amongst all leadership roles. In this way, the entire leadership will practise similar principles of leadership application and this will help build a unique culture of leadership that is congruent throughout the organization.

5.3.4 The impact of knowledge sharing

Iqbal *et al* (2015) through their study identified that employee collaborative procedures unequivocally impact knowledge sharing behaviour at a workplace. Such

an outcome supports the stance that employee collaborative procedures afford opportunities for employees to deliberate over their successes and failures, and subsequently improve their professional relationships (Van den Hooff et al., 2012). According to Iqbal et al employees are of the perception that their cooperative methods in sharing their experiences/knowledge with colleagues is valuable at an individual level, and can also assist in the improvement of their decision making in their workplaces.

Cavaliere et al (2015) claimed that the use of knowledge as a competitive weapon is not new-found to the discipline of management. Particularly, the increasing forces from the external environment are persuading companies to utilize their employees' critical knowledge. In order to strengthen appropriate knowledge management, managers are giving substantial attention to stimulating intra-organizational knowledge sharing (KS) as a channel of creating competitive value (Pinho et al., 2012; Serenko and Dumay, 2015; Sun, 2010; Zhang and Jiang, 2015). In their research Iqbal et al (2015) were able to conclude that employees' knowledge sharing behaviour was independent of any reward systems and employees' recognition.

It is important to recognise that knowledge sharing can be used appropriately to promote a competitive advantage in an organization. An interesting point to note is that knowledge sharing is independent from any reward system or employee recognition which then implies that this activity is an intrinsically motivated factor which can have a long lasting impact on the individual.

5.4 The limitations of this study

As found in any other study, this research contains strengths along with limitations, which identifies possibilities for further research. This study examined internal communications within a specific organization and wasn't an industry, national or inter-national survey. The results of this survey may only be relevant to this specific organization. However, similar research can be applied to individual specific organizations to determine the climate of communications within those specific organizations. Secondly, although there are many more departments that make up the organization, this study was only conducted within the manufacturing sector of

the organization. This study was narrowed down to only the shop-floor staff based on the recommendations given by Badenhorst (2013).

A large number of respondents had participated in this study and data collection was not that challenging as the respondents were within the same organizations. Two constraints were experienced with first being a short delay in data collection as the organization carried out a 3 shift working system which meant that it took up to six weeks to collect all the data. The second constraint was that a few employees refused to participate and four responses were spoilt.

It was evident in literature review that the topic of organizational communication was a fairly new concept in the subject of business management. Most research has been discussed from the marketing perspective through the concept of Integrated Marketing Communications. This meant that even fewer scholars have explored the concept of Internal Communication as a subject that could help businesses become more productive and competitive.

5.5 Recommendations for future studies

The limited focus of this study implied that some characteristics could have been overlooked. Studies could be performed in the following areas that can assist internal communication.

The research analysis was restricted to just the shop-floor employees within manufacturing sector of the organization. Further research should be conducted in other levels of manufacturing and in other parts of the organization and their results compared to the findings of this study.

The survey was focused only in Durban, KwaZulu-Natal but the organization has a national and a global foot print and further research could be done to attain a national and international evaluation.

Many researchers have investigated other aspects of the HRM model with an organization, there could be cross sectional analysis done between communication and the other factors that affect employee commitment within the HRM model.

As a means of competitive, more organization can test their own communication methods in their business and compare their results to the one of this study. South Africa is a nation seeking solutions in various activities. Industry is continuously seeking ways to prevent employee-employer breakdown. An investigation could take place to determine how communications can improve employee morale thereby creating a more conducive working environment that may prevent non-productive outcome.

5.6 Summary

The study conducted in this report has achieved the objective of establishing the impact of communication on employee motivation through the use of NewsBoards in Altech UEC. This study has confirmed that the channel of communication motivates employees positively. It has been proven in various studies that positive motivation improves employee performance in turn improves organizational performance. Effective communication makes the employee feel as if the organization cares about them, this in turn makes the employee become affectionately attached to the organization which intrinsically motivates an individual. Literature review indicates that extrinsic motivators are effective for the short term but will not withstand the challenges over the long term. Studies have shown that intrinsic motivation is more beneficial to the organization for the long term.

The literature argued that communication assists organizations with competitiveness and effective and efficient execution of company Vision and Mission. This study supported such findings as the instrument had tested employee perceptions and understanding of the company's Vision, Mission and business information in which a significantly high positive response was recorded. It has also been proven that the leadership in an organization is pivotal in improving employee-employer relations in organization.

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11 May 2014

Head of Graduate School of Business Studies & Leadership
University of KwaZulu-Natal
Westville Campus
Durban

Attention: Mr. Dhanesh Rampersad

Dear Sir

**LETTER OF CONSENT TO UNDERTAKE RESEARCH IN THE ELECTRONIC
MANUFACTURING INDUSTRY AS A PART OF Mr. R CHETTY MBA QUALIFICATION**

To whom it may concern

Altech UEC South Africa, do hereby grant Mr. R Chetty permission, to conduct research on the Staff or as Employees of Altech UEC South Africa, as part of his Master's studies in Business Administration (MBA).

We do request that all sensitive information which will be attained during the research studies be treated as confidential to Altech UEC South Africa. We are pleased to be informed that the research is focused on the organization of Altech UEC South Africa Staff/ Employee's, which will in return assist greatly in measurement of morale and motivation initiatives undertaken by the organization and assist with improving on these initiatives.

We do wish Mr. R Chetty all the success in completing his research study.

Yours faithfully



Mr. Rajesh Ramkawal

Manufacturing Executive



Mr. Rajah Chetty

Researcher

Appendix: 2

Introductory Letter and Informed Consent

Good day my name is Rajah Chetty. I am a student at the University of Kwa-Zulu Natal and currently completing my final year of the Master programme business administration degree.

I am currently conducting a research study which is focused on understanding the ~~%~~ impact of news boards ~~\$~~ communication on employee motivation at Altech UEC SA+. This study will assist management in understanding if the ~~%~~ new boards ~~+~~ are effective in motivating communication to employees and does this in return motivate the employee.

The study is by using the questionnaire, which has been developed to gather information from a broad spectrum of employees, to allow the research statement/hypothesis to be answered from a complete view of all employees of the business. The questionnaire will be purely for the use of the research study and each will be completely anonymous and none of the participants ~~\$~~ names will be disclosed in the release of the findings after interpreting the data gathered from the questionnaire

Please complete the questionnaire below concerning the news boards and effectiveness in communicating with and motivating staff. The data from the questionnaire provide insights into the effectiveness of communication via News Boards and will assist in creating a great working environment for all.

I have read the informed consent letter above and:

- (1) Understand the information in the letter; and**
- (2) Give consent to participate in the study on a voluntary basis.**

☐

YES

☐

NO

Appendix:3

Research Questionnaire

Name (Optional):

Signature:

Please fill in the below by marking the preferred answer with an X.

Question 1

1.1. What is your gender:

Male	Female
------	--------

1.2. What is your ethnic Group:

White	Black	Indian	Coloured	Other
-------	-------	--------	----------	-------

1.3. What is your age range:

18 - 25	26 - 33	34 - 41	42 - 49	50 - 57	58 - 65	66 . 73	.> 73
---------	---------	---------	---------	---------	---------	---------	-------

1.4. What is your marital status:

Single	Married	Separated	Divorced	Widowed
--------	---------	-----------	----------	---------

1.5. How long have you been in your current position:

.< 1year	2 . 4 years	5 . 7 years	8 . 10 years	.> 11 years
----------	-------------	-------------	--------------	-------------

1.6. What is your highest level of education?

Below Matric Pass	Matric only	National Certificate	National Diploma	Bachelor Degree/BTech	Masters /Doc/Prof Degree
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Question 2

Please mark only one of the four answers below with an X in the columns provided; which best describes your answer.

2.1.

Are you aware of changes in communication in the working environment?

Mark with X below

Yes		No	
-----	--	----	--

2.2. If yes, are you of the communication method known as “News boards”?

Mark with X below

Yes		No	
-----	--	----	--

2.3. Are you attracted to the “News board” information?

Yes		No	
-----	--	----	--

2.4. How often do you look for updates in the news board?

Hourly		Daily		Weekly		Monthly	
--------	--	-------	--	--------	--	---------	--

2.5. What do you find to be most interesting part of the News Boards?

Information	Pictures	Incentives	Business news
-------------	----------	------------	---------------

Question 3

3.1. Do the photos of displayed on the news board’s motive employees to feel more part of the organisation?

Strongly Agree	Agree	Neither agree or Disagree	Disagree	Strongly Disagree
----------------	-------	---------------------------	----------	-------------------

3.2. Do you like to see your own photo on the “News board”?

Yes		No	
-----	--	----	--

3.3. Do you find the stories on the “News boards” to be helpful?

Strongly Agree	Agree	Neither agree or Disagree	Disagree	Strongly Disagree
----------------	-------	---------------------------	----------	-------------------

3.4. Do you feel the “News boards” is a communication tool to convey your thoughts to the organisation?

Yes		No	
-----	--	----	--

3.5. Has the “News boards” proven valuable to you in understanding what is happening in the organisation?

Yes		No	
-----	--	----	--

Question 4

4.1. The organisations mission, vision and policies to the workplace are conveyed through News board’s messages?

Strongly Agree	Agree	Neither agree or Disagree	Disagree	Strongly Disagree
----------------	-------	---------------------------	----------	-------------------

4.2. Communication is received frequently via the News boards about my organisations current position in the market place?

Strongly Agree	Agree	Neither agree or Disagree	Disagree	Strongly Disagree
----------------	-------	---------------------------	----------	-------------------

4.3. The News boards allows information to be shared to me of what we is needed for improvement in my organisation?

Strongly Agree	Agree	Neither agree or Disagree	Disagree	Strongly Disagree
----------------	-------	---------------------------	----------	-------------------

4.4. The News boards helps employees understand the current challenges faced by the organisation and allows us to make suggestions on ways to improve?

Strongly Agree	Agree	Neither agree or Disagree	Disagree	Strongly Disagree
----------------	-------	---------------------------	----------	-------------------

4.5. Has the news boards improved the way you feel about information being shared to you?

Yes		No	
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Question 5

5.1. Do you feel more informed of about the organisation?

Yes		No	
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5.2. Do you feel that you are kept up to abreast with the organisational management?

Strongly Agree	Agree	Neither agree or Disagree	Disagree	Strongly Disagree
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5.3. Are you more aware of the challenges that id faced by the organization after the communication effort?

Strongly Agree	Agree	Neither agree or Disagree	Disagree	Strongly Disagree
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5.4. The News boards creates awareness of the future plans of the organisation?

Strongly Agree	Agree	Neither agree or Disagree	Disagree	Strongly Disagree
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5.5. Would you say that the company is taking the correct steps in making you feel like you 'belong?'

Strongly Agree	Agree	Neither agree or Disagree	Disagree	Strongly Disagree
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4 December 2014

Mr Rajah Chetty 212561925
Graduate School of Business and Leadership
Westville Campus

Dear Mr Chetty

Protocol reference number: HSS/1212/014M

Project title: The Impact of News Boards Communication on employee motivation at Altech UEC SA

Full Approval – Expedited Application

In response to your application received on 22 September 2014, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....
Dr Shenuka Singh (Chair)
Humanities & Social Sciences Research Ethics Committee

/pm

Cc Supervisor: Mr Dhanesh Rampersad
Cc Academic Leader Research: Dr E Munapo
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

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