

The role of internal communication for strategy execution at the Mahikeng Local Municipality in the North West Province

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Dedication

I dedicate this research study to my late husband Goitsemodimo Theodore Mholo, my late father Moemedi Jackson Gaborone, my mother Margaret Matlakala Gaborone, and my two sons Kemo and Letlotlo Mholo. My love for you will endure forever.

Declaration

I declare that: *The role of internal communication in strategy execution at Mahikeng Local Municipality in the North West Province* is my own work, and all sources that I have used or quoted have been indicated and acknowledged by means of complete references, and that this work has not been submitted before for any other degree at any other institution.



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12 April 2017

Date

Acknowledgments

Special dedication to the one I love, my first of everything, my anchor of support, a true friend, the father of my beloved sons, my husband Goitse Theodore Mholo who accompanied me on this journey. To my greatest sadness he departed from this earth before we could realise this beautifully crafted dream. He was a highly ethical, determined, and humble soul who gave me courage even in times of adversity. Thank you Goitse, my love – *motho wa me* for the beautiful life we shared together. I salute you and will forever cherish your memory. The poignant words, *motho wa me*, uttered in your last moments of life, your assurance that we had a wonderful life together, and your promise that if “God can give me a chance in another life, you should know that I will always choose you” gave me hope and solace. Never did I realise you were saying goodbye. As I also said in my reply to you: I will also do the same, and “make sure that whoever you meet out there, will be there for that time only during my absence, but when I come, that person must make way for me”. Rest in peace, the love of my life. I have made it and I am pursuing “our” dream.

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Mpho Kate Mholo

Abstract

As reflected in the reports of the Auditor General of South Africa (AGSA) over the past five years, the local municipalities in North West Province were given qualified reports for numerous failings in performance, accountability, and service delivery. The present study examines one possible reason why organisational strategies are failing: poor internal communication among employees of local government organisations. Senior and middle management, junior managers, and team leaders of the Mahikeng Local Municipality were interviewed to assess their perceptions of organisational strategy and internal communication. The hypothesis is that where organisational strategies are not properly communicated to employees, effective performance may be poor. The literature on this topic suggests that internal communication is regarded as important but is often ignored in practice. Strategy relates to the mission, vision, and values of an organisation, and how these apply to its overall objectives and short- and long-term goals. Strategy execution depends on those individuals who are entrusted with its implementation. Implementation is in line with organisational culture and how strategic objectives are communicated. The engagement of employees through effective internal communication is critical to this effort. Where responsiveness, trust, and transparency are lacking, the organisational culture may undermine strategic objectives. Previous research on this issue, covered in the literature review, points to a gap between goals, means, and outcomes. A questionnaire was designed to obtain information from a targeted population of managers from this local municipality. It was designed to check (1) the leadership's perceptions of internal communication; (2) whether departments have internal communication units as required in terms of Government Communication and Information System's (GCIS) policy; (3) whether prescribed communication channels are in place; and (4) whether organisational behaviour helps with employee engagement, to motivate and involve them. The researcher personally administered the questionnaire. The responses were statistically collated using SPSS. The resulting tables, charts, and graphs were analysed and interpreted to determine whether management takes internal communication seriously.

The findings showed that respondents believed that internal communication is working, though on average they did not endorse this very strongly. Similarly, respondents believed that strategy is not effective. Workplace job satisfaction and being appreciated received high scores. Low scores were given to organisational culture and strategy. There is an apparent contradiction between the belief that internal communication is effective, and the opposing belief that strategy is ineffective. There is a correlation between the age of respondents and their critical attitudes towards internal communication, with older officials accepting existing standards while younger people (who are in the minority) are more critical. In conclusion, these findings suggest that people in the organisation are somewhat complacent about their work and uncritical or even afraid to raise their concerns. The hypothesis that internal communication is not given high priority is partly confirmed. It would appear that the organisational culture does not add value to the performance of the organisation. No objective measures of communication effectiveness were used in this study; rather, the respondents were asked for their subjective evaluations. Further research is needed into the connection between internal communication and strategy execution.

It is recommended that the Mahikeng Local Municipality monitor and evaluate internal communications more closely; incentivise people to succeed; offer more training in communication skills; recruit a mix of newly skilled and qualified personnel; and challenge the leadership to be accountable for implementation.

Keywords: Communication, Government Communication and Information Systems (GCIS), Internal Communication, Strategy, Strategy Execution, Engagement, Effective organisation, Local Government, Service Delivery, North West Province, Mahikeng, Performance.

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CHAPTER 1

ORIENTATION, INTRODUCTION, AND MOTIVATION OF THE STUDY

1.1 Introduction

You've got to think about big things while you're doing small things, so that all the small things go in the right direction – Alvin Toffler

This quotation by Alvin Toffler resonates with the South African government's approach to internal communication. According to the GCIS Communicators' Handbook (2014-2017:79-83), internal communication is recognised as a key driver in engaging and mobilising public servants in their service delivery efforts as set by government. However, Quirke (2012) posits that although organisations are aware of the importance of effective communication with employees, they often consider internal communication of lesser importance, which results in a gap between business strategy and communication strategy.

According to Quirke (2012), it is often found that information conveyed to employees is not always linked to business strategy, which prevents them from making sense of it. In addition, Quirke (2008) states that the role of internal communication is to elucidate and connect disjointed fragments of information to form a complete picture so as to empower employees to enhance their performance in the workplace.

Based on the aforementioned statement, it can be deduced that ineffective communication can without a doubt prevent operational targets being met because of confusion and misunderstanding which would impact strategy execution.

According to the GCIS (2014), when the South African government took the decision in 2006 to make a concerted effort to strengthen internal communication within its ranks, it had in mind effective engagement between management and employees to facilitate enhanced performance within state structures. According to the GCIS, government expects of management to filter information down to employees at all levels on the purpose, goals, and the strategic direction that it plans to undertake.

This study will investigate the role that internal communication, as a function, plays in the execution of service delivery strategy at the Mahikeng Local Municipality in the North West Province. The rationale is to test if internal communication is used as a key tool for effective strategy implementation, and to determine whether, as a core work setting, it is a directive of management.

The same principles outlined in the GCIS Handbook (2014) are used to test the effectiveness regarding the role of internal communication; these include the following:

- i. Timeliness and content.
- ii. Channels.
- iii. Leadership roles.
- iv. Professional communicator roles.
- v. Participation and recognition.
- vi. Measurement.
- vii. Culture.

The study was conducted from the viewpoint that internal communication empowers employees to enhance their performance and achieve a commonly set goal from an organisational perspective.

1.2 Background of the study / motivation

The Government Communication and Information System (GCIS) became an official arm of government in 1998 in terms of Section 7 (Subsections 2 and 3) of the Public Service Act of 1994. Since then it has been tasked to implement, coordinate, and lead all government communication (Media Landscape, 2014:150-153). The Minister of Communication, Ms. Faith Muthambi, during her address to the World Communication Forum on 08 March 2016, indicated that the GCIS is an entity of government, which plays an effective role in influencing and driving a proactive government communication system to all the three spheres of government.

The government system of South Africa is divided into three distinct, interdependent, and interrelated spheres: national government, provincial government, and local government (South Africa Year Book (2012/13:286)).

The Constitution of the Republic of South Africa, 1996, Section 153 stipulates that the cornerstone of local government is anchored in service delivery. Similarly, Thornhill (2008:492) describes local government as a primary point of interface between government and the public. Local government as a credible sphere of government is mandated to deliver basic services to local communities (Local Government: Municipal Systems Act, 2000).

The Local Government Turnaround Strategy (LGTAS, 2009:5) proposes that an ideal municipality should facilitate a culture of public service and accountability among its staff, and that it should assign clear responsibilities, coordination, and administrative mechanisms to management. Alberts (2014) claims that municipalities can achieve excellence if proper management systems are put in place, notably effective communication management.

For the purpose of this research study, the focus will be on the third sphere of government, namely local government, in particular the Local Municipality of Mahikeng at Ngaka Modiri Molema District Municipality in the North West Province. This research will investigate the role of internal communication in strategy execution at the Mahikeng Local Municipality. The rationale for this paper is to juxtapose theory, idea, and reality with recently published debates on the role of internal communication and strategy execution so as to give character to the study at hand, to gain insight into how strategy is executed in this local municipality, and if internal communication has a role to play in the execution thereof.

The anchor of the research study will be grounded in investigating the role of internal communication as a business function in the implementation of any business strategy. Implementation denotes execution. The word *business* will be used interchangeably with *organisation*. The business strategy refers to local government strategy.

Alberts (2011:3) describes effective implementation of communication as one of the many challenges that affect service delivery. McShane and Von Glinow (2010:270) define communication as an instrument through which people coordinate and clarify work expectations in a work environment to achieve set objectives. According to McShane, communication aids employee wellbeing and is key to organisational learning and decision-making.

However, Koma (2010:111) asserts that local government could shift from mediocrity to excellence regarding service delivery and for that to be achieved robust strategies are required to develop trends that deal with the issues at hand.

According to the GCIS Handbook (2014-2017:79), the South African government deemed it necessary to strengthen internal communication into a fully functional unit, which is well structured and managed because of its importance to strategy. Quirke (2012:22) postulates that “the purpose of internal communication is not just to keep employees happy” but that it should focus on business. According to Quirke, internal communication should help employees understand the strategy of their business, what sets them apart, and what could be done to deliver to realise its goals.

Hough, Thompson Jr, Strickland III, and Gamble (2011) emphasises that certain managerial actions ought to be carried out, irrespective of circumstances, in the execution of organisational strategy. According to Hough, managers are obligated to engage and mobilise employees through building, marshalling, instituting, adopting, installing, rewarding, instilling, and exercising leadership skills that drive the agenda towards the desired goal. All those obligations are part and parcel of internal communication.

The GCIS handbook states that when the South African government took the decision in 2006 to strengthen internal communication, it was to ensure engagement and alignment between management and employees on the route to building a better performing state. In this handbook, the GCIS emphasises that government expects management to filter down to employees at all levels, information on the purpose, goals, and the strategic direction that government is taking.

Although the GCIS (2014:79) maintains that the South African government has made great strides in communicating with the public it, however, acknowledges that a gap exists regarding communicating with the internal public. The GCIS therefore developed a guide on how an internal communication unit should be run within government. This is in line with what Quirke (2012) has highlighted regarding internal communication, namely that it should be guided by the business strategy. However, Hough et al. (2011:251) emphasises that proficient strategy execution relies more on competent personnel rather than the competent capabilities of the organisation.

The culture of lack of service delivery in the public sector of South Africa is not uncommon because it is this phenomenon that has led to the development of a White Paper on Transformation of the Public Service, which describes the approach of government to service delivery, based on the eight principles which constitute consultation, standards, redress, access, courtesy, information, openness, and transparency. A lack of internal communication between local government management and staff is relevant in this study because employees need to be informed to enable them to achieve the set objectives when performing their duties.

Non-service delivery due to non-compliance or wastage often leads to qualified audit reports, which is regrettable since no one is ultimately held accountable. For example, the GCIS Handbook (2014) explains that the rationale for enhanced internal communication is to ensure that public service officials are brought on board regarding service delivery matters. Employees are required to work at full capacity and treat state resources with reverence.

The lack of service delivery patterns by public servants has continued to take place since the advent of the new dispensation of the current regime in South Africa (post-apartheid government). It is acknowledged that various factors impact service delivery, and at times these factors relate to internal organisational forces and disciplines. Many of these factors may be systemic, situational, or multi-layered involving the individual, the team, and the organisation (McShane and Glinow, 2010:23).

The substance of this research study will be to investigate the role of internal communication as a business function upon implementation of a business strategy. Implementation denotes execution. The word *business* will be used interchangeably with *organisation*, and *business strategy* refers to government strategy.

1.3 Problem statement

Information provided to employees is often disjointed and does not link to the business strategy. This lack of clearly articulated information often leads to obfuscation among employees, which would undoubtedly impact their understanding of how they should execute their duties.

The GCIS as a mouthpiece of government recognises internal communication as a key driver in engaging and mobilising public servants in all service delivery efforts set by government. Hence, they developed a chapter on how government's internal communication should be run and managed. However, the results on service delivery performance often gives the impression that public servants are not kept abreast on what government is doing; or if they are kept abreast, then they do not understand the big picture or their roles in service delivery to the public.

A number of municipalities in the country, notably the Mahikeng Local Municipality, have been plagued by poor service delivery due to the non-compliance of the Batho Pele principles, in particular internal communication, as demonstrated by the qualified audit reports between 2007 and 2014.

The role of internal communication in executing business strategy, in this instance the Mahikeng Local Municipality, is relevant to this study as no research in this regard has as yet been conducted in this municipal area.

Furthermore, despite the GCIS framework on internal communication and the published White Paper on Batho Pele, these documents seem to have had no effect on the business strategy of the Mahikeng Local Municipality. This is one of many challenges that have a deleterious impact on service delivery, resulting in negative audit ratings.

1.4 Objective of the study

The study objective is divided into two parts: the primary objective, which is the main objective; and the secondary, or general objectives.

1.4.1 Primary objective

The primary objective of this study is to explore the role of internal communication in strategy execution at Mahikeng Local Municipality. In achieving this, the researcher explored the attitudes of employees (ranging from senior, middle, and junior management) to internal communication within local municipality government, especially in Mahikeng. A systemic approach and empirical research were conducted to assess the role of internal communication in strategy execution at Mahikeng Local Municipality. This investigation is deemed relevant since research on the subject has as yet not been conducted in this municipal area.

1.4.2 Secondary objectives

The secondary objectives relating to how the strategy is executed, and the kind of support internal communication provides, are as follows:

- i. To define internal communication and strategy execution.
- ii. To conduct a literature review to gain insight into internal communication and strategy execution.

- iii. To measure current attitudes of management on internal communication, and how strategy is implemented using questionnaires.
- iv. To test the reliability of the proposed questionnaire through statistical analysis.
- v. To select a population, determine variables, and examine relationships within internal communication and strategy execution constructs.
- vi. To determine the perception of management versus successful execution of strategy.
- vii. To identify and analyse factors that contribute to the gap between internal communication in a local municipality and the execution of a business strategy.
- viii. To demonstrate how the management of internal communication in a local municipality can assist in the execution of a business strategy to realise set objectives.
- ix. To reach a conclusion and proffer recommendations based on the results obtained from the study, including problems that prevent communication from yielding positive results.

1.5 Scope of the study

1.5.1 Field of the study

The study field for this research process falls within the subject discipline of communication, but the emphasis will be on internal communication.

1.5.2 Organisation under investigation

Mahikeng Local Municipality (NW383) is one arm of government situated in the North West Province, approximately 20 kilometres south of the Botswana border. It is classified as a category B municipality and forms part of the Ngaka Modiri Molema District Municipality. This local municipality is divided into 31 wards with 102 villages. According to Statistics South Africa (2011), 75% of the area is predominantly rural and under tribal control. This study was conducted at all business units of the Local Municipality of Mahikeng.

An empirical study was conducted in the main offices of Mahikeng Local Municipality. The targeted population comprised civil servants occupying various levels of management, in the employ of the Local Municipality of Mahikeng. The entire administration team consisted of senior management, middle management, and lower management. The latter consisted mainly of supervisors. The sample was drawn from the Mahikeng Local Municipality offices in Mahikeng, the capital city of the North West Province.

The researcher visited the identified local municipality offices. Questionnaires relevant to the study were distributed personally by the researcher and were explained to the respondents – the total number of 41 questionnaires equated to the total number of the identified population. Approval to conduct the research was granted by the municipality, and this was used as a source to engage management in providing data for statistical analysis.

1.6 Research methodology

This research focuses on set objectives, and entails two phases: a literature review and an empirical study.

Neuman (2007:2) defines research as a process of seeking answers to questions, and also as a scientific activity where methods are applied to enhance knowledge of a particular field of interest. Alberts (2011:4) defines social research as the process of finding something new and original in the social world, and sees it as an exciting new discovery that requires certain characteristics, which include persistence, integrity, interpersonal skills, and taking pride in quality work. Neuman (2007:2) posits that social research is a process of combined principles, ideas, and an outlook of specified practices in techniques and strategies to produce knowledge. According to Newman, researchers apply their imagination and creativity in combining theory and factual ideas.

This research study on the role of internal communication in executing business strategy in Mahikeng Local Municipality will be conducted using two approaches: literature study and empirical study.

1.6.1 Phase 1: Literature study

Joubert (2007:6) claims that a literature study is associated with science-oriented literature, a typical example being a dissertation. According to Alberts (2011:5), there is a pattern that needs to be followed, a literature study that precedes a research proposal, methodology, and the findings. Alberts (2011) further emphasises that the goal of a literature study is to apprise the reader of current debates regarding the research topic and to lay the foundation for future research.

Both primary and secondary sources were consulted to ensure a broad and balanced view of the problem statement. These sources included textbooks, journals, magazines, newspapers, master's dissertations, doctoral theses, as well as credible Internet sources. Policy documents on communication, specifically on internal communication of government, were consulted. Reports on workshops, action plans, published documents by government, and the set guidelines on prescribed government communication were also studied. Documents such as legislation, the Constitution of the Republic of South Africa, and the GCIS Communicators' Handbook were consulted in-depth.

A literature survey was performed to sharpen the understanding of the theory behind internal communication and the debates regarding its role in strategy and implementation. The researcher broadened her knowledge by exploring published papers and previous research on internal communication, strategy execution, and service delivery. Through this process, the researcher identified issues, problems, hypotheses, and results postulated by other scholars relevant to the research topic. The rationale was not to duplicate the efforts of other scholars but to contribute positively to the existing body of knowledge on the subject. The ultimate challenge was to enhance, fast-track, and address service delivery challenges that threaten democracy in South Africa.

The literature reviewed for this study is discussed in Chapter 2. The main focus in Chapter 2 is the theoretical content that relates to internal communication and strategy execution. This chapter has been divided into three parts: Part A focuses on internal communication; Part B examines strategy and execution; and Part C deals with government's special focus on local government.

Part A: In this section of Chapter 2, internal communication is defined, and its history viewed, and communication channels and their effectiveness scrutinised. Stakeholders in internal communication and their influence on employee engagement are identified. Emphases on communication problems within organisations are also discussed in Chapter 2. Lastly, factors that promote success in organisations are explored.

Part B: In this section of Chapter 2, strategy execution is defined, and processes for successful implementation of strategy analysed.

Part C: This section of Chapter 2 provides background on the three arms of government, with particular emphasis on local government as well as a background analysis on Mahikeng Local Municipality. Current internal communication processes are examined, including strategy and execution. Factors that drive this study are discussed.

1.6.2 Phase 2: Empirical study

Phase 2 constitutes an empirical study that comprises the research design, questionnaire, population for the study, data gathering, and the analysis of data using accredited statistical methods.

This study is descriptive in nature and follows a quantitative research approach. A study population was drawn from different levels of management as employees of Mahikeng Local Municipality, including GCIS executives and senior management officials. Employees represented senior management, middle management, and lower management. The parameter was drawn only from the central local municipality offices in Mahikeng.

The researcher was aware that it could be problematic to access the entire targeted population, but the findings of the research were generalised from using the accessible population.

A cross-sectional survey was conducted, and questionnaires were personally distributed and administered by the researcher. Careful selection of questions relevant to this study were selected and adjusted accordingly. The content of the questionnaire was evaluated based on relevance, non-ambiguity, validity, and interpretation. Precaution was taken to ensure that questions were clear and easy to understand in order to elicit accurate feedback from the respondents. Data was collected by means of questionnaires, documented evidence, and interviews.

Permission was obtained to conduct this research on various levels of management within the Mahikeng Local Municipality.

The questionnaire contained both open-ended and closed-ended questions. The questions were designed to elicit opinions that would provide data qualitative and quantitative in nature. The questionnaire was designed to measure the effectiveness of internal communication as a factor in the effective execution of business strategy within the local municipality. A random sampling method was used in this study. A predetermined number of sample questionnaires were used and divided according to the set parameters of Mahikeng Local Municipality.

The questionnaires were distributed in the local municipality offices. Although Setswana, English, and Afrikaans are the three dominant languages of the province, the questionnaire was drafted in English since it is the official business language of the municipality.

Individuals who could not read or write due to some form of a disability were excluded from these interviews.

1.7 Limitations of the study

Limitations can negatively impact the results of a study, and have to be taken into account during data analysis, reaching conclusions, and providing recommendations. The researcher strictly adhered to this principle throughout her research of the topic. Limitations encountered include the following:

- i. The focus of the study was limited to a specific geographical area in the North West Province, namely the Mahikeng Local Municipality, Ngaka Modiri Molema District. The findings of the study could not be generalised as a representation of internal communication on the functionality of executing a business strategy in the North West or South Africa in general.
- ii. Language barrier is often a limitation but in this case was limited by the fact that English is the business language in the operation of government business in South Africa.
- iii. The challenge of non-responsiveness could jeopardise the accuracy and confidence level of findings.
- iv. Due to time constraints, respondents might have insufficient time to complete the questionnaire, without applying their minds properly. Some might take the questionnaires and return them without filling in anything.
- v. Elections and a change of leadership in the municipality may have a negative influence on sourcing relevant feedback from the respondents.

1.8 Chapter outline

Chapter	Content	Rationale
<i>Chapter 1</i>	Study orientation on internal communication, strategy and local government. This chapter covers specific topics that include: introduction, problem statement, objective divided into primary and secondary objectives, the scope of the study, methodology and limitations.	The aim is to introduce the content of the study, and give the scope and methods that will be used in the current study.
<i>Chapter 2</i>	In-depth literature study on the role of internal communication, strategy execution and local government issues on service delivery performance.	Give theoretical base of the study with respect to previous research.
<i>Chapter 3</i>	Relevant methodology for the current study will be unpacked.	Design a framework for the current research.
<i>Chapter 4</i>	Empirical investigation, interpretation, and discussion of results.	This chapter explains the research process, methods, how the sample was chosen, and the type of sampling including research findings.
<i>Chapter 5</i>	Conclusions and recommendations.	Includes the summary of the research, limitations, and recommendations, including possible solutions to the challenges concerning the role of internal communication on service delivery strategy, in particular in the Local Municipality of Mahikeng in the North West Province.

1.9 Summary of this chapter

The aim of this chapter is to establish an outline of the problem statement, and to develop clear objectives, primary and secondary. This chapter serves as an outline for the study methods that propelled the researcher towards meeting her objectives, namely developing the big picture based on collected data.

Chapter 2 presents a detailed literature review on issues of internal communication and business strategy execution in the Local Municipality of Mahikeng.

CHAPTER 2

LITERATURE STUDY

2.1 Introduction

However beautiful the strategy, you should occasionally look at the results –
Sir Winston Churchill

According to the Government Communications Information Service (GCIS) and the South African Local Government Association (SALGA, 2008:1), local government in the Republic of South Africa is one of the three clearly defined autonomous spheres of government. The GCIS (2014:79) further indicates that the current central strategy of government is focused on service delivery such as roads, waste disposal, and the building of houses for the poor and disadvantaged members of the community.

In terms of Section 7 (Subsections 2 and 3) of the Public Service Act of 1994, the GCIS became an official arm of government and was first established in 1998. The GCIS is tasked to implement, coordinate, and lead all government communication systems (Media Landscape, 2014:150-153; Minister Muthambi's speech at the World Communication Forum, 2016). Therefore, the GCIS has developed a Government Communicators' Handbook, which serves as a reference tool on communication for all three spheres of government. Also, this handbook was developed since government considers communication a strategic element of service delivery (GCIS, 2014).

Strategy can be described as a game plan developed to achieve set goals, and it constitutes the mission and vision of an organisation (Hough et al., 2011:5). Goals should be clearly articulated as they serve as a yardstick for measuring performance. Good performance signifies a well-designed and well-executed strategy. In fact, Winston Churchill suggested that a good strategy means nothing if it does not yield the required results.

Skosana (2007:17-18) mentions the many challenges that municipalities face – one of them being to improve the quality of life of local communities, and argues that municipalities need to understand and incorporate the dynamics of their macro-environment into their strategies.

According to The Global Risks Report of the World Economic Forum (2016), various categories such as the economy, environment, geopolitics, society, and technology pose risks and challenges to the world as a whole. All relevant stakeholders therefore need to be aligned.

According to Skosana (2007:17-18), the Integrated Development Plan (IDP), also known as the *Master Plan*, is a strategic process designed for municipalities that requires review every five years.

Municipalities are required by the Municipal Systems Act of 2000 to undertake the strategic route of IDPs. Municipalities are therefore required to develop their own customised strategies and review those strategies every five years, as required by the IDP. For IDP processes such as public participation to be managed, Alberts (2011:11) recommends a dedicated unit led by a qualified manager. Hough et al. (2011:251) concurs that proficient execution of strategy is greatly dependent on effective internal organisation, including competent personnel; competencies and competitive capabilities; alignment of organisational structure to strategy; and creating movement and energy to reinforce, and align culture with the value system of the organisation.

However, the article written by Bower and Gilbert published in the Harvard Business Review (2007) suggests that organisational structure and decision-making processes are the two categories integral to a business strategy.

Bower and Gilbert's suggestion seems to concur with Alberts's (2011:11) recommendation of a dedicated capacity, and that of Hough et al. (2011:251) regarding the proficient execution of strategy.

Bower and Gilbert further stress that within organisations, knowledge and power are dispersed and also that Mile's Law (how roles determine perspective) applies in everyday decisions within organisations. Bower and Gilbert continue that the decision-making process is iterative across multiple levels, and that activities proceed on parallel independent tracks.

Mackay (cited by Alberts, 2011) explains the need for an institutional arrangement within the three spheres of government, and recommends that intergovernmental systems should be in place to ensure coherence in government communication and strategy execution. However, Hough et al. (2011:277-280) warns that systems or work processes such as decision-making, communication, work boundaries, development, and response times can influence, reinforce, or obstruct operations. This suggests the careful alignment of systems and processes for successful execution.

The GCIS (2014:79) highlights the rationale for internal communication in the public service as being able to create a platform that enables government to communicate effectively with its employees on strategic matters, which include programmes and projects of government departments. Therefore, internal communication should be well structured and resourced.

2.2 Definitions

- i. **Strategy** can be described as a game plan or plan of action designed to achieve long-term plans. Mintzberg, Ahlstrand, and Lampel (2009:9) define strategy as a pattern in a stream of decisions. De Flander (2016) describes strategy as a big choice that guides other decisions. These definitions by Mintzberg and De Flander are used extensively in this research study.
- ii. **Business Strategy**, used interchangeably with **organizational strategy** as a concept, denotes competitive moves and approaches employed by management in organisations in order to grow, attract, and please customers, compete successfully, conduct operations, and achieve targeted levels of performance within the organisation.

- iii. **Organisation** refers to a group of people who work interdependently to achieve the same set of goals. In this study, *organisation* refers to government or organ of state, with human beings as a key feature who interact in an organised way through communication, coordination, and collaboration to achieve set goals.
- iv. **Macro-environment** in this instance refers to external and internal environmental factors that operate within organisations, which have an influence on decision making and business strategy.
- v. **Integrated Development Plan (IDP)** is a method used by local municipalities in South Africa to plan for future developments in their areas, which involves all stakeholders of the municipality who seek and align themselves with long-term developments. It is a superior plan that presents an overall framework of development within a municipality.
- vi. **Operations** denote jobs or work-related tasks that consist of elements or subtasks performed in one location.
- vii. **Strategy execution** is defined as enabling people to create a decision pattern that gives traction to the desired goals.
- viii. **Internal communication**, also known as employee engagement, refers to a strategic process that facilitates conversations within an organisation between leaders, managers, and employees: peer-to-peer, leader-to-leader, and employee-to-employee (Verčič, Verčič, and Sriramesh, 2012).
- ix. **Employee engagement** is a concept that is connected to employee motivation and self-efficacy to perform the job, perceived clarity of the organisational vision that an employee has a specific role, and the belief that the employee has the resources to perform optimally.
- x. **Government Communications System (GCIS)** is a government-owned corporation in South Africa charged with influencing and driving proactive government communication systems in the three spheres of government.

- xi. **South African Local Government Association (SALGA)** is a body that is legislated and mandated by Section 163 of the Constitution to represent local government at the national and provincial spheres of government, and also help to enable local government to transform and achieve developmental goals (Dlanjwa, 2013:26).
- xii. **COGTA** - Department of Corporate Governance and Traditional Affairs.
- xiii. **Three spheres of government** refer to national government, provincial government, and local government.
- xiv. **Concept** and **model** are used interchangeably.

2.3 Internal communication and engagement

According to the Institute of Internal Communication (IoIC), highly effective organisations practise good internal communication. However, Chong (2012:201) suggests that the role of internal communication has received limited attention in academic literature. Thomson and Hecker (2000) and Dortok (2006) (cited in Chong, 2012) acknowledge that organisations with a good reputation and high levels of employee engagement have prioritised internal communication by setting up a separate department dealing with this issue.

Welch and Jackson (2007:193) define internal communication as the “... strategic management of interactions and relationships between stakeholders within an organisation ...” Welch and Jackson have identified four dimensions of internal communication and they refer to these as an internal communication matrix (Table 2.1). According to Welch and Jackson (2007:193), the fourth dimension of internal communication highlighted on the matrix below is crucial as it focuses on communication with all employees thus building employee engagement, which promotes commitment to the organisation and a sense of belonging. Welch and Jackson further state that internal communication creates awareness of the changing environment and understanding of evolving aims of the organisation.

Table 2.1: Internal communication matrix

Dimension	Level	Direction	Participants	Content
1. Internal line management communication	Line managers / supervisors	Predominantly two-way	Line managers-employees	Employees' roles and personal impact, e.g., appraisal discussions, team briefings
2. Internal team peer communication	Team colleagues	Two-way	Employee-employee	Team information, e.g., team task discussions
3. Internal project peer	Project group colleagues	Two-way	Employee-employee	Project information, e.g., project issues
4. Internal corporate communication	Strategic managers / top management	Predominantly one-way	Strategic managers - all employees	Organisational / corporate issues, e.g., goals, objectives, new developments, activities, and achievements

Source: Welch and Jackson (2007:185)

McShane and Glinow (2011:133) argues that leaders in most organisations are faced with the challenge that their employees are not all fully engaged, which in effect means that some employees are less engaged than others, while others are completely disengaged. McShane and Von Glinow (2011:133) continues that some writers suggest that globalisation, information technology, and corporate restructuring positively impact trust and commitment, and that this motivates employees to go beyond the minimum standards set to do their job.

Robbins, Judge, Odendaal and Roodt (2013:76) indicate that employees who are highly engaged, exhibit passion for their work and have a deep sense of commitment to their organisation. Robbins refers to a research study conducted in 8 000 business units from 36 companies which showed that businesses with high levels of employee engagement have high levels of customer satisfaction; they are productive, with high profits and low levels of staff turnover. Robbins et al. (2013:76) define employee engagement “as an individual’s involvement with, satisfaction with, and enthusiasm for, the work she or he does.” McShane and Von Glinow (2011:32) defines employee engagement as a concept that is connected to employee motivation, self-efficacy to perform the job, and perceived clarity of the organisation’s vision that an employee has a specific role and the belief that there are enough resources to get the job done.

Therefore, McShane and Von Glinow (2011:32) definition is the one that forms part of the basis for this study, because it talks about employees and vision for the organisation.

2.4 A: Leadership Theory

McShane and Glinow (2011:365) are of the view that contingency leadership theories assume that leaders who are effective have insight and are flexible. These leaders, according to McShane and Glinow, have a certain level of emotional intelligence because they are able to adapt their behaviours and styles of management to the prevailing situation.

The researcher focused on the Path-Goal Theory of Leadership as, according to McShane and Glinow, it has been more resilient despite the critiques by scientists, and because its basis emanates from the expectancy theory of motivation.

Path-Goal Theory

According to McShane and Von Glinow (2011), this theory relates to various styles of leadership that suit certain employees and the situations in which they find themselves. McShane and Glinow are of the view that the Path-Goal Theory justifies the principle that leaders who are effective ensure that employees who do their jobs well, rather than non-performers, are acknowledged and rewarded. These effective leaders support employees by providing them with information and the necessary resources that will enable them to perform their tasks optimally. It is therefore generally accepted that the Path-Goal Theory advocates servant leadership.

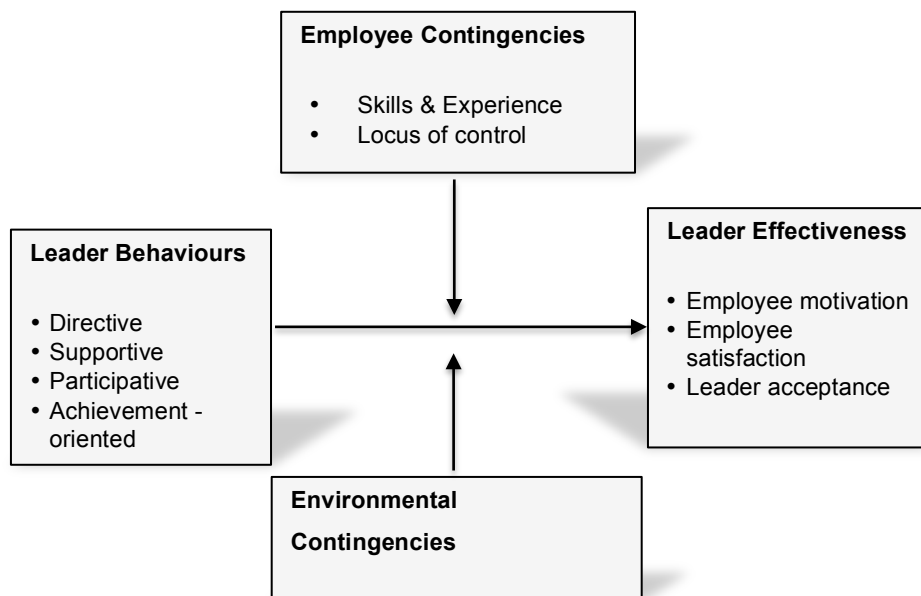


Figure 2.1: Path – Goal Leadership Theory

Figure 2.1 provides a schematic diagramme of a Path-Goal Theory of Leadership. It is a model that focuses on four styles of leadership as well as contingency factors, all leading to the three indicators of leadership effectiveness.

2.4. B: Classic communication models

There are various models that could be used for internal communication but for the purpose of this study, seven models stated by Wright (2009:119-155) are used: *Maslow's Hierarchy Needs; The Change Curve; Management Theories X, Y and Z; Johari Window; McLelland's Needs-Based Model of Motivation; Herzberg's Two-Factor Theory; and Mayo's Hawthorne Study*. The rationale for choosing these communication models is that they resonate well with the chosen topic: *The role of Internal Communication in Strategy Execution at Mafikeng Local Municipality in the North West Province*. Also, the nucleus of this study is internal communication and strategy execution.

These identified models are discussed individually and how they impact internal communication.

Robertsons (cited by Wright, 2009:119-155) conducted a study on the top seven communication models and considered them relevant to internal communication:

2.4.1 Maslow's Hierarchy of Needs

Robertson (cited by Wright, 2009:119), regards Abraham Maslow as the founding father of the humanist approach to management because of his study on human needs that drive behaviour. Maslow divided human needs into five categories, in pyramid form, in order of priority: the highest need at the top of the pyramid, and the lowest at the base of the pyramid (Figure 2.1).

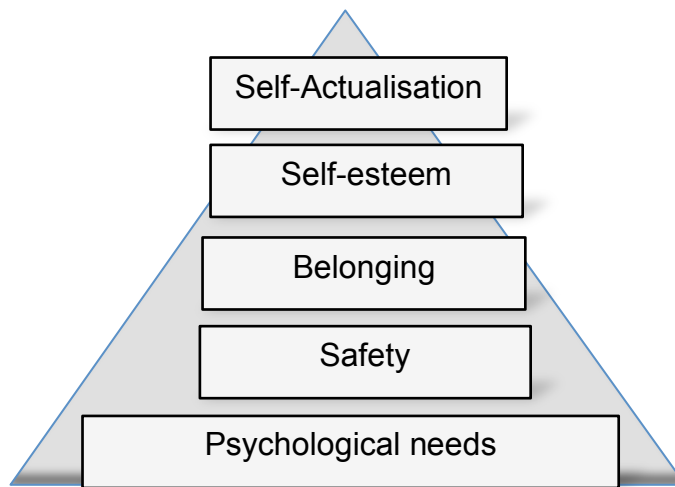


Figure 2.2: Maslow's Hierarchy of Needs. Source: Wright (2009:12)

According to Robertson (cited by Wright, 2009), Maslow's concept or model of self-actualisation remains relevant to an organisation, more so on internal communication, customer satisfaction, and high productivity, and that self-actualisation is a strong motivating factor for employees. Robertson further contends that organisations that score the highest on employee satisfaction are those that care about their people. That is, they listen to their employees' opinions (esteem and belonging), act on their concerns (safety and physiology), and focus not only on their training and career development but also on their personal growth (self-actualisation).

2.4.2 The change curve

Wright (2009:125) refers to Elisabeth Kübler-Ross, the author of the groundbreaking book, *On Death and Dying*, as the originator of the change curve model designed to deal with the grieving process. However, according to Wright, this model has been adapted to explain change and the process that employees go through after restructuring, merger, or acquisition. This change curve (Figure 2.1) describes the three stages that individuals go through after experiencing major change in their lives.

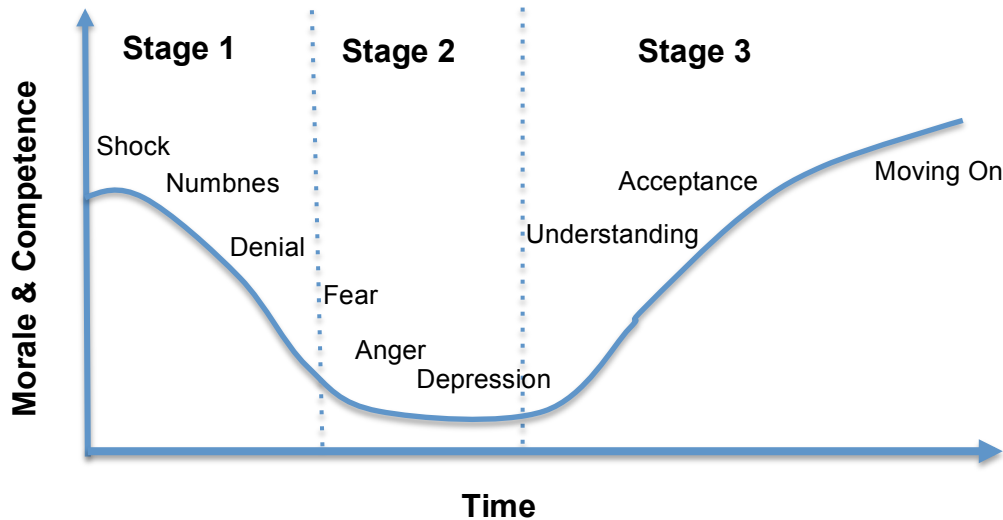


Figure 2.3 The Change Curve. Source: Wright (2009:126)

2.4.2.1 Stage 1

As depicted in Stage 1 (Figure 2.3), Wright (2009) explains that communication plays a crucial role in achieving the objectives set for change, and that employees will often be aware, either through rumour or media leaks, that something is afoot. This may cause fear and uncertainty among staff. However, when an official announcement is made there could be a sense of excitement and relief that what they have heard is actually true; however, those who least expected an announcement that would lead to change, may be alarmed.

Wright (2009:127) emphasises the importance of the role that internal communication plays in managing change, and proposes that a framework of all employees be drafted and divided into regions, levels of seniority and function, and to what extent change will affect individuals. Appropriate internal media channels should be developed and information should be announced timeously.

Wright (2009:127) also suggests careful planning for the delivery of consistent messages that balance employees' concerns with the future state of the organisation. Wright further states that effective coordination is required at this stage, and warns against the so-called 5/95 split: 5% of staff, usually at

managerial level, will benefit from change, but 95% of employees will be at the lowest level of the change curve.

During Stage 1, internal communication within the organisation needs to reflect sympathy, and allay the fears and concerns of their employees.

2.4.2.2 Stage 2

Wright (2009) asserts that Stage 2 could be a period of uncertainty in the change cycle as it will affect the morale of employees in any organisation, thus impacting productivity, sales, and profits. According to Wright, should employees remain in this depressive cycle stage for an extended period of time, it will result in the failure of all programmes designed from the strategy, and this will hamper business performance. Wright states that a solution for this dilemma is to establish a situation that employees can buy into while also taking care of their basic needs, as described in Maslow's model. Wright (2009) recommends that employees be given the opportunity to play an active role in the development of their own future within the organisation.

2.4.2.2 Stage 3

Wright (2009) warns that organisations should resist staging events that celebrate their new future when employees (especially middle management) are still in Stage 1 or Stage 2 of the change curve, when executives are in Stage 3. According to Wright, the aim of Stage 3 is to create the mission, vision and values that everyone can buy into for the advancement of their personal aspirations.

2.4.3 Management Theories X, Y, and Z

The founder of the Theories X and Y concept was Douglas McGregor, circa 1960; and Dr William Ouchi published Theory Z in 1981 using the same naming initiated by McGregor. McGregor's studies focus on styles of management, buttressed by two opposing mind-sets that impact the organisation.

According to Robertson (cited by Wright, 2009:131), McGregor's theories explain the attitudes of managers in an organisation and the repercussions their behaviour may have when communicating with the workforce.

2.4.3.1 Management behaviour

- a. Autocratic.
- b. Task oriented.
- c. Participative.

It is apparent that Robertson (cited by Wright, 2009:134) concurs with the analysis of McGregor's theory.

2.4.3.2 Theory-X managers

Managers who practise Theory X are autocratic, task oriented, and driven by deadlines. These individuals make decisions unilaterally in order to retain their authority, and they expect employees to carry out their directives without question. Theory-X managers believe that people are gullible, not particularly bright, and by nature resistant to change. Robertson contends that employees who are managed by a Theory-X manager tend to feel undervalued and are disengaged, and their dissatisfaction will be reflected in poor performance and productivity. Certain characteristics of a Theory-X manager depict the following: shouting; intolerance; short temper; not participating in team building; lack of concern for the welfare and morale of employees; communicating one way and never listens; and not open to any suggestions.

2.4.3.3 Theory-Y managers

In contrast to Theory-X managers, those who practise Theory Y exhibit a participative style of management. Theory-Y management tends to promote a *following style* as a component of their belief system; they believe that in the "modern industrial condition, only a small part of the intellectual potential of an average person is used" (Robertson cited by Wright, 2009:134).

According to Robertson, Theory-Y managers allow employees to make suggestions and it is in their nature to lobby for team ideas, delegate projects, and allow for a wider scope to source best results. These managers are aware that people are often ambitious, creative, and self-motivated. These managers go out of their way to help employees achieve their potential. A characteristic of Theory-Y managers is that they are *people-centric*. They *foster a sense of value and belonging* among employees, thus *improving morale*. Also, they score *high on engagement levels*. They *increase productivity* because they establish an environment that is healthier and more cohesive within the working environment.

2.4.3.4 Theory Z

Theory Z relates to increasing employees' loyalty to their organisations by means of exceptional employee engagement. The Japanese management style, for instance, is one where the working culture is such that employees tend to work for the same organisation over a lifetime, because the organisations they work for make it their business to look after the needs and wellbeing of their employees, both in and outside the workplace; employees consequently feel indebted to their organisations and strive to do what is best to realise set objectives.

Robertson, however, warns that Theory Z uses a different cultural approach, where the employment market is less fluid and the focus is on quality. It is apparent that this theory is less likely to work in environments where business is task oriented and driven by objectives.

When applying Theories X, Y, and Z in communication, Robertson (cited by Wright, 2009:138) suggests that Theory Z is more relevant to internal communication as it is more focused on employee satisfaction and engagement, which are drivers of internal communication; also, that fusion of Theory Z and Theory Y seems to be a constructive route to follow in order to attract and retain quality employees.

2.4.4 Johari Window

Robertson (cited by Wright, (2009:139) sees Johari Window as a powerful tool that can be used to assess the effectiveness of internal communication with individual, teams, organisations, and strategies. According to Robertson, the Johari Window is a model of interpersonal awareness that was initiated by Joseph (Jo) Luft and Harrington (Hari) Ingham in 1955. Also, McShane and Von Glinow (2010:80-81) see the Johari Window as a commonly used model for understanding how co-workers can increase mutual understanding. According to McShane and Von Glinow (2010:80-81), this model encourages disclosure and feedback within the open arena (Figure 2.4).

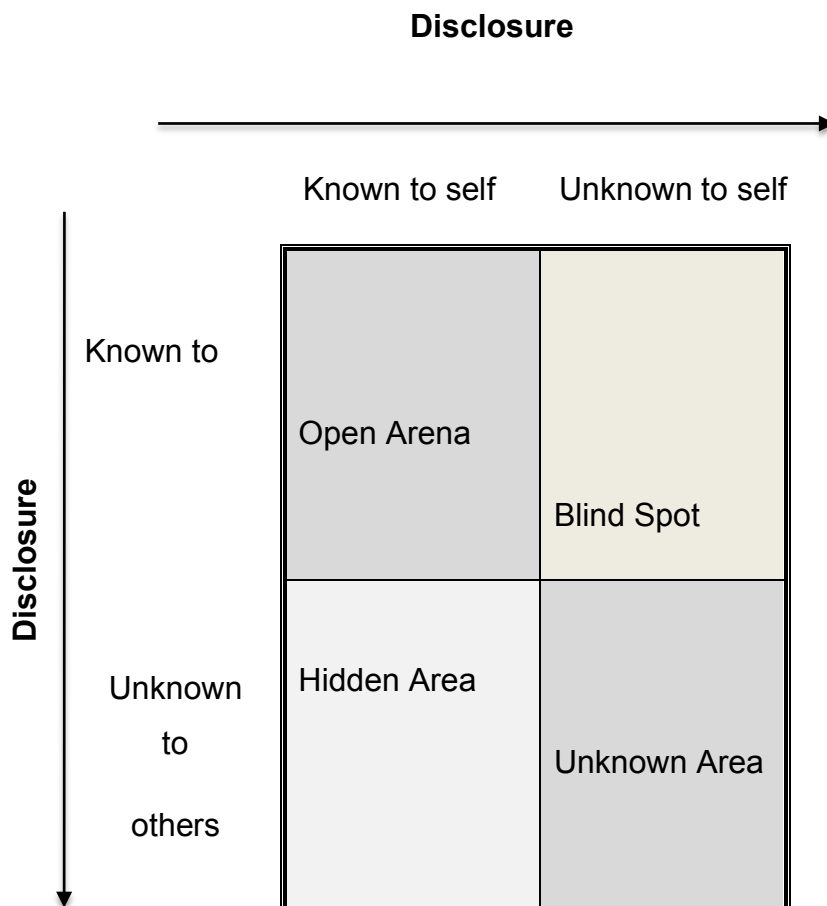


Figure 2.4: Johari Window. Source: Based on J. Luft Group Processes (Palo Alto, CA: Mayfield, 1984 cited by McShane and Von Glinow, 2010:80)

Robertson (cited by Wright, 2009:139) reports that organisational communication lies at the heart of the Johari model, which is anchored in the open arena, and that effective communication occurs when there is a good balance between disclosure and feedback (Figure 2.4).

According to the Johari model:

- **The Open Arena/Area:** Information is shared by the subject is common knowledge among the group, and is shared by all.
- **The Façade:** Information is not disclosed to the subject.
- **The Blind Spot:** A reverse situation where everyone knows the information, except the subject.
- **The Unknown:** Any information that is unknown to all.

The relevance of the Johari model to internal communication is that it can be used for engagement between management and employees; that can be symbiotic and more meaningful with regard to financial, topical, and psychological issues. Staff can be encouraged to make suggestions in the form of agenda items and source feedback (Robertson cited by Wright, 2009:144). McShane and Glinow (2010:80-81) suggest that the Johari Window model brings awareness of any perceived limitations, which can hinder work relations. According to McShane and Glinow, the main objective is to increase the size of the open arena or area in the Johari Window.

2.4.5 McLelland's needs-based model of motivation

McLelland published his theory on the human need for achievement circa 1987, according to which the concept of reward was not the only driver of human motivation (Robertson cited by Wright, 2009:145-148). McLelland maintains that there are three sources that drive human motivation:

2.4.5.1 Need for achievement (n-ach) - Achievement motivation

People who display this need for achievement require feedback as it fulfils their sense of attainment. According to McLelland's theory, people with a strong need to achieve are the most successful leaders because they are able to set goals and inspire others to follow; they are determined to achieve set goals. However, a shortcoming of these managers is that they tend to demand too much of their employees.

2.4.5.2 Need for power (n-pow) - Authority or power motivation

This need is motivated by a desire for power or authority. They want to direct those who are around them; they want to be leaders and are inspired by personal status and influence over others. They are good at driving work ethic and commitment for themselves and others. However, they have one shortcoming: they tend to be rigid and lack the people skills that can motivate teams to be effective.

2.4.5.3 Need for affiliation (n-affil) - Affiliation motivation

This need is driven by the motivation to interact with others and to establish good relations. People with a strong need for affiliations need to be liked, be popular, and be held in high regard. They derive emotional sustenance and energy from their teams or social groups.

A shortcoming of people with a strong need for affiliation is that as managers, their objectivity tends to be compromised as they need to be liked, thus affecting their judgment and decisiveness.

According to Robertson, the three needs described by McLelland are all relevant to internal communication: Human Resources will need an n-affil type of communication, whereas the CEO will need an n-ach type of communication, and departmental heads will need an n-pow type of communication. Robertson advises internal communication managers to be aware of their dominant management style, and that they should adjust their communication style to fit their audience through metaphors that appeal to all three characters.

2.4.6 Herzberg's Two-Factor Theory

The value of this theory is that it recognises the two factors in a work environment that affect employees: one diminishes discomfort and the other maximises potential. According to Robertson (cited by Wright, 2009:149), Herzberg's two-factor theory is a model that is influential in explaining the psychology of human motivation at work. Robertson says the theory clarifies work environment issues, which are divided into two groups, namely hygiene factors and motivators; hygiene factors address fundamental short-term-based needs.

Robertson further states that communication tools or other devices such as safety videos or induction programmes can be used by the internal communicator to address hygiene factors. The tool should be used in such a way that it removes dissatisfaction and fulfils the need of the individual. Robertson continues that employees can be motivated if the hygiene factors are addressed.

2.4.7 Mayo's Hawthorne study

The findings of this study show that the physical conditions within the workplace environment have no motivational influence on employees' performance. However, according to this study, factors that matter in boosting motivation involve social aspects of working for an organisation, regardless of where it is located, the type of industry, class, education, or socio-economic features. According to Wright (2009:153), Mayo's Hawthorne study, which has been replicated many times, shows the same results that prove that if organisations value their employees' opinions and listen to their ideas, the effect will be that staff will feel respected and will be motivated to give their best, thus resulting in high performance that yields positive results.

The concept of Mayo's Hawthorne study is relevant to internal communication as it relates to employee engagement. It encourages a listening culture, which is as important as communication.

2.5 What is internal communication?

The electronic Dictionary of Business defines internal communication as a process of sharing information within an organisation for business purposes. Cornelissen (2008:195) states that the term *internal communication* was traditionally defined as a management process of communicating with staff within an organisation. Quirke (2012:3), on the other hand, argues that traditionally, internal communication in organisations was designed to package and disseminate management's decisions. Then again, Quirke's (2009:31) view is an attempt to give meaning and position to internal communication as a function that is pivotal to strategic alignment, information sharing, and engagement with employees. Mishra et al. (2014:184) describe internal communication as a two-way engagement process between organisational leaders and their employees.

Therefore, for the purpose of this study, internal communication will be regarded as a strategic process that facilitates conversations within an organisation between leaders, managers, and employees. It could also be defined as communication within an organisation in the form of peer-to-peer, leader-to-leader, and employee-to-employee interaction, or juxtaposing all three. Facilitation of conversations relates to engagement within the organisation. Conversations in the organisation will encompass strategic discussions or debates that lead to the achievement of set goals, yielding positive results.

The government of South Africa can be regarded as an organisation. It should be noted that in South Africa, the government is divided into three spheres: national, provincial, and local governments (discussed under the South African government system). The targeted sphere of government is local government, in particular Mafikeng Local Municipality.

The rationale for the choice is random, and the purpose is exploratory since the process of the study will involve exploration of processes, communication media, and channels used by the local municipality when they engage with employees on strategy and deliverables; and determining whether the business

approach to internal communication is yielding the desired results based on the set strategy.

Engagement with leaders, managers, and employees will require juxtaposing the seven classic communication models discussed in section 2.4, to involve civil servants or people employed in the public sector. The involvement of employees will relate to issues that deal with their motivation, management of change, organisational mind-set, and needs theory – to name but a few. Welch and Jackson (2007:177) contend that successful organisations use effective internal communication to prove the ability of managers on meaningful engagement of staff with respect to key strategic imperatives.

Collier-Reed and Lehmann (2010:312) present the following two factors that define an *employee*: (1) any person who works for another person or for the State, being remunerated for doing the job; (2) a person who carries out duties assigned by an employer is defined as an employee.

As highlighted in Chapter 1, McShane and Von Glinow (2010:4; 270) describe an organisation as a group of people working together interdependently through communication, coordination, and collaboration for a collective purpose. McShane and Von Glinow elaborate further by suggesting that communication is used as an instrument used in a work environment to coordinate and clarify work expectations on a set goal.

2.5.1 Evolution of internal communication

Melcrum (2016) argues that the definition of internal communication evolved over time, since 1940 (Figure 2.5), and that the first definition was associated with being *craft experts*; in the 1960s the definition graduated to being *strategic partners*; and now, since 2000, it has evolved into being an *organisational connector*. Melcrum (2016) defines internal communication as a basic facilitator and connector of strategy conversations within an organisation, and that its function is to assist the organisation in improving collaboration, productivity, and performance that would yield positive results.

This impression of Melcrum (2016) is in line with Quirke's (2009:31) view, highlighted in section 2.5. Argenti (2009:183) sees internal communication as more than memos, publications, and broadcasts, but rather as a pinnacle of corporate cultural values that drive organisational change in the 21st century.

ERAS OF INTERNAL COMMUNICATION:

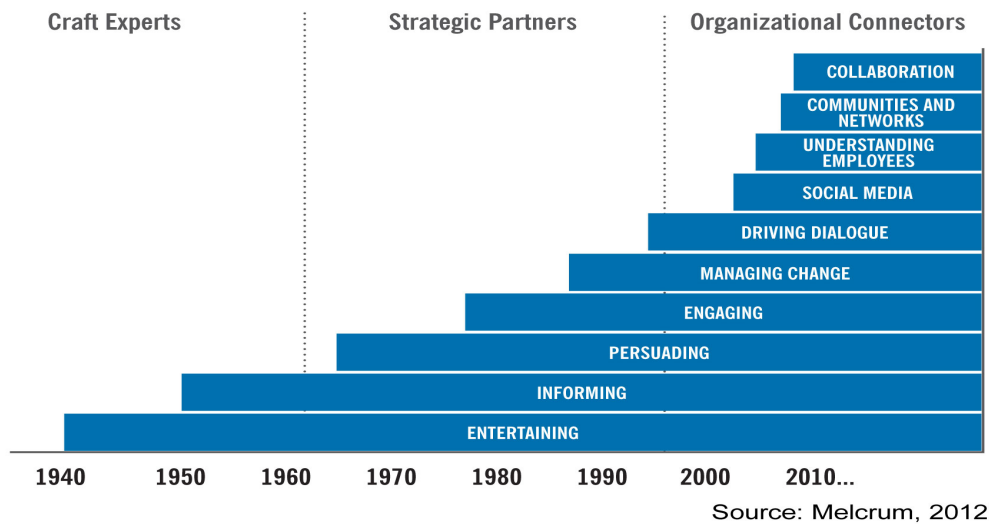


Figure 2.5: The name of internal communication continued to change over the years to shape its role

The times of internal communication are relevant in this study, as they are used to test whether internal communication within the government of South Africa has evolved over time and adjusted to the inconsistent macro-environment impacted by globalisation.

2.5.2 Communication problems in organisations

According to Jones (2013:173), as organisations grow in hierarchy and functions the orientation of subunits starts to create communication problems.

These problems diminish coordination thus making it difficult for the organisation to respond to demands of both customer and the marketplace. Jones (2013:173) suggests that differentiation creates difficulties with communication, compelling organisations to solve the problem by using complex mechanisms to forge integration.

Jones (2013:183) warns that centralisation of an organisation creates more problems in communication in favour of a flatter structure, which is more responsive to customer needs. Distortion and deliberate manipulation of information to promote own interests and create problems in communication (Jones, 2013:146-147). However, the GCIS's handbook (2014:89) states that a planned approach to internal communication is key to long-term business success. There is agreement that, whether planned or not, communication does take place in organisations.

However, the GCIS explains in its handbook that government departments have to take a proactive approach to communication through the creation of fluid channels; otherwise communication may take whatever direction it is predisposed to, which could be detrimental to the success of the department.

Communication that is not streamlined creates confusion and yields negative results, which brings frustration to both internal and external stakeholders as well as customers because opportunities that bring about good results are likely to be missed due to misalignment.

Therefore, the GCIS as an agent that governs government's communication maintains that the key to success of internal communication is anchored in the alignment of internal messages with the mission, vision, values, and objectives of the organisation. In other words, when communication is effective jobs are done and streamlined along the path that produces positive results.

2.5.3 Where does internal communication sit in the organisation?

Smith and Mounter (2009:14-15) posits that internal communication creates essential links to all parts of the organisation, and that it does not matter where the function sits provided it can deliver adequately on its mandate.

2.5.4 Effective communication

According to McShane and Von Glinow (2010:270), effective communication is vital for any kind of organisation and is instrumental in organisational learning, decision-making, and ensuring employee wellbeing.

A study by Govender (2013) on changing behaviour through strategic communication, revealed that employee engagement is impacted by strategic communication and that language, distance, and education have the capacity to inhibit effective communication initiatives. That ties in with the views of Melcrum (2016) and Hough et al. (2011) regarding the influence of the macro-environment in an organisation.

Kotler and Armstrong (2014:434) claim that for communication to be effective there has to be an understanding of how the nine elements of the communication process operate. These elements are the following:

- a. Sender – One party sending a message to the other.
- b. Encoding – The process of putting thought into action.
- c. Message – The set of actions transmitted by the sender.
- d. Media – The communication channels through which the message moves from the sender to the receiver.
- e. Decoding – The process through which the receiver assigns meaning to the actions encoded by the sender.
- f. Receiver – The party receiving the message sent by the other party.
- g. Response – The reaction of the receiver after being exposed to the message.
- h. Feedback – Receiver's response communicated back to the sender
- i. Noise – The unplanned static or distortion of information during the communication process of which results in the receiver getting a different message than the one that the sender sent.

Robbins et al. (2013:277-278) point out that effective managers opt to choose and use communication channels that optimise information sharing; they indicate that research has found that communication channels differ in terms of capacity to convey information, and that some channels are rich because (1) of their capacity to handle multiple cues at the same time; (2) they are able to provide rapid feedback; (3) they are very personal. Robbins et al. (2013) maintain that the choice of channel will depend on whether the message is routine or not.

According to Robbins et al. (2013:277-278), managers can send routine messages using channels that are lower in richness.

The media richness model below (Figure 2.6) shows the impact of communication channels on communication.

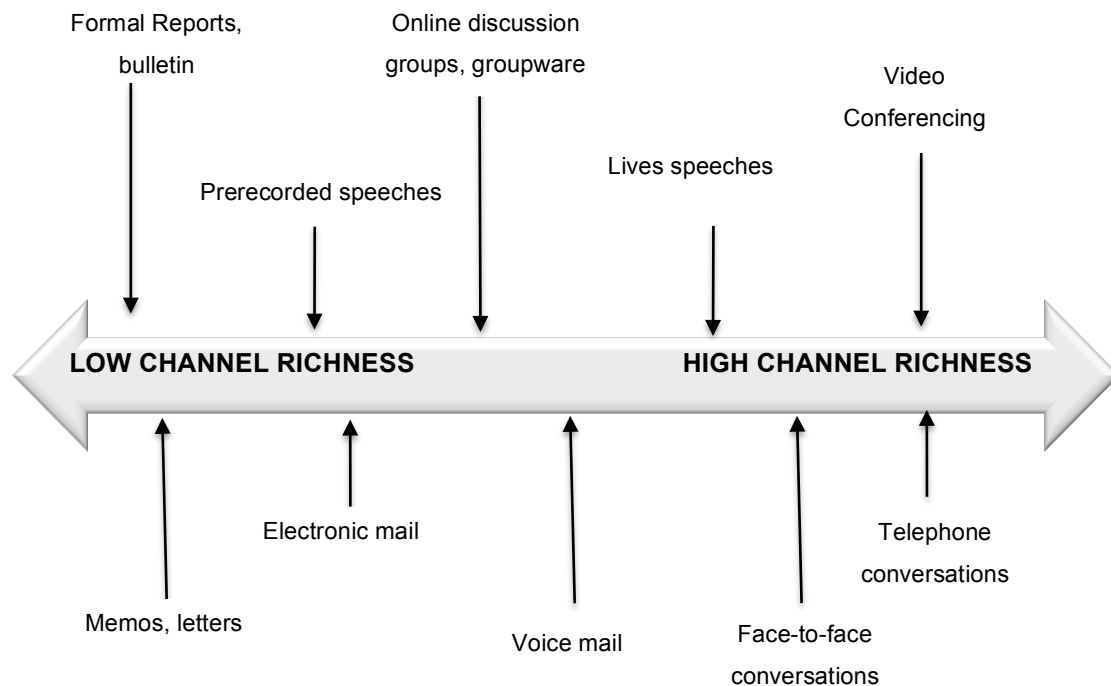


Figure 2.6 Media Richness Model. Source Robbins et al. (2013:277) cited Lengel and Daft (1998:225-232); also Daft and Lengel (1996:554-572) also Daft and Noe (2001:31)

This model shows that maximum impact will require managers to choose their channels of communication to suit their audience and the type of message that is to be sent.

2.5.5 Who are the stakeholders in internal communication?

Wright (2009:397) explains that a stakeholder is an individual who will be affected by the engagement within the organisation; also that stakeholders may not be limited to employees of the organisation. Wright adds that in communication, it is imperative to know the audience that one will be communicating with. Wright states that internal stakeholders comprise leaders,

managers, and all employees, and that leaders must *walk the talk*.

The GCIS (2014:89) refers to a government programme called *Management by Walking About (MBWA)*, which they allude to as the most-ignored aspect of communication in government, and they urge senior and middle managers to utilise this programme.

Wright (2009) suggests that current communication research has revealed that line managers are the most trusted communicators among employees. The GCIS (2009) points out that the way management communicates with employees is key to initiating employee motivation and ensuring confidence and commitment to delivering set objectives. Wright further contends that engagement efforts should focus on line managers not only as an audience but also as a group that has to be equipped and empowered for effective delivery.

Engagement efforts aimed at employees should be clear and unambiguous, and employees need to understand what this means to the organisation.

2.6 What influences employee engagement?

Kinicky and Fugate (2012:157-158) reveal the following two factors that constitute a myriad of variables that promote employee engagement, namely *personal characteristics* and *contextual factors*:

2.6.1 Personal characteristics

According to Kinicky and Fugate (2012), there are certain personal characteristics that influence employee engagement:

- Optimism.
- Proactivity.
- Conscientiousness.
- Environmental fit.
- Being present or mindful.

Kinicky and Fugate claim that studies have shown that people who score higher on personal factors are satisfied with their jobs, are committed to their organisation, and are less likely to leave the organisation.

2.6.2 Contextual factors

Kinicky and Fugate (2012) highlight, in a broadly set context, that organisational culture has the potential to impact employee engagement; and list the following four functions of organisational culture:

- It gives members an organisational identity.
- It facilitates collective commitment.
- It promotes social system stability.
- It shapes behaviour by helping members to make sense of their surroundings.

Kinicky and Fugate (2012) provide a framework depicting competing values (Figure 2.7) that capture various types of organisational culture, and they conclude that highly engaged organisations use a clan culture.

Competing Values Framework

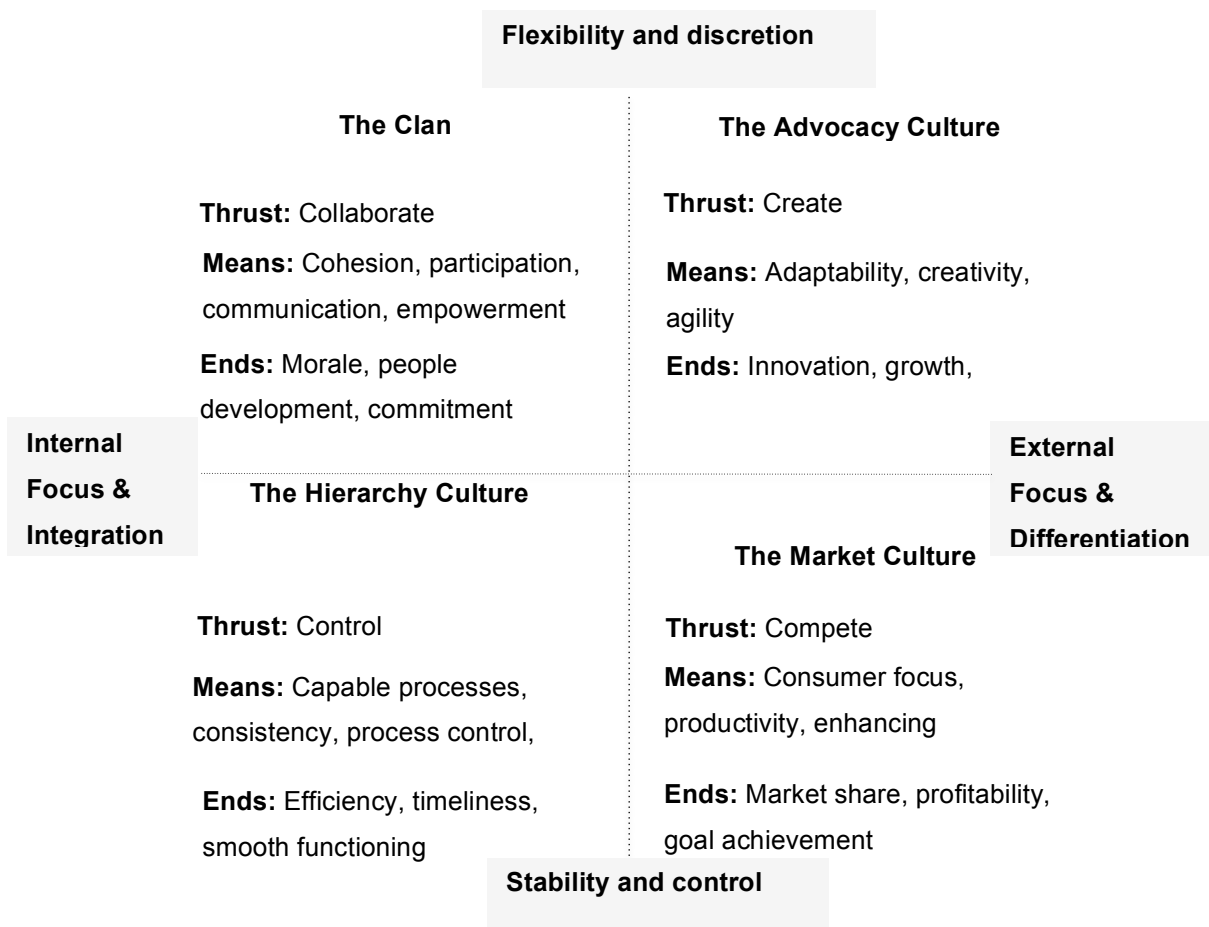


Figure 2.7 Competing values. Source cited by Kinicky and Fugate (2012:38), adapted from K S Cameron, R E Quinn, J Degraff, and A V Thakor. *Competing Values Leadership* (Northampton, MA: Edward Elgar, 2006), p 32.

2.7 The role of internal communication

Employees who are aligned to the values of their organisation have a competitive advantage as they are able to share these values with their customers. Also, when brand values are uppermost in the hearts and minds of employees they tend to enhance brand-supporting behaviours as part of their duties (Vallaster and De Chernatony cited by Chong, 2007:202).

The role of internal communication is to facilitate horizontal, vertical, and cross-functional engagements in the work environment. A further role is to manage, enhance, and promote the external reputation of the organisation (Stohl, 1995; Quirke, 2008).

Govender (2012:9) claims that communication in organisations plays a critical role in the success or failure of business strategy and its execution.

Mishra et al. (2014:184) indicate that another important role of internal communication is to motivate staff in providing a superior service, which facilitates cohesion between an organisation and its employees that enhances mutual relationships.

Quirke (2009:31) points out that internal communication has a pivotal role to play in any strategy, irrespective of whether the organisation is a low-cost or best-cost provider (Hough et al., 2011:149).

Quirke (2009) argues that internal communication enables organisations to have meaningful engagement with employees as a value-added component of their set objectives, and that meaningful engagement in this context amounts to allowing people to use their intellect and innovative skills in reaching these objectives. Also, people want to know the simple truth of what is going on in their organisations: "... they want to be treated as if they matter ..." (Quirke, 2008).

Quirke (2008) maintains that the role of internal communication is to link the interdependencies of different pieces of information, and to provide employees with information on how they are expected to perform their duties.

Robbins et al. (2013:268-269) suggest that communication in an organisation serves four major functions, namely to control, motivate, express emotions, and share information, and that an appropriate process needs to be initiated to effect communication, either through formal or informal channels.

Ruck (2012:82) writes that organisations engage their staff continually through internal communication. According to Welch and Jackson (2007:177), successful organisations use effective internal communication to improve the ability of managers in meaningful engagement with staff, focusing on key strategic imperatives.

2.8 What is strategy?

Hough et al. (2011:5) defines strategy as a management plan of action for running a business and managing operations, and highlights that strategy comprises tactics that managers utilise as competitive moves to grow the business, attract customers, compete successfully, and achieve set goals to improve the performance of the organisation. De Flander (2016) defines strategy as a major choice that guides other decisions. According to the website (<https://www.mindtools.com>) Henry Mintzberg who is regarded as an expert of management describes strategy in 5Ps that is, plan, ploy, pattern, position and perspective. Mintzberg sees them as different approaches to strategy to take full advantage of the organisational strengths and capabilities.

These definitions, in an attempt to provide a broader picture of what constitutes strategy, are interrelated as they refer to a plan, a guide, and a pattern, to form a whole picture. For every strategy there is a vision and a mission. Hough et al. (2011) sees a strategic vision for the organisation as a big picture that shows where the organisation is going, and that a mission provides a picture that defines what the organisation is all about: its values, what it does, and why it exists.

2.8.1 Strategic problems

As organisations become more complex, top management is likely to become more involved in solving problems relating to communication and the integration of functions (Jones, 2013:173).

2.8.2 Strategic environment

The landscape of business and organisations, how they operate, and their needs have changed over time. Most often these changes have occurred because of the forces that emanate from the macro-environment, and may be global, regional and sub-regional, national, or organisational in origin. Some of these forces can be either driven from the internal or external environment of the organisation.

The reaction of organisations to these forces requires a strategic response (Argenti, 2009:183; Robbins et al., 2013:30; McShane and Von Glinow, 2010:25).

Guillen and Garcia-Canal (2012:104) postulate that today's world is chaotic and requires organisations to adapt to the unpredictable environment in which they operate.

2.8.3 Macro-environment

Hough et al (2011:57) highlights that the macro-environment that organisations find themselves operating in, include factors such as economic conditions, legislation and regulation, population demographics, societal values and lifestyles, and technology, all of which are relevant to strategy and have a bearing on decision making. According to the Global Risks Report (2016) (11th edition), deliberated upon at the World Trade Center in Dublin (WTCD), the macro-environment can have a devastating effect on people and their livelihoods if there is no collaboration with government strategy on growth and sustainability.

In support of the Global Risks Report (2016), Hough et al (2011) highlights the following as challenges that put the world at risk:

2.8.3.1 Economic

High unemployment rates, increased energy prices, fiscal crises, and asset bubbles are current economic challenges that face the world.

2.8.3.2 Environment

The Global Risks Report warns of the likelihood that global temperatures will have risen by 1⁰ Celsius since the pre-industrial era. The report further states that weather conditions are likely to become more and more extreme resulting in an increase in natural catastrophes and water crises.

This means that water, as a scarce resource, will become depleted by these environmental conditions, thus putting pressure on the economy.

2.8.3.3 Geopolitical

The Global Risks Report confirms that interstate conflicts impact the macro-environment, and constitute a major global risk. According to the report, geopolitics has an influence on crime rates and the proliferation of terrorist organisations that cut across boundaries with neighbouring countries.

2.8.3.4 Societal

The WTCD report states that mass migration of people and the resultant tensions in societies create instability in many regions, particularly those that are not equipped to deal with a sudden influx of people. According to the report, this is a challenge that poses a major crisis to world economies.

2.8.3.5 Technological

As a result of globalisation, technology, Internet capabilities, and software applications have revolutionised business and world economies (Hough et al., 2011:84). According to WTCD (26 January, 2016), these technological innovations have rendered organisations vulnerable to, among others, fraud, corruption, and Internet cyber attacks across the globe.

2.9 What is strategy execution?

De Flander (2016) defines strategy execution as a process that enables people to create a decision pattern that gives traction to their desired goals. Hough et al. (2011:281), on the other hand, explains strategy implementation and execution as a process that revolves around the management of people and business processes.

Hough et al. (2011:281) emphasises that a strategy can be deemed successful if the organisation has achieved its goals on strategy, with good financial performance, and is able to show that there is good progress in turning its strategic vision into a reality. According to Hough et al. (2011:281), however, underperformance is an indicator of weak strategy, weak execution, or both.

Hough et al. (2011:5, 248, 249) suggests that a team effort is required to execute strategy, and that managers have the responsibility of executing their duties within their strategic areas. Employees are also expected to participate fully in the process of executing the organisation's strategy.

Hough defines strategy as a plan of action developed by management to run a business and its operations.

Bhatti (2011:52) describes strategy execution as a significant step towards realising an organisation's vision and its goals. Aaltonen and Ikävalko (2002) as well as Zakotta and Robison (2002 (all cited by Bhatti, 2011) contend that the real value-add of strategy execution will be realised through actual execution. However, the Harvard Business Review article by Bower and Gilbert (2007:74) cautions that decisions made by managers on a daily basis can either create or destroy the organisation's strategy. Huy and Vuori (2014) suggest that emotions experienced by employees in an organisation, whether expressed or not, can determine the success of strategy execution.

De Flander (2016) claims that strategy execution is the *glue* that combines a strong strategy with superior performance, and that it involves several processes such as budgeting as well as evaluating the individual objectives of all functional domains. However, it is not synonymous with strategy building; it has its own rules, challenges, best practices, and exercises its own discipline. Strategy execution involves everyone in the organisation, from the CEO to the lowest-level worker. Their roles might be different but they all contribute to the organisation's execution effort. Both short- and long-term focus is required during strategy execution. Specific sets of behaviours and techniques need to be mastered for effective strategy implementation and to boost competition. Implementation challenges should be pre-empted during the crafting stage of the strategy.

Strategy execution demands a concerted timing sequence; nothing happens haphazardly but follows a certain order. For an organisation to be successful in execution of the strategy requires seamless integration between organisational and individual performance.

Literature (cited by Chetty, 2010:3-4) refers to the following as the six key red flags to strategy execution (Beer and Nohria, 2000; Franken, Edwards and Lambert, 2009; Hrebiniak, 2008; Miller, 2002; Pateman, 2008):

- i. The first red flag is pressure, which requires the input of executives to redefine strategies by interacting with stakeholders from time to time for profitability purposes, as well as demanding successful implementation within a set timeframe (MacDiarmid, Moukanas and Nehls, 1998).
- ii. The second red flag relates to the complex nature of the organisation, which impacts employees, process, multiple functions, organisational structures, technology, suppliers, business partners, and geographic boundaries. Johnson-Cramer et al. (2007:85-109) warn that a lack of oversight increases the risk of failure during execution of the strategy. According to Abell (1999:73-81), the complex nature of an organisation can translate into complications in the execution of strategy.
- iii. The third red flag refers to the balance between the demands of executing a complex change programme and the management of day-to-day business performance.
- iv. The fourth red flag represents a lack of buy-in by most managers across business functions during the initial stages of execution. Balogun (2006: 29-49) writes that most managers view the early process of strategy execution as unnecessary and highly bureaucratic, and that it slows down process. Balogun reminds the reader of the importance of involvement in the early stages, which is crucial in forging the commitment necessary for effective execution.

- v. The fifth red flag concerns securing the required relevant resources to execute the strategy (Lovallo and Kahneman, 2003:53-63).
- vi. The sixth red flag, according to Hrebiniak (2008), is that most executives understand strategy formulation because they are trained to do planning, but they experience challenges in implementing the plan or executing the strategy.

2.10 What is strategic communication?

Communication becomes strategic when it is consistent with the strategy of the organisation, notably its vision, mission, values, and the ability to enhance the positioning of the organisation in advancing its competitiveness according to the GCIS Communicators' Handbook (2014:80). Also according to the same stated handbook internal communication has substantial influence and impact on the effectiveness of an organisation. The GCIS indicates that that can be achieved if there is an outlined communication strategy supported by detailed action. Again, the GCIS highlights that an action plan should foster mission-focused behaviour for employees.

To name but a few, the following are items suggested by the GCIS that should form part of an action plan:

- Effective communication channels and media should be used.
- The role of internal communication should be reinvented from tactical to implementers to strategic change managers.
- Leadership should build employee trust.
- Align internal and external communication strategies to ensure continuity in advancing departmental objectives.
- Source support from the senior leadership and key stakeholders.

2.11 Government system in South Africa

When South Africa became a democratic state in 1994, its government structure was then developed into three distinct interdependent and interrelated spheres that included: first, national government; second, provincial government; and third, local government (South Africa Year Book, 2012/13:286). These three spheres of government have noticeable strategies that differentiate them. For the purpose of this research, however, the third sphere, local government, will be the point of focus.

2.12 Current government strategy on local government

The Constitution of the Republic South Africa, 1996, Section 153, stipulates that the cornerstone of local government is service delivery. Thornhill (2008:492) sees local government as a primary point of interface between government and the public. However, Koma (2010:111) proposes that a shift from mediocrity to excellence by local government regarding service delivery requires robust strategies that will assist in developing trends, and deal with the issues at hand.

Eigeman (2007:5) describes service delivery as a complex albeit essential function between government bodies and citizens, and further defines citizens as customers of government who have the right to demand quality service that meets their needs in terms of speed, accessibility, cost, and good customer service.

2.13 How is local government strategy executed?

Thornhill (2008:492) sees local government as a primary point of interface between government and the public. Therefore, as a credible sphere of government, local government is mandated to deliver basic services to local communities (Local Government: Municipal Systems Act of 2000).

Local government comprises a myriad of municipalities divided into different categories, namely A, B, and C (Section 2.14).

Municipalities are required by the Municipal Systems Act of 2000 to undertake the strategic route of utilising the Integrated Development Plan (IDP). Skosana (2007) asserts that the IDP, also known as the *Master Plan*, is a strategic process that municipalities ought to follow and review every five years, which in practice means that a strategy in a local municipality is planned for a period of five years and has to be executed within that timeframe.

The Local Government Turnaround Strategy (LGTAS) (2009:5) states that an ideal municipality should facilitate a culture of public service and accountability among its staff, and assign clear responsibilities, coordination, and administrative mechanisms to management. Alberts (2014) claims that municipalities can achieve excellence if proper management systems, such as communication management, are put in place.

2.14 Government communication system in South Africa

According to the GCIS (2014:81-83), effective internal communication is built on the following principles in order to achieve the long-term objectives of the organisation:

- a. Timelines and content.
- b. Channels.
- c. Leadership roles.
- d. Professional communicator's roles.
- e. Participation and recognition.
- f. Measurement.
- g. Culture.

The GCIS further recommends that in addition to achieving long-term goals, internal communication should also assist in creating a culture where public servants across all levels are free to share their ideas, opinions, and suggestions. The GCIS also believes that will enhance employee understanding, build trust, and stimulate engagement and diversity.

One of the GCIS senior officials reports that internal communication strategy for all spheres of government is in line with the mandate of the current government administration. The official confirmed that the plan for strategy execution is usually extended over a five-year period. Hence, the Communicators' Handbook covers the period 2014 to 2019.

The GCIS (2014) emphasises the following strategy for government:

- i. Together we take South Africa forward – this call requires everyone to deliver on the set objectives.
- ii. Emphasis on communicating the work of government on:
 - a) Employment.
 - b) Health.
 - c) Education.
 - d) Fight against crime and corruption.
 - e) Rural development and land reform.
 - f) Access to housing and basic services.
 - g) Building a developmental and capable state.
 - h) Social cohesion.
 - i) A better Africa and a better world.
- iii. Communicating interventions by government as a process of sharing information and enhancing acceleration of service delivery and socio-economic transformation.

2.14.1 Internal communication in the South African government

The GCIS Communicators' Handbook (2014) explains that the aim of government, when it introduced a chapter on internal communication, was to curb the issue of bottlenecks regarding the internal flow of messages from managers down to all employees, and vice versa, and also to facilitate a better understanding of the purpose, goals, and the direction that government intends to take in reaching its set goals.

The Communicators' Handbook (2014) acknowledges that internal communication should be aligned to the overall business strategy to ensure the long-term wellbeing of the organisation.

2.14.2 Government's framework on internal communication

The GCIS's Communicators' Handbook recommends that internal communication develop mechanisms to ensure that employees are informed of important messages that are communicated to the external stakeholders of government. Also, employees, as ambassadors of government, are expected to reflect the vision of government through their work.

Internal communication in the public service is underpinned by the following four principles:

- i. Internal communication programmes on ethics relating to the public service should be augmented to include communication that builds understanding of the content of departmental programmes.
- ii. Move beyond workshops and circulars, and focus more on media, products, and platforms that will reach employees more effectively and in a manner that will mobilise them for effective implementation.
- iii. The internal government communicator is expected to understand the centrality of the Government's Programme of Action (PoA) and its positioning within departments. In developing communication strategies for their departments, they should ensure integration of the PoA and departmental programmes.
- iv. Internal communication should have a distribution plan of information and communication products, and the GCIS will coordinate further distribution to the entire public sector.

2.14.3 Current role of internal communication in the public service

Internal communication as a unit of government function is responsible for distributing information within government. It has to ensure a two-way communication process in the department.

The unit is responsible for developing internal communication strategies, which should be part of the overall departmental strategy. Also, internal communicators are expected to understand the role, vision, and corporate objectives of government and how the different departments deliver their services (GCIS Communicators' Handbook, 2014:85).

According to the GCIS Communicator's Handbook (2014), the role of internal communication entails the following:

- a. Must ensure that all staff members have access to a range of internal communication options and are regularly updated on important news. Also, they should be enabled to share information and raise their concerns using available media.
- b. Manage the compilation and distribution of an internal newsletter.
- c. Manage the development of the department's Intranet.
- d. Consult with employees to source views and suggestions for the improvement of internal communication content.
- e. Use staff feedback to recommend and implement new initiatives to improve internal communication.
- f. Manage government's corporate brand and identity.
- g. Develop and implement an internal communication plan (informed by the departmental communication strategy) with key milestones, all integrated with departmental programmes and government's PoA.
- h. Develop content for various products, and establish and maintain communications platforms for maximum reach.
- i. Distribute materials to provinces and other offices.
- j. Conduct qualitative and quantitative research on media platforms and language preferences.
- k. Organise internal departmental events.
- l. Motivate staff members to become ambassadors of government's brand to strengthen partnerships that would escalate service delivery.
- m. Facilitate communication of top management decisions to all staff members, including ethics and policies of government and departments.

2.14.4 Challenges faced by internal communication in South Africa

According to senior officials at the GCIS, internal communication is faced with the following challenges:

- a. Principals do not give the required support.
- b. Communication tools are not provided for internal communication.
- c. Budget is limited and too inadequate to do internal communication work.
- d. Institutions appoint people who are not conversant with the concept communication.

2.14.5 Current format of government's internal communication process, specific to local government

The GCIS coordinates all forums of government communication. Currently, there is one major government communications forum that meets twice a year and is attended by media liaison officers (MLOs) and heads of communication (national government departments, the premier's office, and local government – district offices and metros included). The internal communication forum meets monthly.

2.15 What is a local municipality?

Koma (2010:113) explains that local government comprises a plethora of municipalities. In South Africa, there are 278 municipalities spread over nine provinces, with eight metropolitans, 44 districts, and 226 local municipalities (South African Yearbook, 2015:212). This yearbook explains that municipalities are classified into three categories: A, B, and C. Category A includes metropolitans, Category B includes district municipalities, and Category C incorporates local municipalities.

Ngaka Modiri Molema District Municipality (North West Province) is one of the four district municipalities of the province and is classified as a category B municipality. There are five local municipalities in the district of Ngaka Modiri Molema, namely Ratlou, Tswaing, Mahikeng, Ditsobotla, and Ramotshere Moiloa.

Mahikeng Local Municipality (previously known as Mafikeng Local Municipality) is the focus of this research study.

2.15.1 Role players of local government

The three spheres of government are role players of local government:

- i. The Government Communication and Information System (GCIS) play a role in government communication.
- ii. The Department of Corporative Governance and Traditional Affairs (COGTA) play a role within the national sphere of government.
- iii. The premier's office plays a role within the provincial sphere of government.
- iv. The South African Local Government Association (SALGA) plays a role in local government.

2.15.2 Mahikeng Local Municipality

This local municipality is located in the capital city of the North West Province. The provincial legislature is seated in this municipality as is the majority of the national state department and regional offices. This municipality came into being during the transformation of new local governments in South Africa. It was established in terms of Section 12 of the Municipal Structures Act (MSA).

Mahikeng Local Municipality borders Botswana, and it is less than 300km from Pretoria and Johannesburg. Compared with the other four local municipalities, Mahikeng is widely spread as to square metres per area. It also has an airport with a landing strip of 4.6 km.

As stated in section 2.1, municipalities are required by the Municipal Systems Act 2000 (Act No. 32 of 2000) to use the Integrated Development Plan (IDP) to drive the strategic agenda of government. The IDP has to be executed during the term of office of the municipality, which is five years.

According to official documents from the first five-year-term IDP for the Mahikeng Local Municipality was endorsed for the period 2006 to 2010, and the second IDP for 2011 to 2016. Mahikeng Local Municipality has been plagued with non-performance, which resulted in qualified reports from the Auditor General for the period 2007 to 2014. It is clear that since the ten years after implementing the IDP, the local municipality had received qualified reports for eight years in succession (section 2.15.2). The researcher found that most unsettling, hence her determination to commence her research on the role of internal communication in strategy execution at Mahikeng Local Municipality in the North West Province.

Again according to Corruption Watch, the levels of trust in government are low, particularly local government. Treasury tends to blame municipal performance failures on a lack of individual or organisational capacity. According to the Auditor General's reports, the lack of service delivery due to non-compliance, lack of accountability, and wastage leads to these qualified reports.

2.15.3 Mahikeng Local Municipality strategy

The strategy is based on the IDP for the period 2011 to 2016. The strategy was formulated to benefit this local municipality through the use and allocation of resources for growth and sustainability. The researcher is of the view that a well-developed strategy should enable employees to direct their energies in executing their duties properly.

The vision of this municipality was *Excellence in Service Delivery*. In 2016 it assumed the responsibility of creating and promoting a suitable environment for private and public sector investment, and developing the rural economy of the municipality to the benefit of all villages, townships, and small *dorpiés* through the national development plan.

The mission for the period 2011 to 2016 was *to strive for socio-economic development in Mahikeng in partnership with communities*. However, in 2016 the mandate was amended as follows:

- Fostering regular public participation and transparency for service delivery within local government.
- Providing and maintaining infrastructure through the concept of villages, townships, and small *dorpiés*.
- Re-constructing and developing villages, townships, and small *dorpiés* through the municipality's integrated development plan.
- Accelerating the concept of rebranding, repositioning, and renewing the city in collaboration with its social partners.

The municipality is governed by the following values:

- a. Integrity.
- b. Honesty.
- c. Transparency.
- d. Accountability.
- e. Professionalism.

According to one of the senior managers in the local municipality "... the Mahikeng Local Municipality supports and is aligned to both national and provincial strategies in the spirit of inter-governmental relations ..." as stipulated in the Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005).

Strategic objectives of the IDP, 2011 to 2016, are the following:

- i. Increase access to basic services and infrastructure development such as water, sanitation, roads, refuse removal, housing, and electricity.
- ii. Create an environment that seeks to promote the development of the local economy to facilitate job creation.
- iii. Promote the culture of participation, effective governance, and accountability.
- iv. Improve financial viability and management.

According to the GCIS (2014), the internal communication strategy of the Mahikeng Local Municipality is supposed to be in line with that of GCIS. It should be linked to the following:

- National Communication Strategy Framework (NCSF), 2014-2019.
- Medium Term Strategic Framework (MTSF).
- Programme of Action (PoA) for government, which is derived from the state of the nation address.
- Batho Pele principles.

2.16 Focus on Mahikeng Local Municipality's strategy execution

The structure and content of internal communication are examined. Furthermore, the process of internal communication will be examined, including the design of strategy and its implementation.

2.17 Conclusion

An organisation has a specific purpose, and is driven by its vision, mission, and strategy. Organisations consist of people; and people are diverse and driven by various needs.

The vision of an organisation can only be meaningful through engagement with everyone involved, and the realisation of strategic objectives through successful execution. Therefore, internal communication plays a critical role in the execution of strategy.

Local government, as one of the three spheres of government, is an organisation that focuses on service delivery as a strategic drive. The customers of that sphere of government are the citizens resident in that area.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

In all spheres of life, our knowledge is incomplete and problems need to be solved. We address the void in our knowledge and those unresolved problems by asking relevant questions and seeking answers. The role of research is to provide a method for obtaining those answers by studying and probing the evidence within the parameters set by scientific methods.

Welman, Kruger and Mitchell (2010:2) view research as a process that involves obtaining scientific knowledge by means of various *objective* methods and procedures. The term *objective* indicates that these methods and procedures do not rely on personal feelings or opinions but that specific methods are used at each stage of the research process. The stages of the research process include: the aim of the research; the research topic; research problem; literature review; data analysis; and interpretation.

The purpose of this chapter is to outline the research design of the empirical research regarding the role of internal communication in strategy execution at Mahikeng Local Municipality in the North West Province (where the research was conducted). The overall purpose of this chapter is to give a comprehensive explanation of the following:

- i. Choice of research design.
- ii. Research methodology.
- iii. Research design for the current study.
- iv. Reliability of the data collection instrument.
- v. Validity of the data collection instrument.
- vi. Population and sample.
- vii. Data analysis.
- viii. Pilot study.
- ix. Ethical considerations.

3.2 Choice of research design

Cooper (2011) writes that research design constitutes a blueprint for the collection, measurement, and analysis of data. It assists the scientist in the allocation of limited resources by posing crucial questions such as: (i) Is there a blueprint to include experiments, interviews, observations, the analysis of records, simulation, or a combination of these? (ii) Are the methods of data collection and the research design highly structured? (iii) Is an intensive study of a small sample more effective than a less intensive study of a large sample? (iv) Should the analysis be primarily qualitative or quantitative?

Saunders, Lewis and Thornhill (2009:160) point out that the focus of a research design is based more on turning a research question and objectives into a research project. According to Saunders et al. (2009:160), the choice of research strategy needs to be explored and a detailed time plan outlined; and each strategy can be used for the following types of research: exploratory, descriptive, and explanatory.

3.3 Research methodology

Research provides a framework that can be utilised to deliver useful data. It also provides the knowledge of how to find workable solutions to the problems in an organisation. Coldwell and Herbst (in Leibrandt, 2013:98), on the other hand, define research as a practical activity, the purpose of which is to obtain information in a manner that is more systematic. Coldwell and Herbst further describe research as a process of gathering, analysing, and reporting information that uncover opportunities and reduce the risks of decision making.

With regard to the choice of research methodology, the researcher utilised the data collected to assess the role of internal communication in the process of strategy execution at Mahikeng Local Municipality. Data could be quantitative – in the form of numbers, or it could be qualitative – perceptions or opinions.

McGuigan and Harris (2012:3) indicate that quantitative and qualitative research methods are the two main schools of research, and although they are often

used in tandem, the benefits and disadvantages of each are strongly debated. Particularly in the social sciences, the merits of both qualitative and quantitative research are questioned, with intense views held on both sides of the argument. It is generally agreed upon, however, that there are certain phases in research where one is clearly more useful than the other; therefore, few researchers completely dismiss one in favour of the other. Both qualitative and quantitative research is equally important in their respective fields. However, although quantitative research is more objective, numerical, and statistical, qualitative research reveals more about social, psychological, and current affairs. For the purpose of this research, a quantitative research method has been used, and to gain clarity on the meaning and nature of quantitative research, it is important to define and describe this research method.

3.4 What is quantitative research?

Quantitative research is probably the less contentious of the two research methods, as it is more closely aligned to what is viewed as the classical scientific paradigm. Quantitative research involves gathering data that is absolute, such as numerical data, which can be examined in an unbiased and balanced manner.

Payne and Williams (2011:36) define quantitative research as a method concerned with numbers and anything that is quantifiable, such as a graphical, mathematical, and econometric representation of ideas and analysis; and the manipulation, treatment, and interpretation of statistical data, statistics, numeracy and quantitative skills, including data analysis, interpretation and extrapolation, survey design and analysis, experimental design, and mathematics. Furthermore, quantitative research refers to calculations and measurements. Qualitative research, on the other hand, refers to the meanings, concepts, definitions, characteristics, metaphors, symbols, and descriptions of things.

Babbie (2010:22) is of the view that quantitative research deals with numbers, logic, and objectives. The focus on logic, numbers, and unchanging/static data

is aimed at convergent rather than divergent reasoning. Babbie (2010:22) further indicates that in quantitative research, the goal is to determine the relationship between one thing (an independent variable) and another (a dependent or outcome variable) in a population. Quantitative research designs are either descriptive (subjects usually measured once) or experimental (subjects measured before and after an event). A descriptive study establishes only associations between variables.

Based on the definitions of quantitative research by Payne and Williams (2011:36) and Babbie (2010:22), the researcher concurs that quantitative research is concerned with numbers, statistics, and the relationship between events or numbers.

The researcher is of the view that quantitative research moves along the lines of the social and natural order of things. To shed more light on quantitative research, it is appropriate to pay attention to the characteristics of quantitative research methodology.

According to Babbie (2010:23), the following characteristics of quantitative research are more commonly accepted:

- i. The data is usually gathered using more structured research instruments.
- ii. The results are based on larger sample sizes that are representative of the population.
- iii. The research study can usually be replicated or repeated, given its nature of high reliability.
- iv. The researcher has a clearly defined research question to which objective answers are sought.
- v. All aspects of the study are carefully designed before data is collected.
- vi. Data is in the form of numbers and statistics.
- vii. Projects can be used to generalise concepts more widely, predict future results, or investigate causal relationships.
- viii. The researcher uses tools such as questionnaires or equipment to collect numerical data.

Next to be discussed is the preferred research design utilised for this research.

3.5 Research design for this study

After careful consideration of the various research approaches, the researcher decided to opt for quantitative research, which is exploratory in nature, as the primary data-collection method for the purpose of this research. The literature study (Chapter 2) forms the secondary segment of the research; the researcher studied relevant literature such as articles, legislation, and books on internal communication and strategy execution in order to achieve the desired outcome of this research. The research instrument used for data collection was in the form of a structured questionnaire, which is discussed in the next section.

3.5.1 Structured questionnaire

According to Babbie (2007:246), a structured questionnaire can be defined as a document containing questions and other items designed to solicit information appropriate for analysis. Furthermore, although structured questionnaires are used primarily in survey research, it also includes experiments, field research, and other modes of observation.

Matubatuba (2008:74) is of the view that, as a mechanism for obtaining information and opinion, structured questionnaires have a number of advantages and disadvantages when compared with other evaluation tools. The key strengths and weaknesses of questionnaires are summarised below. In general, questionnaires are an effective mechanism for the efficient collection of certain kinds of information. They are not, however, a comprehensive means of evaluation and should only be used to support and supplement other procedures.

3.5.1.1 Advantages of structured questionnaires

- i. Questionnaires permit a wide range of responses at minimum expense of time and money.
- ii. They reach people who are difficult to contact.

- iii. They lend themselves well to the collection of data that can be obtained in no other way.
- iv. They are useful when it is impossible to interview individuals personally.
- v. The wider coverage obtained by means of questionnaires increases the validity of the results by promoting the selection of a larger and more representative sample.
- vi. Due to the impersonal nature of questionnaires, they may elicit more candid and objective replies and therefore more responses.
- vii. Questionnaires permit well-considered and more thoughtful answers.
- viii. They enhance progress in many areas of educational research, and bring to light information that would otherwise be lost.
- ix. They obviate the influence that the interviewer might have on the respondent.
- x. A well-compiled questionnaire can be assessed without much loss of time.
- xi. Questionnaires allow for uniformity, and ensure that answers are comparable.

Based on the above-mentioned advantages, it is clear that a questionnaire is a suitable method of investigation for testing the opinions of respondents who participate in a research study.

3.5.1.2 Disadvantages of structured questionnaires

Leibrandt (2013:105-106) indicates that the use of a structured questionnaire as a research technique has several disadvantages, which cannot be ignored:

- a. It may be difficult to obtain a good response rate. Often there is no strong motivation for participants to respond.
- b. They are complex instruments and, if badly designed, can be misleading.
- c. They are an unsuitable method of evaluation if probing is required – there is usually no possibility for following up on answers.
- d. Quality of data is probably not as high as with alternative methods of data collection, such as personal interviewing.

- e. They can be misused – a mistake is to try to read too much into questionnaire results.
- f. It is difficult to determine who really completed the questionnaire.
- g. Questionnaires that do not probe deeply enough do not reveal a true picture of opinions and feelings.
- h. Participants may feel that their personal opinions are ignored.
- i. The length of the questionnaire may lead to careless or inaccurate responses, and may result in low return rates.

The structured questionnaire was drafted from the concepts pertaining to internal communication and strategy execution (Chapter 2). The purpose of the questionnaire was to establish the role of internal communication in strategy execution at Mahikeng Local Municipality. The questionnaire posed the questions (statements) on a five-point Likert Scale with a fifth, *Strongly Agree*, option. The participants had to consider the following options when responding to each statement:

- Strongly agree (5)
- Agree (4)
- Neutral (3)
- Disagree (2)
- Strongly disagree (1)

Maja (2006:106) points out that there are three types of questionnaires: the self-administered; investigator-administered; and psychological tests.

In this study, the questionnaires were administered by the researcher. They were handed out to participants, who returned them when completed.

3.5.1.3 Self-administered questionnaire

The self-administered questionnaire is one of the options considered for this study. Babbie (2007:260) mentions that the most common form of self-administered questionnaire is that respondents complete the questionnaires individually, in the absence of the researcher. It will either be collected by the

researcher or be mailed back, but it is advisable that the questionnaires be collected personally by the researcher to ensure that the number of questionnaires handed out correlate with those that are returned.

The possibility that insufficient or no feedback from respondents would be forthcoming, that sections of the questionnaire might be left unanswered, or that respondents might not devote sufficient time to complete the questionnaire properly, was of constant concern. The researcher considered this option impractical for obtaining optimal results. Furthermore, the population size was deemed too small (less than 100), which would not allow for a large enough sample.

3.5.1.4 Investigator-administered questionnaires

The investigator-administered questionnaire was the preferred option for this study, particularly for the reasons stated above. Mitchell and Jolley (2001:478) describe this form of study as a process according to which a researcher receives the questionnaires immediately after being completed by the respondents. The questionnaires were completed in the presence of the researcher. The estimated time of completing the questionnaire was approximately ten minutes, and was designed in a way that would increase participation and the return rate of responses from participants.

3.6 Reliability of data-collection instruments

Wagner, Kawulich, and Gamer (2012:80) define reliability as “the extent to which the test scores are accurate, consistent and stable, over different forms of the same instrument or occasions of data collecting.” Struwig and Stead (2011:130) support this definition and indicate that a test score’s validity is dependent on the score’s reliability, because if the reliability is inadequate the validity will also be poor. It is therefore important to determine score reliability before examining its validity. In conventional terms, the reliability of a test is the extent to which subsequent administrations would give similar results.

Cherry (2012:1) indicates that there might be errors in a set of collected data; therefore, reliability is tested with the aim of achieving a more precise reflection of the truth. Clear and relevant questions were formulated for the questionnaire as well the interviews for the purpose of attaining reliable data, free from measurement errors.

Struwig and Stead (2011:130) further argue that reliability can depend on various factors, namely the observer's/rater's tools, methods, context, and the sample, which can be estimated in a variety of ways, including the following:

- i. **Inter-observer reliability.** To what degree are the measurements taken by different raters or observers consistent? Consider pre-testing if different raters or observers are giving inconsistent results on the same phenomenon.
- ii. **Test-retest reliability.** This determines whether a measurement is consistent from one test to another. It considers the administering of the same test to the same (or similar) sample on different occasions. It also takes into account the effects of the time gap.
- iii. **Parallel forms of reliability.** Examines whether previous tests and tools constructed in the same way, from the same content domain, give similar results. It also takes into consideration the split of a large set of questions into parallel forms, and measures the correlation of the results.
- iv. **Internal consistency reliability.** Determines whether different measures on a similar issue yield consistent results. Also considers test samples of all records to measure inconsistencies.
- v. **When constructing reliable data-collection instruments:**
 - Ensure that questions and the methodology are clear.
 - Use explicit definitions of terms.
 - Use already tested and proven questioning methods.

3.7 Validity of data-collection instruments

Trochim (2006:1) indicates that validity can be defined as the best available approximation to the truth of a given proposition, inference, or conclusion.

Kimberlin and Winterstein (2008) support this view and indicate that validity is often defined as the extent to which an instrument measures what it purports to measure. Validity requires that an instrument should be reliable, but it should be noted that an instrument could be reliable without being valid. For example, a scale that is incorrectly calibrated may yield exactly the same, albeit inaccurate, weight values. A multiple-choice test intended to evaluate the counselling skills of, for example, pharmacy students may yield reliable scores, but it may actually evaluate drug knowledge rather than the ability to communicate effectively with patients in making recommendations.

Cherry (2012:4) writes that there are two main types of validity, namely internal and external validity.

Internal validity refers to the validity of the measurement and test itself, whereas external validity refers to the ability to generalise the findings to the target population. Both are important in analysing the appropriateness, meaningfulness, and usefulness of a research study.

De Vos, Strydom, Fouché, and Delport (2011:153) define external validity as the extent to which results can be generalised to the whole population. A high degree of external validity thus means that the experimental findings can be generalised to events outside the experiment, that the findings should not only be true in similar experiments but also in real life, (Maree & Pietersen 2007:151). On the other hand, Cherry (2012:2) indicates that external validity is the extent to which generalising from the data and context of the research study to the broader populations and settings is possible.

Winstead (2013:73) is of the view that validity and reliability go hand in hand and have a strong relationship in research practice. Winstead further indicates that reliability is obtained with consistency over time; however, it is only valid if one is measuring that which is intended to be measured.

3.8 Research population and sample

Bless and Higson-Smith (2004) indicates that a population is the complete set of events, people, or things to which research findings are to be applied. The population that interests the researcher is not the same as the everyday notion of the population of people in a certain country or city. A population is the sum of all the cases that meet the study's definition of the unit of analysis. However, a population in this study is the sum of all the cases that meet the study's definition of the unit of analysis.

The population of this study comprised all the managers (senior, middle, and lower management) of the Mafikeng Local Municipality.

On the other hand, a sample is a subset and representation of the population that is selected for research, and it consists of a selection of members from the population (Bryman and Bell, 2007). By studying the sample, the researcher should be able to draw conclusions that represent the population. When doing research, it is often impractical to survey every member of a particular population because of the sheer numbers of people. In order to make inferences about the characteristics of a population, researchers can make use of a random sample. The appropriate sample size is influenced by the purpose of conducting the research.

If the sample size is too small, important insights can be lost; if it is too large, valuable time and resources such as unnecessary expenditure could be the result. The sample in this research includes all the senior, middle, and lower managers at the Mahikeng Local Municipality. The respondents had to be able to read and write in English as the questionnaire was only available in English. According to Collis and Hussey (2003:56), large samples are often used in positivistic paradigms to conduct statistical analysis, and the larger the sample the more likely the results could be taken to be true for the whole population.

3.9 Pilot study

Maja (2006:109) suggests that a pilot study is a small-scale trial before the main research or investigation, intended to assess the adequacy of the research design and of the instruments to be used for data collection. Piloting the data-collection instrument is essential to determine whether interview schedules or questionnaires should be used.

Creswell (2013:165) concurs with Maja's definition by pointing out that the purpose of a pilot study in qualitative research is to determine whether relevant data can be obtained from research participants, which allows the researcher to test certain questions in order to refine them later. The pilot study allows the researcher to make necessary adjustments in estimating the instruments involved when problems arise. Yin (2009) also recommends a pilot test to refine data-collection plans and develop relevant lines of questioning. Neuman (2007) supports the idea of conducting a pilot study to improve the success and effectiveness of the interview guide in case modifications to the questions are required to ensure clarity of the questions.

A sample of 10 senior managers of various national government departments in Pretoria was randomly identified from the target population. They were not part of the local government under review nor had they any association with the Mahikeng municipal area where the research was conducted. The researcher distributed 10 questionnaires to these individuals during their lunch interval to complete. They were asked to give an honest opinion with regard to the questions. The questionnaires were not explained to them and no assistance was given during the time it took to complete the questionnaires. All the managers completed the questionnaires and handed them back to the researcher. The time taken for completing the questionnaire was noted in this phase and judged to be no more than 10 minutes.

Attention was also paid to the critique given by the respondents regarding the questionnaire. Their suggestions and their critique were written on the back of each questionnaire, and that enabled the researcher to design a better questionnaire. Certain questions were changed and others improved – some of the questions were not clear and others were ambiguous. The questionnaire was drafted in English, as this is the official business language in the government of South Africa.

3.10 Ethical considerations

According to Salmons (2015), as dictated by the principles of ethics, participants have the right to be informed of the role they will play in a study. Furthermore, Salmons (2015) is of the view that researchers need to ensure that participants fully comprehend their roles in the study and that their involvement would be entirely voluntary. Creswell (2013) points out that the researcher should explain the purpose of the study, and should not engage in deception about the nature of the research. Participants also have the right to decline participation, should they feel uncomfortable. They also have the right to anonymity (Creswell, 2013). Salmons (2015) supports the statements made on ethics by indicating that participants in any study must understand the researcher's purpose and anticipated commitments, and freely agree to participate without any repercussions if they decline. Salmons (2015) suggest that the right thing to do is for the researcher to approach prospective participants at the onset of the research and ask for their consent.

The following ethical considerations were taken into account while conducting the research, based on the recommendations by Creswell (2013:174):

- i. Researchers should establish supportive, respectful relationships.
- ii. Participants need to know that their privacy and confidentiality will be protected.
- iii. The researcher needs to explain the purpose of the study.
- iv. The researcher protects the anonymity of the informants.

- v. As to the issue of disclosure by the researcher, participants share information “off the record”. The participants should be told that they are at liberty to withdraw from the study at any time, without any reprisal.
- vi. The researcher is accountable for the ethical quality of the study.
- vii. Researchers should anticipate possible risks that may arise through interviews during the data-collection process.
- viii. Informed consent must be obtained and appropriately documented.

A cover page explaining matters relating to ethics was drafted to accompany the questionnaire and was explained to participants beforehand, introduced the researcher, informed the participants about the topic of the study, its purpose, and their rights regarding participation. Contact details of the researcher, supervisor, and the institution were included (Annexure 1). A letter addressed to the Mahikeng Local Municipality requesting permission to conduct the study was also included (Annexure 2).

3.11 Limitations of the study

A limitation of this study was the size and nature of the sample. The study was conducted only in one municipality area, namely Mahikeng Local Municipality (NW383), which is situated in Modiri Molema District Municipality in the North West Province, 20 kilometres south of Botswana. The total area of Mahikeng is about 3 703 km². The area is divided into 31 wards that consist of 102 villages and a few suburbs. Mahikeng is approximately 75% rural and, according to Stats SA (2011), has an estimated population of 305 219 people. It is one of the 25 municipalities in the province.

There are various decision-making structures within the council of the Mahikeng Local Municipality, and they include:

- i. Municipal council.
- ii. Executive Mayor and the Mayoral Committee.
- iii. Portfolio committees that include:

- a. Section 80 Committees established in cases where a municipal council has appointed an executive mayor; their duty is to assist the mayor in executing all relevant duties.
- b. Section 79 Committees, also referred to as council committees, are established to ensure effectiveness and efficiency in the performance of council functions.
- iv. Officials with delegated powers. This is the only decision-making structure used in this study. The rationale for selecting the targeted sample was that they were government officials and not political appointees.
- v. The IDP, which is a strategy of the local municipality, encompasses a myriad of activities. The researcher focused on one element, namely audit ratings.

All of the above are contributors to the limitations of the findings. The scope of the research was not wide enough in terms of population but was restricted to public servants who occupy positions of senior, middle, or junior management in the Mahikeng Local Municipality. The limited number of participants therefore meant that the results of this study could not be generalised for the entire Local Municipality of Mahikeng, but could be classified for the Mahikeng Local Municipality civil servants' offices.

The views of other officials from the lower levels of management and from political office bearers were not included, as they did not form part of the targeted sample. The rationale for their exclusion was that permission was only given after the municipal election and there was considerable uncertainty and issues around trust; also that the researcher was an outsider and not a government official. A lack of sufficient time proved to be a limitation that impacted the researcher's ability to garner information.

3.12 Summary of the chapter

The main focus of this chapter is on the procedures that the researcher followed in conducting this study. Chapter 4 focuses on an empirical study among the managers at the Mahikeng Local Municipality by means of questionnaires in order to obtain a clear picture of the role of internal communication in strategy execution at Mahikeng Local Municipality.

CHAPTER 4

ANALYSIS OF DATA AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter is divided into the following sections:

- i. Descriptive statistics and reliability.
- ii. Correlations.
- iii. Regression.
- iv. T-tests.

The main aim of Chapter 4 is to analyse and interpret data captured from the questionnaires distributed by the researcher on the role of internal communication in strategy execution at Mahikeng Local Municipality in the North West Province. An attempt was made to create meaning by linking the results with content from the literature reviewed.

A 95.12% response rate was received from a population that constituted the municipal manager, directors, managers, supervisors, and team leaders of the Mahikeng Local Municipality. Participation was voluntary, and the response rate was deemed satisfactory. This implies that valuable deductions could be made from the data received. The number of questionnaires handed out was based on the population number of the targeted management team.

Of the 41 questionnaires that were distributed to the respondents at different times and various dispersed areas of operation, 39 questionnaires were returned. The researcher personally handed out and received the returned questionnaires.

The structuring of questions for the questionnaire was sourced from literature reviews including the opinions of experts, and personal experience – the researcher has more than 18 years' experience in internal communication, and also held various positions as manager and senior manager in both the private and public sectors (national as well as provincial government).

All questions from the questionnaire were grouped together in two parts: Part I and Part II (Part II was further subdivided into Sections A to G).

Part I of the questionnaire deals with the demographics and personal information of the respondents, and **Part II** reflects the feedback on perceptions on workplace satisfaction, being appreciated and valued, culture, internal communication, communication channels, strategy, and team management. A five-point scale was used: 1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

A statistical analysis using SPSS (Pallant, 2007) was utilised to process and analyse participants' responses on the questionnaires. Their responses were entered onto an Excel spread sheet according to the level of frequency. The data was then converted to percentages for ease of reference and convenience, where tables and figures were used. According to the descriptive statistics of Pietersen and Maree (cited in Petzer, 2010:79), data is organised in a format that provides a broad picture, and a summary that gives character to and promotes good understanding of the data.

4.2 Part I - Respondents' demographic data

Personal data constituted information that related to gender, population group, age, language, highest educational qualification, income bracket, the nature of residence, role in the organisation, current position, and the number of years employed in the Mahikeng Local Municipality. This information assisted the researcher in testing whether the biographical information had any influence on the results. The analysis of data is presented using tables, figures, and graphs/histograms.

4.2.1 Gender

Of the total population that participated in this study, 71.8% were males and 28.2% were females. This is inconsistent with the demographics of the total population of the province as there are more women than men (Stats SA, 2011).

Table: 4.1 Frequency table – Gender

Gender	Frequency	%
Male	28	71.8
Female	11	28.2
Total	39	100%

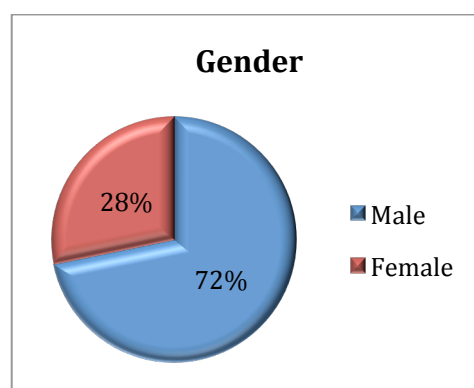


Figure 4.1: Gender

4.2.2 Population group

Table 4.2 shows that the majority group of participants constituting 92.3% are from the population group classified as African, and 2.6% comes from the other groups classified as Coloured, Indian, and White combined. Although the percentage of Africans that participated in the survey is high, it is consistent with the number of the overall population group, as indicated by Stats SA (2011). However, the researcher is of the view that the number of participants of the other population groups (Coloured, Indian, Asian, and White) shows no consistency with regard to the demographics depicted by Stats SA, (2011). Refer to Table 4.2 and Figure 4.2 below, which are consistent with the literature stated in section 2.15.2 and demographic figures as per Stats SA (Annexure 6).

Table 4.2: Frequency table – Population group

Population Group	Frequency	Percentage (%)
African	36	92.3
Coloured	1	2.6
White	1	2.6
Indian	1	2.6
Total	39	100.0

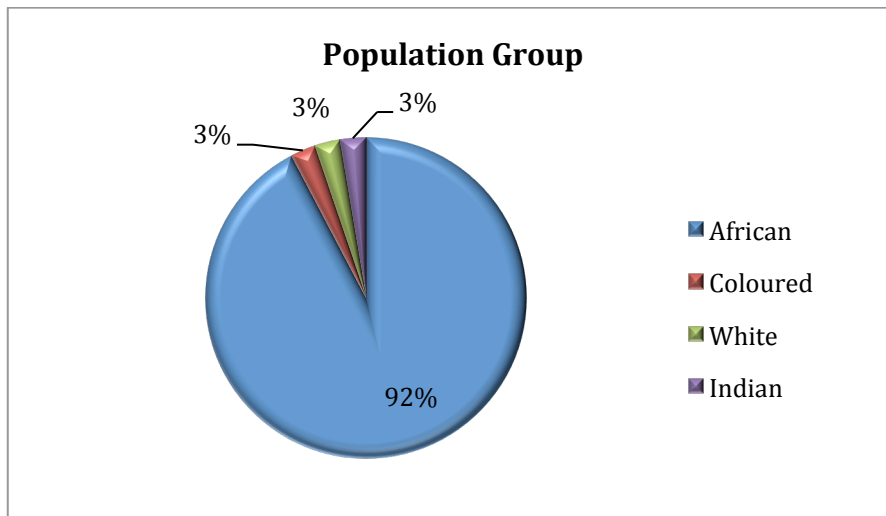


Figure 4.2: Population group

4.2.3 Age groups

The highest number of participants, constituting 38.5%, is between ages 40 and 49, and the lowest number of participants between ages 18 and 29 (Table 4.3 and Figure 4.3).

The researcher is of the view that the population pyramid of the local municipality shows a healthy population growth, which is a good indicator of a potential for rapid growth (Annexure 6). The population pyramid shows the growth in a population, and reflects the past, present, and future of the local municipality, including its citizens (Annexure 6). The respondents represented all age groups.

On close examination of Table 4.3, the mean age of the average workforce is between ages 40 and 49 because they constitute the highest number (38.5%) of the sampled population. Ng and Feldman (cited in Personnel Psychology, Vol. 63, 2010:677) state that the highest number of working population in developed countries reflect the cohort age that is between ages 45 and 49.

Ng and Feldman contend that this profile prompted researchers to examine how age impacts productivity. Most researchers agree that workers who fall in the stated range engage in extra role behaviours and are less likely to engage in behaviours that are counterproductive. This is apparent in how they contribute to the effectiveness of the organisation – being valued and appreciated.

Table 4.3: Frequency table for age groups

Age	Frequency	Percentage %	% Rounded Off
18 -29 yrs.	4	10.3	10%
30 - 39 yrs.	8	20.5	21%
40 - 49 yrs.	15	38.5	38%
50 - 59 yrs.	11	28.2	28%
60 yrs. and older	1	2.6	3%
Total	39	100%	

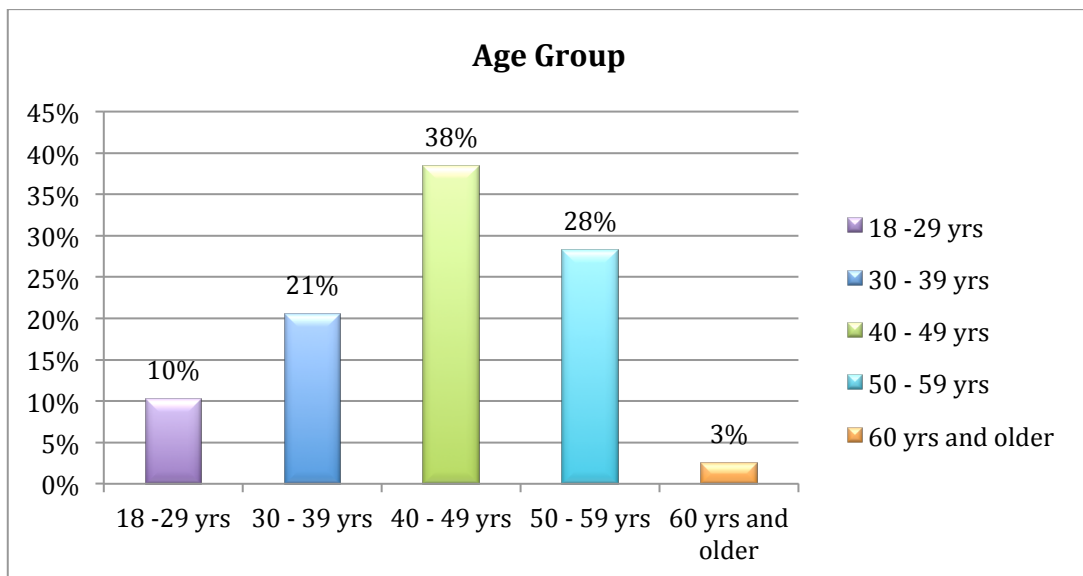


Figure 4.3: Respondents' age groups

4.2.4 Spoken languages

The language spoken most often is Setswana (65.8%) and the least spoken languages are English and Afrikaans (2.6%) (Table 4.4). The researcher lived in Mahikeng for more than 30 years, and noted that the language used as a first language is not necessarily the home language. It should be noted that Mahikeng was regarded as the capital city of Bophuthatswana, which was then part of the Bantustan regions during the apartheid era. The language spoken most often at that time was Setswana, and this is reflected in the data (section 2.15.2).

Table 4.4: Frequency table for the different spoken languages

Language	Frequency	Percentage (%)
Setswana	25	64.1
English	1	2.6
Afrikaans	1	2,6
Sesotho	2	5.1
IsiXhosa	3	7.7
IsiZulu	2	5.1
Other	4	10.3
Subtotal	38	97.4
System	1	2.6
Total	39	100.0

4.2.5 Education level

The majority of participants (25.6%) have a diploma or technical college qualification, followed by 23.1% with a Bachelor's degree; 5% only have a Grade 12 certificate, also known as matric. Table 4.5 and Figure 4.4 demonstrate that qualification has some degree of influence on income (Human cited by Alberts, 2006:125).

NG and Feldman (2009:90-92) found that highly educated workers contribute only marginally to the effectiveness of the organisation compared with less-educated workers. NG and Feldman suggest further that research by various scholars concluded that those who attended college scored higher on IQ tests than those with no college education, evidently because those with more education exhibit a higher depth of crystallised intelligence, which creates analytical knowledge. In this instance, knowledge refers to the understanding of work-related information (Howard, 1986; Kuncel, Hezlett & Ones, 2004; Ceci, 1991; McCloy, Campbell & Cudec, 1994).

Table 4.5: Frequency table of education level of the respondents

Education	Frequency	Percentage (%)
Grd 8 – 9	8	20.5
Grd 12 / Matric	2	5.1
Diploma / Technical College	10	25.6
Degree	9	23.1
Post Graduate	8	20.5
Other	2	5.1
Total	39	100.0

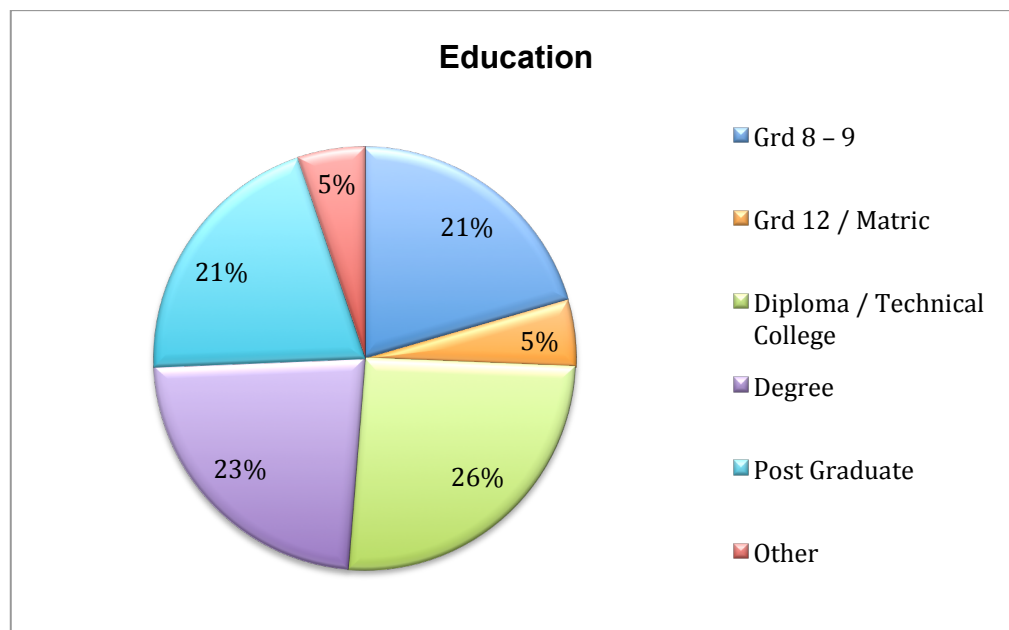


Figure 4.4: Education level

4.2.6 Income levels

The analysis of results contained in Table 4.6 and Figure 4.5 shows that 59% of the respondents have a gross income of more than R20 000.00 per month; 18% of the total population that participated in the study earn between R5 001 and R10 000 per month; 13% earn between R10 001 and R15 000; and only 10% earn between R15 001 and R20 000.

Table 4.6: Frequency table of income levels

Income	Frequency	Percentage (%)
R5 001 - R10 000	7	17.9
R10 001 - R15 000	5	12.8
R15 001 - R20 000	4	10.3
More than R20 000	23	59.0
Total	39	100.0

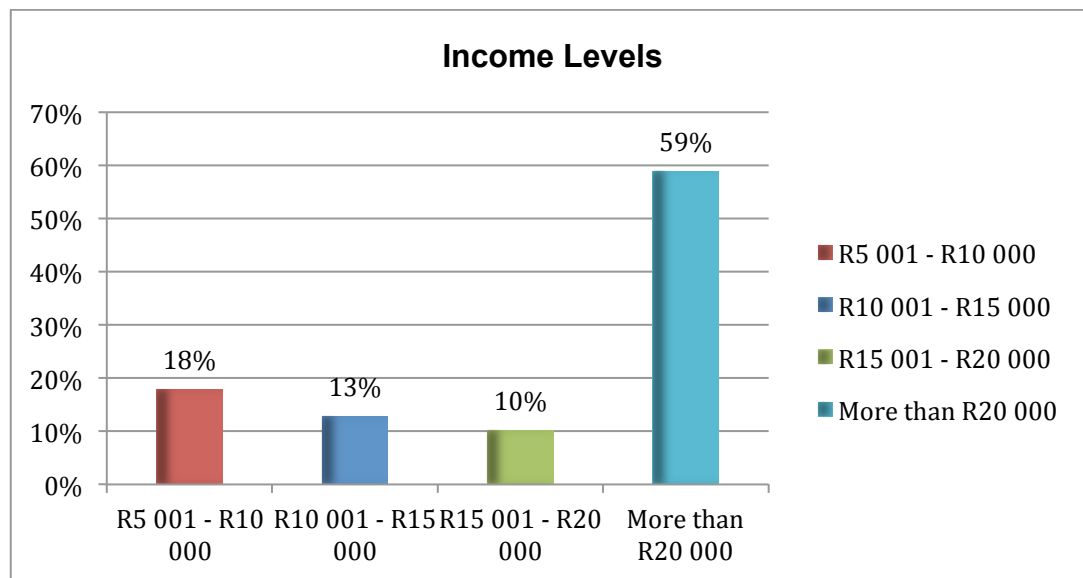


Figure 4.5: Income levels of the respondents form the municipality

4.2.7 Frequency table for residential areas of the respondents

The majority of participants live in villages and the surrounding suburban areas of the Mahikeng Local Municipality (Table 4.7). This confirms that the Municipality of Mahikeng is 75% rural, and of its 31 wards 102 are villages. According to the population distribution of the province, the densely populated areas are the farming areas, traditional areas, followed by urban areas. Urban areas constitute less than 2% (section 2.15.2 of the literature review).

Table 4.7: Frequency table for residential areas for the respondents

Residential Area	Frequency	Percentage (%)
City	3	7.7
Town	2	5.1
Suburb	11	28.2
Township	9	23.1
Village	14	35.9
Total	39	100.0

4.2.8 Current role of respondents in this local municipality

The majority of participants (28%) occupy other positions in the municipality and supervisors occupy a minimal 8% (Table 4.8).

Table 4.8: Frequency table for the current role in the municipality

Role	Frequency	Percentage (%)
Snr Manager / Director / Municipal Manager	7	17.9
Deputy Director / Manager	9	23.1
Assistant Director / Team Leader	9	23.1
Supervisor	3	7.7
Other	11	28.2
Total	39	100.0

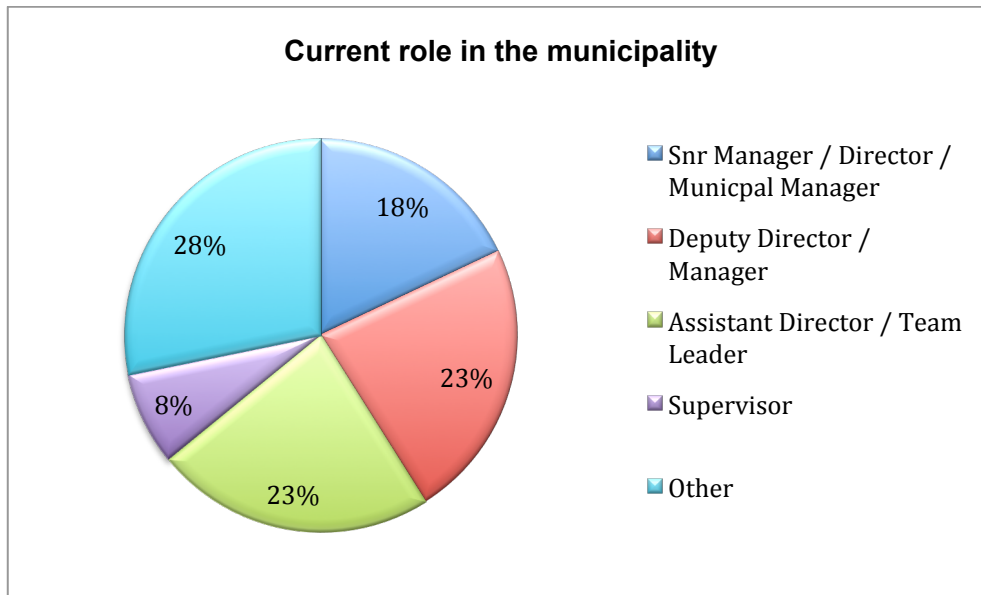


Figure 4.6: A showcase of various roles occupied by the respondents

4.2.9 Years of service in the current role in the municipality

Approximately 33.3% of the population that participated in this study have occupied the same position between 6 and 10 years, and 5.1% have been in the municipality between 6 and 20 years and more (Table 4.9). The researcher is of the opinion that there is a fair balance between people who have been working in the municipality between 1 and 5 years, and 6 and 10 years.

Table 4.9: Frequency table of the number of years on the current role in the Mahikeng Local Municipality

Number of Years	Frequency	Percentage (%)
Less than a year	4	10.3
1 - 5 yrs.	12	30.8
6 -10 yrs.	13	33.3
11 - 15 yrs.	2	5.1
16 - 20 yrs.	2	5.1
More than 20 yrs.	6	15.4
Total	39	100.0

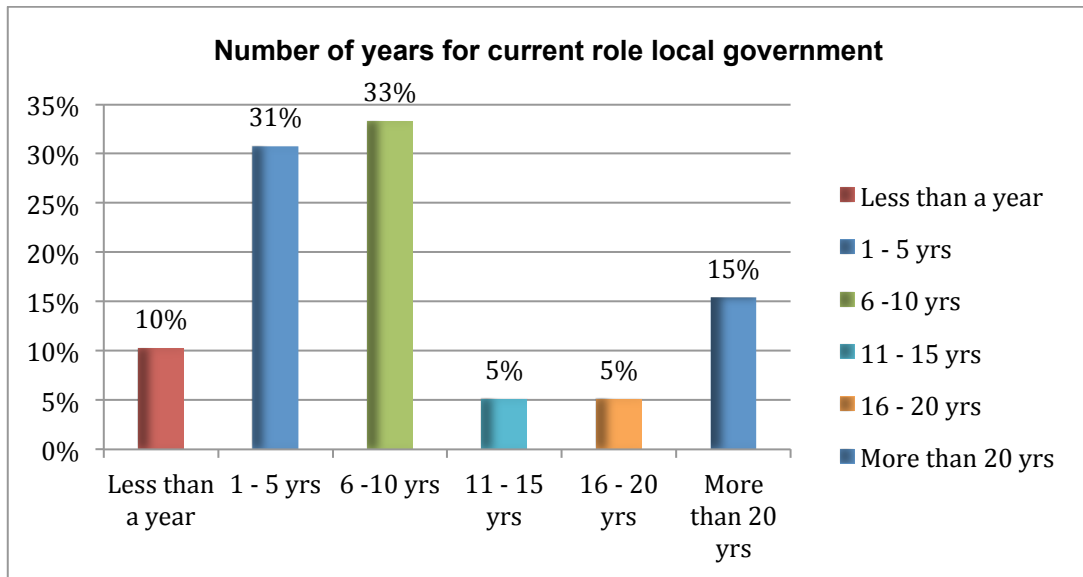


Figure 4.7: Graph depicting number of years in the respondent's current position

4.2.10 Years of service in the Local Municipality of Mahikeng

The highest number of people who have worked for the municipality in the last five years constitutes 28.8 % of the entire population. Only 2.6% indicated that they have worked in the municipality for less than a year (Table 4.9).

Table 4.10: Frequency table for the number of years working in the Local Municipality of Mahikeng

Number of Years	Frequency	Percentage (%)
Less than a year	1	2.6
1 - 5 yrs.	9	23.1
6 - 10 yrs.	9	23.1
11 - 15 yrs.	4	10.3
16 - 20 yrs.	4	10.3
More than 20 yrs.	11	28.2
Total	38	97.4
System	1	2.6
Total	77	100

4.3 Part II - Data analysis: responses from the participants on the role of internal communication in strategy execution at Mahikeng Local Municipality in the North West Province

This section presents participants' feedback on Part II of the questionnaire. The researcher used descriptive statistics to organise and summarise data as prescribed by Petzer (2010:79), highlighted in Chapter 3, where associations were made between variables. That was done to give an overview and a broader grasp of the characteristics of collected data.

Part 2 is subdivided into six sections, from A to G:

- i. Section A tested **work place satisfaction**.
- ii. Section B tested being **appreciated and valued**.
- iii. Section C tested the **organisational culture**.
- iv. Section D tested for **internal communication**.
- v. Section E tested **communication channels**.
- vi. Section F tested **strategy**.
- vii. Section G tested **team management**.

The basis for the regrouping of responses from the questionnaires in Part II was done in accordance with feedback from participants on a five-point scale, as stated in section 4.1 of this chapter. The data collected from the respondents is summarised in percentage format, including the mean, missing percentage (%) and standard deviation for each question. A descriptive summary of the average mean, standard deviation, and reliability of data using Cronbach's Alpha is provided at the end of each table.

Tables 4.11 to 4.20 present all responses received from participants relating to their perceptions (Part 2 of the questionnaire).

4.3.1 Workplace satisfaction (Section A, Part II of questionnaire)

Robertson (cited by Wright, 2009) states that organisations that score high on employee satisfaction indicate that they care about their people (Chapter 2, section 2.4.1). Robbins et al. (2013) concur that organisations that score high on workplace satisfaction suggests that employees are engaged, and high engagement translates into high profit margins. Therefore, there would be low levels of staff turnover.

The results reflected in Table 4.11 shows that on average the participants from the Local Municipality of Mahikeng agree that they are satisfied with their current workplace. The overall mean is 4.27, which is closer to the legend labelled 4 = agree, on a five-point scale; the standard deviation is 0.57.

The margin of standard deviation is small, which signifies that more data is concentrated closer to the mean of respondents who agree that they are satisfied with their workplace.

However, there is concern that, even though employees may indicate that they are satisfied with their current workplace, they are not sure whether they have all the relevant information in order to make an informed decision. On a positive note, it is clear that there seems to be widespread understanding of the larger strategic goal of the organisation. The test results are reliable as the score for Cronbach's Alpha is 0.850, thus suggesting high internal consistency. In social science research, a reliability coefficient of 0.70 or more is considered acceptable. Since the instrument proved to be a reliable measure for testing workplace satisfaction, it corroborates its validity (Table 4.11).

The results also indicate that the organisation listens to its employees' opinions (esteem and belonging), act on their concerns (safety and physiology), and focus not only on their training and career development but also on their personal growth (self-actualisation). Based on Maslow's model (section 2.4.1), the analysis appears to be simplistic and the researcher views it as Eurocentric.

Table 4.11: Participant's responses regarding questions on workplace satisfaction – Section A of Part II

Five-point Scale									
Scale legends									
1 = Strongly Disagree		2 = Disagree		3 = Neutral		4 = Agree		5 = Strongly Agree	
Section A: Work-place satisfaction									
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
1.	I understand the broader strategic goal of my department / organisation.	0	2.6	7.7	28.2	59.0	2.6	4.474	0.7618
2.	I know what I should do in making my department / organisation meets its goals and objective.	0	0	0	51.3	43.6	5.1	4.459	0.5052
3.	There is a clear link between my role and the department's or organisation's goal and objectives.	0	0	17.9	41.0	41.0	0	4.231	0.7420
4.	I am proud to be a member of this department / organisation.	0	2.6	10.3	25.6	61.5	0	4.462	0.7896
5.	My team members inspire me to do my best in everything I do.	5.1	2.6	12.8	30.8	48.7	0	4.154	1.0891
6.	My team members help me to complete my work.	2.6	0	10.3	41.0	46.2	0	4.282	0.8568
7.	I have all the information I need to make the right decisions about my work.	2.6	10.3	17.9	38.5	41.0	0	3.872	1.0804
8.	I have a good understanding of informal structures	2.6	0	17.9	38.5	41.0	0		

Five-point Scale									
Scale legends									
1 = Strongly Disagree		2 = Disagree		3 = Neutral		4 = Agree		5 = Strongly Agree	
Section A: Work-place satisfaction									
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
	and processes of communication within my department / Mahikeng Local Municipality.							4.154	0.9043
9.	When something unexpected happens at work, I know whom I should ask for help.	2.6	0	10.3	38.5	48.7	0	4.333	0.7723
Overall Summary for Section A		Mean = 4.2710			Standard Deviation = 0.57730			Reliability (Cronbach's Alpha) = 0.850	

4.3.2 Appreciated and valued

Table 4.12 indicates that a large number of respondents are in agreement that they are appreciated and valued in the organisation; the mean for Section B is 4.01. This signifies that the majority of respondents feel appreciated and valued, and that they are happy to work for the Mahikeng Local Municipality. However, there are a few respondents who feel that the leadership of the organisation does not take their feedback seriously; the mean of the answers to that particular question is lower than the rest.

However, there are some respondents who feel that the leadership of the organisation does not take their feedback seriously as the mean in answering that particular question is on average lower than the rest. This may suggest that a manager who practises Theory X may be leading the respondents who gave the feedback – this does not make sense (section 2.4.3.1 in the literature review).

Characteristics of such managers are that they communicate in one direction only, do not listen to their subordinates and are not open to suggestions, because they are task oriented. The researcher is of the view that this behavioural perspective is relevant in this municipality, based on the situation of non-performance and negative audit ratings by the Auditor General.

Table 4.12: Participants' responses regarding questions on being appreciated and valued – Section B of Part II

Section B: Appreciated and valued										
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation	
10.	My individual performance is linked to the performance of the department / organisation.	5.1	2.6	15.4	30.8	46.2	0	4.103	1.0953	
11.	I am valued at work.	7.7	0	12.8	43.6	35.9	0	4.000	1.1002	
12.	I frequently receive recognition from my manager.	5.1	5.1	12.8	48.7	20.5	0	3.897	1.0462	
13.	The leadership team takes my feedback seriously.	10.3	2.6	17.9	48.7	20.5	0	3.667	1.1547	
14.	I am happy to work here.	0		12.8	38.5	48.7	0	4.359	0.7066	
Overall Summary for Section B		Mean = 4.0051			Standard deviation = 0.71302			Reliability (Cronbach's Alpha) = 0.735		

4.3.3 Organisational culture

The results reflected in Table 4.13 show that on average the majority of the respondents are non-committal on the current organisational culture as the mean is on neutral, that is 3.32, but more on the negative side, with a standard deviation of 0.79. This gives an indication that something needs to be done about the culture of the organisation.

The majority of respondents scored their management low on providing support regarding adequate resourcing. However, most feel positive that they are familiar with the values of the organisation. In general, however, the average number of participants in this study appears to be neutral about the culture of the organisation. Their overall mean score is 3.3156, which tends to be on the negative side; this means that they are likely to disagree that the culture is positive.

In Chapter 2, section 2.6, Kinicky and Fugate (2012) maintain that organisational culture has the potential to impact employee engagement as it gives employees a form of organisational identity, facilitates collective commitment, promotes stability, and helps members make sense of their internal and external surroundings.

The results show that there seems to be a uniform culture in the organisation that members could identify with. The researcher recommends that the Municipality of Mahikeng should look into developing a clan culture which is focused more on the internal processes of the organisation, thus increasing cohesion, participation and, most importantly, communication, all of which build morale and increase participation (Figure 2.7).

Table 4.13: Participants' responses regarding questions on the organisational culture – Section C of Part II

Section C: Organisational culture									
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
15.	The management team here is transparent.	7.7	12.8	38.5	25.6	12.8	2.6	3.237	1.1012
16.	I can recite the values of this department / organization with my eyes closed.	2.6	17.9	17.9	43.6	17.9	0	3.564	1.0710
17.	The co-workers give each other respect in this organisation.	10.3	17.9	7.7	41.0	23.1	0	3.487	1.3153
18.	We as employees	2.6	23.1	28.2	33.3	12.8	0	3.308	1.0552

Section C: Organisational culture									
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
	of this department / organisation are authentic about the values of our organization.								
19.	The management team of this department / organisation contributes to a positive work culture.	7.7	17.9	30.8	33.3	10.3	0	3.205	1.1045
20	I have fun at work.	2.6	17.9	23.1	35.9	20.5	0	3.538	1.0966
21	I have adequate support from management (for example – training and budget) that allows me to communicate with my team(s)	15.4	23.1	28.2	28.2	5.1	0	2.846	1.1594
Overall Summary for Section C		Mean = 3.3156			Standard Deviation = 0.79212			Reliability (Cronbach's Alpha) = 0.820	

4.3.4 Internal communication

Table 4.14 shows the overall perception of respondents, employed by the Mahikeng Local Municipality and who occupy different levels of management, feel neutral about the current internal communication in the organisation. Although neutral, they are more likely to agree that internal communication plays a positive role in the organisation. This assumption is made by the researcher based on the average mean score of 3.64, which leans more towards the positive side of 4 when rounded off – and 4 means agree. Therefore, participants agree that internal communication has a role to play (Table 4.14, last row).

Examples of responses to statements in Section D (1) of the questionnaire on internal communication, are the following:

- 22. *We have an effective internal communication unit in our organisation (mean score is 3.421);*
- 23. *I have access to all the information I need about my organisation (mean score is 3.436);*
- 28. *Internal Communication unit has enough capacity to their work (mean score is 3.077);*
- 31. *My views and opinion counts in this organisation (mean score is 3.462);*
- 33. *I receive information in a timely manner (mean score is 3.308).*

The average mean score of these statements when rounded off remains 3, which is neutral, but leans towards disagreeing with the statement. This indicates that on average the respondents who occupy different levels of management disagree that internal communication is effective. Again, on average, they are neutral; they are likely to disagree with the statement that they have all the information they need about their organisation. Also, they disagree that internal communication provides sufficient capacity to allow them to do their work. Likewise, they are most likely to disagree with the statement that they receive information in a timely manner.

However, there are statements in Section D (1) of the questionnaire on internal communication that also lean more towards the positive side, which is 4, when rounded off from the mean. Examples of such statements and their mean scores are as follows:

- 24. *The channels used by management to communicate with me are relevant (mean score is 3.564).*
- 25. *The channels used by management to communicate with me are effective (mean score is 3.641).*
- 26. *Language inhibits communication initiatives (mean score is 3.459).*
- 27. *I trust information I receive from my manager (mean score is 3.789).*

- 31. *My view and opinion counts in this organisation (mean score is 3.462)*

The researcher interprets these responses to indicate that on average the respondents from Mahikeng Local Municipality agree that the channels used by management to communicate with them are relevant and effective. There is also general agreement that language has the potential to inhibit communication initiatives, and that information from management can be trusted. Over and above the statements listed above, there are a few that are solid on 4, which is agree, with or without rounding off the mean. Examples of such statements and their mean scores, are as follows:

- 29. *Internal communication is a key driver for engaging employees (mean score is 4.256).*
- 30. *Internal communication is a key driver for mobilizing Public Servants on service delivery (mean score is 4.256).*
- 35. *The information I receive allows me to execute my responsibilities as required (mean score is 4.051).*
- 37. *Interpret information before I pass it to the next individual or team member (mean score is 4.282)*

It is clear from all these statements that on average the respondents who are managers occupying different levels in the public offices of the Local Municipality of Mahikeng agree that internal communication is a key driver for successful employee engagement and mobilisation of public servants on service delivery. There is a perception that the information received by respondents allows them to execute their responsibilities as required. It is evident that on average the respondents agree that they interpret information before they pass it on to the next individual or team member.

The following is the only statement from Section D (1) of the questionnaire on internal communication that respondents unanimously disagree with: enough resources allocated to implement communication processes.

- *I have enough budget/resources allocated to implement communication processes (mean score is 2.692).*

The researcher is of the view that although the respondents are united in their disagreement with the statement, the mean, when rounded off, moves to a solid neutral, which indicates that the perception on resource allocation can go either way: negative or positive.

Therefore, in summary, of the 16 perception statements made in Section D (1) of the questionnaire on internal communication, respondents agree with them. However, there are six statements, which indicate that they disagree or tend to disagree, and only one statement that they disagree with. There is a general feeling that internal communication has a role to play in the organisation.

Table 4.14: Participants' responses regarding questions on internal communication – Section D of Part II

Section D (1): Internal communication									
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
22.	We have an effective internal communication unit in our organisation.	15.4	15.4	10.3	25.6	30.8	2.6	3.421	1.4820
23.	I have access to all the information I need about my organisation.	12.8	17.9	7.7	35.9	25.6	0	3.436	1.3916
24.	The channels used by management to communicate with me are relevant.	12.8	5.1	17.9	41.0	23.1	0	3,564	1.2731
25.	The channels used by management to communicate with me are effective.	10.3	12.8	10.3	35.9	30.8	0	3,641	1.3276
26.	Language inhibits communication initiatives.	10.3	12.8	20.5	25.6	25.6	5.1	3,459	1.3249
27.	I trust information I receive from my manager.	7.7	7.7	10.3	43.6	28.2	2.6	3,789	1.1891
28.	Internal Communication Unit has enough capacity to do their work.	15.4	17.9	23.1	30.8	12.8	0	3,077	1.2852
29.	Internal communication is a key driver for	2.6	5.1	17.9	12.8	61.5	0	4,256	1.0935

Section D (1): Internal communication									
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
	engaging.								
30.	Internal communication is a key driver for mobilising public servants on service delivery.	2.6	7.7	2.6	35.9	51.3	0	4,256	1.0187
31.	My view and opinion counts in this organisation.	2.6	20.5	20.5	41.0	15.4	0	3,462	1.0723
32.	I am well informed regarding corporate information.	7.7	10.3	7.7	46.2	28.2	0	3,769	1.2022
33.	I receive information in a timely manner.	17.9	12.8	12.8	33.3	23.1	0	3,308	1.4355
34.	The information I receive is relevant.	7.7	7.7	12.8	38.5	33.3	0	3,821	1.2112
35.	The information I receive allows me to execute my responsibilities as required.	0	7.7	15.5	41.0	35.9	0	4,051	0.9162
36.	I have sufficient funds allocated to implement communication processes.	25.6	20.5	25.6	15.4	12.8	0	2,692	1.3602
37.	I interpret information before I pass it on to the next individual or team member.	2.6	5.1	2.6	41.0	48.7	0	4.282	0.9445
Overall Summary for Section D (1)		Mean = 3.6388			Standard Deviation = 0.81689			Reliability (Cronbach's Alpha) = 0.903	

4.3.5 Internal communication – Information on business strategy

The results in Table 4.15 show that the majority of respondents totally disagree with the fact that they never receive information relating to the business strategy. However, they are neutral on the fact that they receive information on a weekly basis, but they disagree that they receive information every fortnight.

Although they disagree to some extent that they receive information monthly and quarterly, it is evident that they could possibly be neutral. In conclusion, most respondents declare that they do receive information, but it is not clear how often, as some of them receive information weekly and others yearly. There seems to be no definite frequency that suits everyone.

Table 4.15: Participants' responses regarding questions on internal communication – Section D (2) of Part II

Section D (2): Internal communication									
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
38.	I receive information relating to business strategy								
a.	*Weekly	20.5	12.8	10.3	25.6	30.8	0	3.333	1.5447
b.	*Every fortnight	30.8	17.9	17.9	15.4	7.7	10.3	2.457	1.3578
c.	*Monthly	25.6	15.4	12.8	28.2	7.7	10.3	2.743	1.4005
d.	*Quarterly	30.8	12.8	15.4	23.1	7.7	10.3	2.600	1.4184
e.	*Yearly	20.5	15.4	12.8	25.6	15.4	10.3	3.000	1.4552
f.	*Never	61.5	10.3	10.3	5.1	2.6	10.3	1.629	1.0870

* Subsection of question 38

4.3.6 Communication channels

Based on the results in Table 4.16, the majority of respondents seem to prefer face-to-face communication, as the statement “fully agree” scored 66.7%. This is in agreement with the Media Richness Model (Figure 2.5), which shows that face-to-face communication is one of the high-impact communication channels (Chapter 2, section 2.5.4). This is followed by the statement “I prefer to receive information regarding my organisation through the use of email,” which scored 56.4%. Presentations scored high on “fully agree” at 38%; and social media scored the lowest on “fully agree” at 17.9%.

Although the responses to most questions in Section E (1) scored along the median, the voicemail system scored lower than the rest.

Table 4.16: Participant's responses regarding questions on 'communication channels' – Section E (1) of Part II

Section E (1): Communication channels									
No	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
39.	The use of memos to communicate is effective.	10.3	17.9	5.1	35.9	28.2	2.6	3.553	1.3695
40.	The use of letters to communicate is effective.	12.8	15.4	17.9	30.8	20.5	2.6	3.316	1.3377
41.	The use of a formal report as a form of communication is effective.	12.8	10.3	7.7	43.6	25.6	0	3.590	1.3322
42.	The use of a newsletter as a form of communication is effective.	12.8	15.4	12.8	23.1	33.3	2.6	3.500	1.4473
43.	Pre-recorded speeches could also be used as an effective form of communication.	12.8	10.3	12.8	38.5	25.6	0	3.538	1.3347
44.	The use of online discussion groups such as social Media, Twitter or WhatsApp in organisations should be encouraged.	25.6	2.6	5.1	28.2	38.5	0	3.513	1.6363
45.	Face-to-face communication is effective.	7.7	2.6	5.1	15.4	69.2	0	4.359	1.2028
46.	Voicemail system as a communication channel is effective.	20.5	7.7	30.8	20.5	20.5	0	3.128	1.3989
47.	There exists a communication barrier between different levels of management.	7.7	2.6	30.8	46.2	12.8	0	3.538	1.0220
48.	I have communication	5.1	7.7	23.1	41.0	20.5	2.6	3.658	1.0724

Section E (1): Communication channels									
No	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
	platforms to air my views.								
49.	Current communication channels assist me to make a positive contribution to the business strategy.	12.8	2.6	17.9	46.2	20.5	0	3.590	1.2294
Overall Summary for Section E (1)		Mean = 3.5601			Standard Deviation = 0.8066			Reliability (Cronbach's Alpha) = 0.800	

4.3.7 Communication channels - Section E (2)

Results from Table 4.17 show that respondents agree that they prefer face-to-face communication. Social media scores low as it is firmly on the median.

Table 4.17: Participant's responses regarding questions on communication channels – Section E (2) of Part II

Section E (2): Communication channels									
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
50.	I prefer to receive information regarding my organisation through								
a.	**Email	17.9	7.7	5.1	12.8	56.4	0	3.821	1.6038
b.	**Face-to-face	2.6	5.1	2.6	23.1	66.7	0	4.462	0.9692
c.	**Website	15.4	10.3	23.1	25.6	25.6	0	3.359	1.3858
d.	**Presentations	7.7	10.3	7.7	35.9	38.5	0	3.872	1.2603
e.	**Social media	17.9	12.8	20.5	30.8	17.9	0	3.179	1.3740

** Subsection of question 50

4.3.8 Communication channels - Two-way communication - Section E (3)

Table 4.18 shows that the majority of participants feel strongly that two-way communication can be improved through the use of engagement forums. They also feel less confident that it can be improved through the use of websites. However, a general overview of the results shows that participants feel that two-way communication can be improved by all the mediums mentioned above.

With regard to effective communication (section 2.5.4), Robbins et al. (2013:277-278) state that effective managers use communication channels that optimise information sharing, the choice of channel being whether the information is routine or not. Figure 2.5 gives a summary on the richness of communication channels that have high or low impact.

Table 4.18: Participant's responses regarding questions on two-way Communication – Section E (3) of Part II

Section E (3): Two-way communication									
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
51.	Two way communication can be improved in this department / organisation if we use								
a.	***Email suggestion box.	17.9	5.1	10.3	30.8	30.8	5.1	3.541	1.4831
b.	***Engagement forums	2.6	2.6	2.6	25.6	64.1	0	4.500	0.8929
c.	***Website.	17.9	5.1	20.5	30.8	23.1	2.6	3.368	1.4031
d.	***Notice Board.	15.4	7.7	12.8	20.5	41.0	2.6	3.658	1.4937
e.	***Suggestion box.	17.9	5.1	15.4	20.5	38.5	2.6	3.579	1.5180
f.	***Hard Copy (publications).	17.9	5.1	15.4	30.8	28.2	2.6	3.474	1.4470

*** Subsection of question 51

4.3.9 Strategy

Table 4.19 illustrates that most participants are familiar with the long-term strategy of the Mahikeng Local Municipality, but they feel neutral about its short-term strategy. They also agree that messages communicated to staff are aligned to strategy. However, the majority of participants disagree that the organisation has the necessary resources to execute its strategy. The overall understanding of the strategy is on the mean, but more on the negative side.

Table 4.19: Participants' responses to questions on strategy – Section F of Part II

Section F: Strategy									
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
52.	I can recite the vision of this department / organisation with my eyes closed.	7.7	17.9	17.9	38.5	17.9	0	3.410	1.2078
53.	Messages communicated to staff are aligned to the strategy of this department / organisation.	0	20.5	20.5	41.0	17.9	0	3.564	1.0207
54.	The execution of strategy involves everyone in the organisation.	5.1	20.5	15.4	28.2	30.8	0	3.590	1.2715
55.	I know the short-term strategy of this organisation.	7.7	20.5	10.3	46.2	15.4	0	3.410	1.2078
56.	I know the long-term strategy of this department / organisation.	5.1	17.9	12.8	35.9	28.2	0	3.641	1.2245
57.	Redefining strategy from time to time hampers progress.	15.4	15.4	23.1	35.9	10.3	0	3,103	1,2523
58.	Most managers in our department / organisation have a buy-in on the current strategy.	5.1	10.3	48.7	20.5	15.4	0	3.308	1.0299
59.	The department / organisation has	25.6	23.1	20.5	23.1	7.7	0	2.641	1.3076

Section F: Strategy										
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation	
	the necessary resources to execute the current strategy.									
60.	I understand strategy formulation.	10.3	7.7	15.4	41.0	23.1	2.6	3.605	1.2420	
61.	My manager discusses issues related to strategy with me.	5.1	25.6	17.9	35/9	15.4	0	3.308	1.1733	
Overall Summary for Section F		Mean = 3.354			Standard Deviation = 0.740			Reliability (Cronbach's Alpha) = 0.822		

4.3.10 Team

Table 4.20 shows that the participants in this research are managers and supervisors, as the majority of them indicated that they have a team that reports to them.

Table 4.20: Participant's responses regarding questions on team report" – Section G of Part II

Section G: Team									
No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Missing (%)	Mean	Standard Deviation
62.	I have a team that reports to me.	7.7	12.8	2.6	17.9	59.0	0	4.077	1.3647
63.	I have a team of 1- 5 people that reports to me directly.	25.6	12.8	5.1	10.3	43.6	2.6	3.342	1.7441
64.	I have a team of 6 - 10 people that reports to me directly.	51.3	17.9	0	10.3	15.4	5.1	2.162	1.5726
65.	I have a team of 11 - 15 people that report to me. Directly	59.0	17.9	5.1	5.1	5.1	7.7	1.694	1.1667
66.	I have a team of 16	61.5	20.5	2.6	2.6	7.7	5.1	1.676	1.2031

	- 20 people that report to me directly.								
67.	I have a team of more than 20 people that report to me.	59.0	17.9	2.6	2.6	12.8	5.1	1.865	1.4174

Table 4.21: Summary of Part 2 of the questionnaire

	N	Minimum	Maximum	Mean	Std. Deviation
Workplace Satisfaction	39	2,78	5,00	4,2710	,57730
Appreciated and Valued	39	2,00	5,00	4,0051	,71302
Organisational Culture	39	1,71	5,00	3,3156	,79212
Internal Communication	39	1,44	5,00	3,6388	,81689
Communication Channels	39	1,44	4,82	3,5601	,80660
Strategy	39	1,80	5,00	3,3541	,74036
Valid N (listwise)	39				

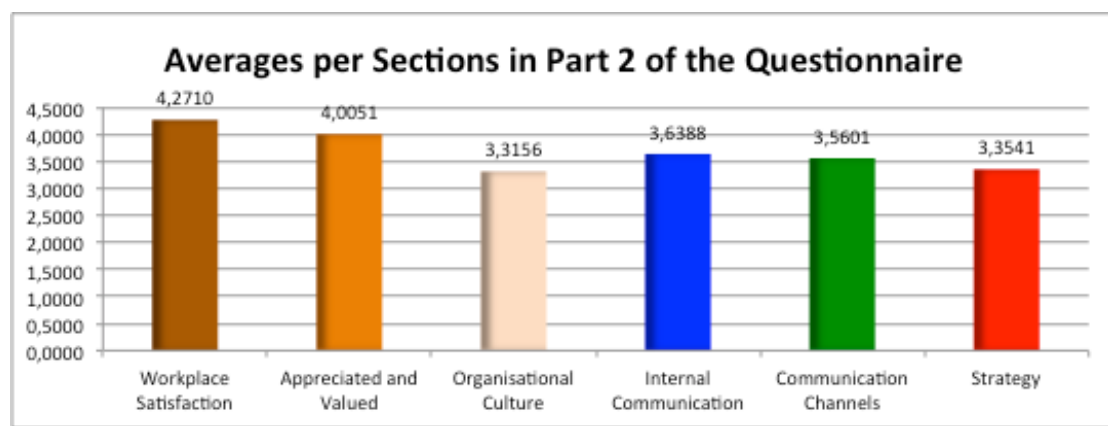


Figure 4.8: Summary version of descriptive statistics for Part II of the questionnaire

Most respondents agree that they are satisfied with their jobs, and feel that they are appreciated and valued. Although the majority is neutral about the internal communication and channels, they are more on the positive side. Culture and strategy score lower. Although they are on the median of being neutral, they are more on the negative side.

4.4 Data analysis & interpretation: Comparison between Parts 1 & 2

In this section, the researcher assessed whether personal data had any influence on the participants' responses; the rationale being to look at variables from the biographic information, and to make an analysis and deductions on their perceptions regarding the role of internal communication in strategy execution (Part 2 of the questionnaire).

Of the 10 variables addressed in Part I, the researcher only focused on the following:

- i. Age Group.
- ii. Gender.
- iii. Qualification.
- iv. Role in the department / local municipality.
- v. Number of years in current position.
- vi. Number of years employed in the municipality.

The remaining four biographical variables (population group, language, income bracket, and place of residence) were not used as the researcher was of the opinion that although important, they would not have much impact on the focus of the study. Again, given the nature of the study, the researcher was of the view that the responses from participants would be impacted more by internal organisational factors.

In Part II, Section A (workplace satisfaction); Section B (being appreciated and valued), and Section C (organisational culture) are inter-related as they emphasise organisational behaviour. Section D (internal communication) and Section E (communication channels) are related as they form part of communication. Section F is focused on strategy.

The researcher used Section G as a test for leadership since participants are part of the organisational levels that constitute senior, middle, and junior management. To test for any statistical significant difference from the responses, questions were grouped.

Table 4.22: Correlation test for Part 2 of the questionnaire

		Work Place Satisfaction Section A	Valued and Appreciated Section B	Culture Section C	Internal Comms Section D	Comms Channels Section E	Strategy Section F
Section A (Workplace satisfaction)	Correlation Coefficient	1,000	.719**	.613**	.649**	,162	.540**
	Sig. (2-tailed)		,000	,000	,000	,323	,000
	N	39	39	39	39	39	39
Section B (Appreciated & valued)	Correlation Coefficient	.719**	1,000	.548**	.544**	,224	.436**
	Sig. (2-tailed)	,000		,000	,000	,171	,005
	N	39	39	39	39	39	39
Section C (Organisational culture)	Correlation Coefficient	.613**	.548**	1,000	.825**	,295	.660**
	Sig. (2-tailed)	,000	,000		,000	,069	,000
	N	39	39	39	39	39	39
Section D (Internal communication)	Correlation Coefficient	.649**	.544**	.825**	1,000	.397*	.661**
	Sig. (2-tailed)	,000	,000	,000		,012	,000
	N	39	39	39	39	39	39
Section E (Communication channels)	Correlation Coefficient	,162	,224	,295	.397*	1,000	.538**
	Sig. (2-tailed)	,323	,171	,069	,012		,000
	N	39	39	39	39	39	39
Section F (Strategy)	Correlation Coefficient	.540**	.436**	.660**	.661**	.538**	1,000
	Sig. (2-tailed)	,000	,005	,000	,000	,000	
	N	39	39	39	39	39	39

4.4.1 Correlation

In order to understand the information behind the numbers in this research in particular, it is important to look at the statistical significance of these numbers to determine whether or not there is a correlation between variables. The statistical significance also gives the assurance that what is seen in the sample will also be seen in a targeted population, hence the use of P-values. The cut-off value is 0.05, which indicates that if $P < 0.05$, then a 95% chance exists of something being found in the population.

Since the sample was small in relation to the targeted population, the researcher focused on the size effect in order to study the correlation of variables. (Refer to the last column of Table 4.22 where gender – from Part I of the questionnaire – is used to test correlation with variables in Part II of the questionnaire used for this study). It is clear that the P-value is not less than 0.05 in all instances, except section C where the P-value is equal to 0.005 and less than 0.05. In section 4.3, it was indicated that Section C of the questionnaire dealt with organisational culture.

The researcher used the Levene test for variance and as indicated, the P-values were all more than 0.05. That was an indication that variance is homogeneous. Non-parametric tests were used to ensure accuracy of representation specific to the current study.

Guidelines on Correlation Effect	
0,2	Small Effect
0,5	Medium Effect
0,8	Large Effect

Figure 4.9: Correlation effect guidelines

Correlation is a measure used in statistics between two or more variables to describe the size and relations between them. This measure is expressed as a number that is usually calculated using observation of a data set. The rationale is to give results that are descriptive in nature. The format used in Figure 4.10 guides the correlation effect in the study.

Table 4.23: Correlation on group statistics

Group statistics							
Section	Gender	No.	Mean	Std. Deviation	Std. Error Mean	Effect Size	P- Value
Section A	1	28	4.1672	0.61137	0.11554	0.60	0.033
	2	11	4.5354	0.38752	0.11684		
Section B	1	28	3.8929	0.74929	0.14160	0.53	0.77
	2	11	4.2909	0.53936	0.16262		
Section C	1	28	3.0978	0.73698	0.13928	1.05	0.005
	2	11	3.8701	0.66840	0.20153		
Section D	1	28	3.4632	0.77077	0.14566	0.79	0.039
	2	11	4.0856	0.79112	0.23853		
Section E	1	28	3.4392	0.86727	0.16390	0.49	0.75
	2	11	3.8678	0.54449	0.16417		
Section F	1	28	3.2004	0.67921	0.12836	0.70	0.58
	2	11	3.7455	0.77636	0.234080		

4.4.1 Gender correlation

Table 4.23 indicates that there is a correlation between Parts I and II of the questionnaire if, for example, we take one part of the demographics, namely gender where 1 is classified as male and 2 is classified as female. Following these guidelines, it means there is a practical and significant difference between males and females of the Mahikeng Local Municipality. The size of the effect based on answers from the respondents is not small, but starts from medium 0.53 (Section B) to large 0.79 (Section D of Table 4.22). The average perception of respondents classified as women score higher than men in all sections (Table 4.23) and the mean between women and men is similar. In Section A, which represents workplace satisfaction, the average mean for women is 4.5.

This implies that women are highly positive because when the mean is rounded off it reads as *strongly agree* that they are satisfied with their jobs. However, most men agree that they are satisfied with their jobs, although not strongly, as their average mean is 4.1.

Therefore, the correlation effect between men and women regarding workplace satisfaction is practically significant and hovers between medium and large because the effect size is 0.60 (column 7 on effect size in Table 4.23).

Table 4.22, column 8 shows the results of the P-value tests. The P-value tests the probability where results have been observed whether the null hypothesis would be true. However, because of the size of the sample, P-value testing was not ideal in this study.

The average score on Section 2 (being appreciated and valued) for women is 4.3 (rounded off); and for men it is 3.9 (rounded off). Their correlation effect is then 0.53, which is medium.

This analysis proves that there is a correlation between Part I and Part II. The changes are listed as follows:

- Explanatory variable creates a change in the response.
- Response variable affects the explanatory variable.
- Explanatory variable impacts other variables in the chain.

According to this explanation, the association may be due to coincidence, or due to change in the time effect; therefore association and causation are dissimilar even though the findings show elements of significance.

Table 4.24: Independent samples test

		Levene's Test for Equality of Variances		T-test for equality of means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Section A	Equal variances assumed.	2,250	,142	-1,848	37	,073	-,36819	,19919	-,77179	,03541
	Equal variances not assumed.			-2,241	28,888	,033	-,36819	,16432	-,70432	-,03206
Section B	Equal variances assumed.	,915	,345	-1,601	37	,118	-,39805	,24866	-,90189	,10578
	Equal variances not assumed.			-1,846	25,486	,077	-,39805	,21563	-,84173	,04562
Section C	Equal variances assumed.	,077	,783	-3,018	37	,005	-,77234	,25588	-1,29081	-,25387
	Equal variances not assumed.			-3,153	20,133	,005	-,77234	,24497	-1,28313	-,26155
Section D	Equal variances assumed.	,312	,580	-2,253	37	,030	-,62236	,27625	-1,18209	-,06263
	Equal variances not assumed.			-2,227	17,925	,039	-,62236	,27949	-1,20972	-,03500
Section E	Equal variances assumed.	2,503	,122	-1,518	37	,137	-,42852	,28222	-1,00034	,14330
	Equal variances not assumed.			-1,847	29,145	,075	-,42852	,23198	-,90287	,04583
Section F	Equal variances assumed.	,194	,663	-2,167	37	,037	-,54506	,25150	-1,05465	-,03547
	Equal variances not assumed.			-2,042	16,370	,058	-,54506	,26696	-1,10996	,01984

Table 4.25: Correlation test for Part 1 and Part 2 of the questionnaire

	Age	Income	No. of years in current position	Emp. Local Municipality	Highest edu qualification	Role in the local municipality
Section A	-,143	-,100	-,280	-,278	,131	,187
Section B	-,100	,034	-,219	-,081	,107	,025
Section C	-.372*	,047	-,241	-.361*	,197	-,069
Section D	-.390*	,134	-.372*	-.366*	,266	,102
Section F	-.319*	,243	-.383*	-.380*	.342*	-,120

4.4.2 Table 4.25 is interpreted as follows:

4.4.2.1 Age used as an independent variable

When age is used as an independent variable, the respondents' feedback from Section A (workplace satisfaction) shows that age does not have any significant influence on the results; the same applies to Section B (valued and appreciated). The practical significant relationship is small. Column 2 of Table 4.25 shows -0.143 for Section A, and -0.100 for Section B.

However, age has a measure of influence with a negative relationship on Sections C (culture), D (internal communication), and F (strategy). This indicates that the older one gets the more one disagrees with culture, internal communication, and strategy (column 2, rows 4-6 of Table 4.25).

4.4.2.2 Income used as an independent variable

The practical significant relationship is small for all sections: Section A is -0.1; Sections C, D, and F are positive, between 0.1 and 0.2; and Section B is less than 0.1. (Refer to Table 4.25, column 2)

4.4.2.3 Years in current position used as independent variable

The longer respondents have been in a particular position, the more they disagreed with workplace satisfaction, being valued and appreciated, culture, internal communication, and strategy (Table 4.25).

4.4.2.4 Years employed in local municipality used as independent variable

The same applies to this section, as stated above in section 4.4.2.3

4.4.2.5 Highest education qualification used as independent variable

Section 4.4.2.3 shows that the higher the qualification, the more positive the influence on communication and strategy.

4.4.2.6 Role in the local municipality used as an independent variable

According to section 4.4.2.4, the position an individual occupies in the municipality has no influence on how respondents approach or give feedback on all sections of Part 2 of the questionnaire.

4.5 Observations

4.5.1 GCIS

During the study, the researcher engaged with the GCIS in order to understand the process of government communication. The researcher was referred to the Government Communicators' Handbook that can be regarded as a well-structured tool. Again, the researcher was taken through the operational process of government communication, but the main focus was on internal communication. According to the GCIS, there is a forum of government communicators that meets twice a year to discuss strategy issues. There is also an internal communication forum that meets on a monthly basis to plan and engage on government communication.

4.5.2 Other government departments

The researcher engaged informally with other government communication managers from various national, provincial, and local government departments on their views regarding the communicators' forums and strategy. All of them opted to remain anonymous before they would express their views, which are summarised below.

- Most employees appreciate the idea behind the formulation of a forum, notably to plan jointly as national, provincial, and local governments on strategic issues of communication. However, there is a perception that this does not seem to be the case in practice as these forums clearly do not meet often enough.
- Others feel the forum is a waste of time as nothing substantive is ever discussed.
- According to certain employees, the forum is reminiscent of a *talk show* and a *fighting ground* for some individuals.
- Others feel that there is a lack of strategic leadership on how the forum should be run and which direction it should take.
- Issues are discussed, but there is no follow-up on matters agreed upon.
- There is no monitoring or evaluation of, or aspiration to, improvements. Many individuals have evidently stopped attending these forums altogether.

4.5.3 Informal feedback on internal communication

Regarding internal communication, there is a general perception that there is no general support from the leadership. According to certain managers, the focus is primarily on external communication, and personnel without the necessary experience or qualifications in communication are appointed to managerial positions in internal communication, despite the availability of qualified staff that would then be appointed in an acting capacity.

4.5.4 Observations and informal feedback: Mahikeng Local Municipality

A number of managers demonstrated their enthusiasm and practised *Batho Pele* principles. Although they did not know the researcher personally, they were eager to offer assistance of their own accord. Once it became known that the researcher is conducting this study in part fulfilment of the MBA qualification, they were willing to mobilise their team members to participate. These managers referred the researcher to their colleagues in order to solicit their participation.

During her discussions with the respondents, the researcher noted the absence of an internal communication unit in the Local Municipality of Mahikeng. The appearance and atmosphere of the main entrance and reception area of the municipal offices are dull, not very clean, and out-dated. There is a lack of visible branding. Security personnel who appear tired and despondent man the reception area. Noticeboards display out-dated (as early as 2000) material relevant to other government departments, as well as posters depicting the organisational structure with photographs of staff that vacated those positions years previously.

Most managers did not respond to the researcher's email requests for an appointment, although an approval letter was attached to the request. Others did not honour their telephonically agreed upon appointments.

Trust or the lack thereof was clearly an issue: some individuals were disappointed and wanted to know why they were not selected to participate in the study. More than 90% of managers confirmed that they have been in their acting positions for a considerable length of time.

Approximately 5% of the supervisory team were illiterate. The researcher was compelled to read, interpret, and explain the questionnaire. Although they were eager to participate, they had to be guided in an endeavour to complete the questionnaire, which turned out to be a time-consuming exercise.

CHAPTER 5

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter revisits the effect of this study, and to determine whether the desired effect has been realised or not. In Chapter 1, two pertinent problem questions came to light, which turned out to be key drivers of this study. However, a detailed discussion is conducted in this chapter to ascertain whether the literature reviewed and administered questionnaires contributed answering these questions. The following information is clarified in this chapter:

- i. An outline of the current study.
- ii. Literature review findings.
- iii. Results from the empirical study.
- iv. Solutions to the objectives of the current study.
- v. Recommendations.
- vi. Conclusion.

5.2 Outline of this study

This section provides an overview of the previous chapters; the rationale being to channel the reader's mind to the key attributes of each chapter to connect findings and recommendations. Deductions are made to create meaning and to forge links between findings, content, and recommendations.

5.2.1 Chapter 1

The purpose of Chapter 1 was to familiarise the reader with the following:

5.2.1.1 Problem statement

Internal communication is recognised as a key driver in engaging and mobilising public servants in all service delivery efforts set by government, in order to keep employees focused on business (Quirke, 2012:22). However, Wright (2009) is of the view that organisations – although they are aware of the significance of communicating with their employees – often regard internal communication of

lesser importance, because there mostly seems to be no link between communication and business strategy.

In Chapter 2, section 2.1 it was stated that municipalities are required by the Municipal Systems Act 2000 (Act No. 32 of 2000) to use the Integrated Development Plan (IDP) to drive the strategic agenda of government. In the same section, Skosana (2007:17-1818) views the IDP as the *Master Plan* which, according to the Municipal Systems Act 2000 (Act No. 32 of 2000), has to be reviewed every five years.

Section 2.15.2 points out that, between 2007 and 2014 the Local Municipality of Mahikeng had received a number of qualified audit reports. Objectives of the 2011 to 2016 IDP (section 2.15.3, iii. and iv.) are, among others, to consider the culture of participation, effective governance and accountability, and to improve financial viability and management.

One of the critical roles of internal communication (Govender, 2012:9), (section 2.7), is to communicate both the successes and failures of the business strategy. Quirke (2009) explains that internal communication enables organisations to stimulate meaningful engagement with employees. The GCIS (section 2.14) refers to a Government Communicator's Handbook, developed as a tool for all spheres of government.

The primary objective was to investigate the attitude of management in the Local Municipality of Mahikeng, using biographical information as independent variables, and internal communication and strategy as dependent variables. However, it was critical to include workplace satisfaction, being appreciated and valued, and organisational culture as these constitute a crucial part of organisational behaviour (Chapter 2, section 2.6).

The first IDP cycle of the Municipality of Mahikeng's, which takes place after five years, was approved in 2006. The IDP constitutes a myriad of activities.

The researcher focused on one specific element, namely the audit ratings by the Auditor General. The rationale for concentrating on audit ratings is that it deals with non-compliance, lack of accountability, and wastage, all of which can lead to qualified reports (section 2.15.2). In section 2.15.3 of the literature study, strategic objectives of the IDP for 2011 to 2016 are highlighted. Objectives are, among others, to promote a culture of participation, effective governance, accountability, and to improve the viability of finance and management.

In section 2.8 of the literature study (Chapter 2), Hough et al (2011:15, 57) defines strategy as tactics that managers employ to achieve set goals to improve the performance of the organisation. Organisations work within a macro-environment that takes into account economic conditions, legislation and regulation, population demographics, and technology – to name but a few – which all have a bearing on strategy and decision making.

It is often found that the information conveyed to employees does not link to the business strategy or to what they ought to understand from it. For example, one will find noticeboards, which display out-dated information that has no bearing on current business.

Management is expected to filter down information on the purpose and goals of the organisation, and give direction to employees on key issues of organisational strategy (link with literature and empirical result).

Local government, as one of the three spheres of government, is tasked with service delivery to local communities. They are also expected to act as an interface between government and the public on service delivery matters; this includes delivery on their five-year undertaking. Local governments should take cognisance of their evolving environment, and make the necessary adjustments to keep track of emerging trends.

Municipalities form part of local government and are expected to deliver on their five-year promise; at the same time they are expected to identify problem areas and make adjustments in line with emerging trends.

Certain municipalities in the country, including Mahikeng Local Municipality at Ngaka Modiri Molema District in the North West Province, have been plagued with non-performance of service delivery. There have been service delivery protests in Mahikeng as well as qualified audits reports between 2007 and 2014.

This study, notably on the role of internal communication in strategy execution at Mahikeng Local Municipality, is relevant and the researcher concurs with Alberts (2011) who claims that implementation of communication is one of the factors that affect service delivery.

5.2.1.2 Primary objective

This study assessed the internal communication framework set by the Government Communication Information System (GCIS) in relation to effective execution of strategy of Mahikeng Local Municipality. During this process, the researcher examined government trends in internal communication. A systematic approach was taken and an empirical study done to assess the general attitude of management towards the role of internal communication in strategy execution at the Mahikeng Local Municipality. This study is considered relevant, as similar research in the North West Province has to date not been undertaken.

5.2.1.3 Secondary objectives

The secondary objectives of this study provide an overview of the two concepts: internal communication and strategy execution, and identify as well as analyse factors, notably effective management, that could impact the link between internal communication and strategy execution. The findings of the study enabled the researcher to reach conclusions and proffer appropriate recommendations. Other challenges identified during the study which impede internal communication in strategy execution in local government, are also highlighted and recommendations made in this regard.

5.2.1.4 Empirical research design

An empirical research design was utilised in this study. The intention of the researcher was to establish and ascertain the relevance of internal communication and its impact on strategy execution at Mahikeng Local Municipality. A quantitative design became the preferred method. The participants targeted for this research included municipal manager, directors, managers, supervisors, and team leaders. All these individuals were visited personally by the researcher at their different points of operation in the municipality. Questionnaires were handed out during the interaction with the respondents who completed the questionnaires and returned them to the researcher personally, immediately upon completion. A number of interviews were also conducted.

5.2.1.5 Structure of the study

The structure encompasses an overall picture and format of this study, chapter by chapter.

5.2.2 Chapter 2

Chapter 2 provides an understanding of the mechanisms of the three spheres of government, internal communication, its definition, and its evolution. This chapter also highlights communication problems in organisations, engagement referencing, classic models of internal communication, and effective communication. Stakeholders in internal communication are identified, and their influence on employee engagement analysed. The role of internal communication is also unpacked, including the answer to what constitutes strategic communication. The following points are relevant:

- Government spheres, government framework on internal communication, the role of internal communication in the public sector; challenges faced by internal communication in South Africa; current format of government internal communication process for local government.

- Role players of local government and Mafikeng Local Municipality; current strategy; strategy execution.
- Strategy is defined and its macro-environment unpacked. Strategy execution is analysed.

5.2.3 Chapter 3

The dearth of relevant resources prompted the researcher to decide upon an empirical research design which details the course of the study with regard to data collection, measurement, and analysis. Various aspects were contemplated, among others the structure and effects of the sample.

After considering various approaches, the researcher opted for a quantitative research design, which included a structured questionnaire, divided into two parts. Part 1 searched for demographic data of the respondents, while Part 2 of the questionnaire was designed to collect data on the perception of various managers who occupied different levels of management. The perception level tested variables for organisational behaviour, communication, and strategy. These variables included workplace satisfaction, being valued and appreciated, organisational culture, internal communication, communication channels, and strategy.

Advantages and disadvantages of the structured questionnaire were examined and the researcher decided to administer the questionnaires personally. The researcher handed out the questionnaire and received feedback immediately after the respondents had completed answering all questions.

The questionnaire was designed as an instrument to collect data and was tested for validity and reliability. A pilot study was conducted in various offices of the Mahikeng Local Municipality. Ethics for conducting this study was strictly adhered to.

5.2.4 Chapter 4

Chapter 4 encompasses data analysis and interpretation of results derived from the questionnaires distributed to the municipal manager, directors, managers, supervisors, and team leaders. The findings based on participants' responses provide an indication of the current organisational culture, in particular internal communication and strategy execution at the Mahikeng Local Municipality, and is a cause for concern as it impacts negatively on the organisational performance.

5.3 Findings from the literature review

Information gathered from the literature review assisted in the formulation and structuring of questions for the questionnaire. The use of sources for this study included textbooks, journal articles, websites, government publications, and policies, among others. Subject experts in internal communication, strategy execution, government communication, and local government were consulted.

Welch and Jackson (2007:193) define internal communication as the “strategic management of interactions and relationships between stakeholders within an organisation...” Welch and Jackson further state that internal communication creates awareness of the changing environment, and an understanding of the evolving aims of the organisation. McShane and Von Glinow (2011:133) argues that leaders in most organisations are faced with the challenge that their employees are not all fully engaged because of globalisation, information technology, and corporate restructuring, and that these factors impact trust and commitment that would motivate employees to go beyond minimum standards to do their jobs. Robbins et al. (2013:76) indicate that employees who are engaged develop a passion for their work and have a deep sense of commitment to their organisation. Alberts (2014) claims that municipalities can achieve excellence if proper management systems, notably communication management, are put in place.

Chapter 2, section 2.4 discusses leadership theory and informs us that leaders need to have a high degree of emotional intelligence in order to be effective (McShane and Von Glinow, 2011:365).

Leadership theory focuses more on the Path-Goal Theory that model styles of leadership and contingencies that lead to effectiveness.

McShane and Von Glinow (2011:133) are of the view that leaders in organisations are faced with the challenge that employees are not fully engaged. Robbins et al. (2013:76) indicate that employees who are fully engaged have a deep sense of commitment to their organisation, which indicates that there is a high level of customer satisfaction, productivity, a high profit margin, and low staff turnover. McShane & Glinow link employee engagement, motivation, and self-efficacy to job performance and the belief that there are enough resources to get the job done.

In section 2.5.2, Jones (2013:173; 146-147) argues that as organisations grow in hierarchy so do communication problems. Jones also indicates that deliberate manipulation of information promotes personal interests and creates problems in communication.

The GCIS in the Government Communicator's Handbook (2014:89) argues that a planned approach to internal communication ensures long-term business associations. According to the GCIS, the success of internal communication is connected to the alignment of internal messages relating to the vision, mission, values, and objectives of the organisation.

5.4 Findings from the empirical review

5.4.1 Workplace satisfaction: being appreciated and valued

The findings of the empirical study (Table 4.21 and Figure 4.10) suggest that on average respondents are satisfied with their current workplace, as indicated by the perception scale of 4.2710. Also, there is a general perception that respondents agree that they are appreciated and valued: the overall mean is 4.0051.

5.4.2 Organisational culture

The general perception of respondents is neutral and the overall mean is 3.3156. This suggests that respondents considered this issue when giving feedback on this variable; however, if their responses were to be explored further, they might have given a different answer, either positive or negative. A questionnaire is not a suitable method for probing for answers, as it does not reveal the true feelings of respondents. However, the researcher is of the view that the overall perception of the respondents regarding organisational culture seems to be negative since it is one of the two issues with the lowest mean.

This view is based on the findings from the literature study (section 2.15.2), among others, that the Local Municipality of Mahikeng had received qualified audit reports between 2007 and 2014. An objective of the 2011 to 2016 IDP (section 2.15.3, iii. and iv.) is aimed at investigating a culture of participation, effective governance, and accountability; and at improving financial viability and management. It is clear that there is a culture of non-performance, which the researcher considers a matter of concern.

However, the lowest score may suggest that there is an element of awareness among respondents that the Local Municipality of Mahikeng has a culture of non-performance.

5.4.3 Internal communication and communication channels

Using Table 4.21 and Figure 4.10 as points of reference, the empirical findings show that the average perception of the respondents is neutral with regard to internal communication (average mean of 3.6388) and channels (average mean of 3.5601). The means are rounded off to a 4, which shows that the general perception among respondents is one of agreement on the role of internal communication and the effectiveness of communication channels (section 4.3.8).

One of the critical roles of internal communication is to communicate both the successes and failures of the business strategy (Govender, 2013:9) (section 2.7). Quirke (2009) contends that internal communication enables organisations to have meaningful engagement with their employees. The GCIS (section 2.14) refers to the Government Communicator's Handbook developed as a tool for all spheres of government.

The researcher is of the view that the current average mean may indicate that the respondents exhibit positive acknowledgment of internal communication and communication channels, but when probed further they could give different answers, which may swing either way of the pendulum of agreeing or disagreeing. Reasons behind this view are based on the observations made by the researcher (section 4.5).

The GCIS has drafted a chapter on internal communication, which was approved by Cabinet but there are no control measures in place to test whether the requirements are being implemented. Johnson-Cramer et al. (2007:85-109) warn that a lack of oversight increases the risk of failure in strategy execution. The Government Communicators' Handbook (2014) emphasises that internal communication should establish a mechanism to ensure that employees are kept informed of developments, and shared with external stakeholders.

The Local Municipality of Mahikeng does not have an internal communication unit in place, possibly because of a lack of concern on the part of management.

5.4.4 Strategy

Strategy scored lower with the mean average of 3.3541 (Table 4.21 and Figure 4.10). Although the score is on the median when rounded off, it remains at 3, which is neutral. This neutral score has the potential to swing either way, negative or positive. However, the researcher is of the view that the overall perception on strategy is negative. The basis for this argument is based on the red flags suggested by Chetty (2010:3-4) (Chapter 2, section 2.9).

It was stated in the literature study that strategy execution requires a timing sequence. It also has to have meaning. Strategy execution is not a haphazard process but follows a certain predetermined order.

In Chapter 2, section 2.1 it was stated that municipalities are required by the Municipal Systems Act 2000 (Act No. 32 of 2000) to use the Integrated Development Plan (IDP) to drive the strategic agenda of government. In the same section, Skosana (2007:17-18) describes the IDP as the *Master Plan* which, according to the Municipal Systems Act 2000 (Act No. 32 of 2000), has to be reviewed every five years.

The literature study (section 2.15.2) revealed that the first five-year term of the IDP for the Mahikeng Local Municipality was endorsed for the period 2006 to 2010, and the second IDP for the period 2011 to 2016.

Chetty (2010) submits the following as red flags that require attention when strategy is to be executed:

- Pressure from stakeholders that requires executives to redefine strategy from time to time impacts execution. Based on the 2011 to 2016 IDP, it is evident that there has been a high level of staff turnover starting from the top – the municipal manager – down to the lower levels of management. In the executive structure, only two positions are permanently filled; the remainder are acting positions, including that of the municipal manager.
- The second red flag denotes the complex nature of the organisation (Chapter 2, section 2.15.1) including local government, in this case Mahikeng Local Municipality, and its impact on employees, processes, and a multitude of functions. Chapter 3, section 3.11, refers to the limitations of the study, which further contribute to the complex nature of the organisation.

The researcher concurs that these red flags are relevant when taking into account that the mean score of strategy is one of the lowest.

Chapter 2, section 2.5.4, deals with other red flags.

5.5 Findings in relation to the objectives of the study

5.5.1 The primary objective of the study

The primary objective of the study was to explore the role of internal communication in strategy execution at Mahikeng Local Municipality. To achieve this objective, the researcher investigated the attitudes of employees, ranging from senior, middle, and junior management. This objective was achieved.

In the literature study and during the exploration of the concepts of internal communication and strategy execution, the researcher was able to extract other organisational behavioural concepts, for example, the concept of engagement. Literature revealed that engaged employees are satisfied with their workplace, and feel valued and appreciated. Literature confirmed that organisational culture impacts effectiveness, and that effective organisation performs well in strategy execution. Strategy that has been communicated well yields positive results that are beneficial to the overall performance of the organisation. This objective was achieved as the researcher was able to develop an instrument based on the literature study.

Part 1 of the questionnaire dealt with the biographical information provided by the participants (all subsections of section 4.2). Information gleaned from the literature study helped the researcher to craft perception statements for Part 2 of the questionnaire, and the results obtained were analysed (all subsections of section 4.3).

The instrument passed a reliability test as the Cronbach Alpha of coefficients (Part 2) were higher than 0.7. This indicates higher levels of reliability. Refer to the last rows of the following tables:

- Table 4.11
- Table 4.12
- Table 4.13
- Table 4.14
- Table 4.16
- Table 4.19

This objective was achieved, and corroborated by feedback from the responses obtained from the questionnaire. Participants included members of management occupying different levels, from the municipal manager down to the team leaders.

5.5.2 The following were secondary objectives of the study:

- To gain insight through literature search on organisational behaviour, internal communication, and strategy execution.
- To measure attitudes of management on set variables.
- To draw conclusion on how strategy is executed.

5.6 Recommendations

The municipality should ensure that the execution of the IDP is sequential, and the vision of the organisation aligned to the implementation of the IDP. An oversight procedure should be developed, and everyone brought on board. Resources relevant to the strategy execution should be available. Managers are obligated to engage and mobilise employees, and relevant behaviours that contribute positively to the organisation must be rewarded.

The Local Government Turnaround Strategy (LGTS, 2009:5) illustrates that the ideal municipality should facilitate a culture of public service and accountability among its staff, focusing on clear responsibilities, coordination, and administrative mechanisms for management. Alberts (2014) suggests that municipalities can achieve excellence if proper management systems, notably communication management, are put in place. Alberts (2011:3) posits effective implementation of communication as one of the many challenges that affect service delivery.

The researcher is of the view that the Municipality of Mahikeng should look into leadership behaviour (Figure 2.1) as well as the Path-Goal Theory of leadership set by McShane and Von Glinow (2011:366-367). For these behaviours to be effective they need to develop a style that is directive in nature. This means performance goals need to be set, clarified if necessary, and monitored.

Standards and measures of performance need to be put in place and should be communicated using proper channels (Figure 2.5). This directive leadership style will add value in addressing issues that contribute to negative audit ratings. A task-oriented leadership style is relevant in these situations as it improves performance and clears perceptions on the roles of individuals.

Leadership must play a supportive role, which involves being friendly, making the task allocation of duties more pleasant, ensuring equality, treating fellow employees with dignity and respect, and showing concern for the wellbeing of employees, all of which will add value to the culture of the organisation. Leaders should practise behaviour that is participative in nature, and encourage employees to participate in decision-making. Employees need to know that they are being listened to, and must be encouraged to make suggestions. Leadership should be achievement oriented, set challenging goals, and demonstrate confidence that their teams will achieve the goals set by the organisation.

The theory behind the Path-Goal Theory emanates from the stance that certain leadership behaviours are relevant to certain situations but may be irrelevant to others. There are contingencies embodied in the Path-Goal Theory that need to be considered as characteristics of employees and their environment. Unskilled and inexperienced employees may need directive leadership who can guide them towards optimum performance. On the other hand, skilled workers may feel that they are being micro-managed by this leadership style. Locus of control, task structure, and team dynamics all impact performance and leaders should come to know their subordinates. This happens through meaningful engagement, which leads to motivated staff.

The municipality should consider instituting a unit that manages communication. The GCIS should play an oversight role.

5.7 Conclusion

Bower and Gilbert (2007:74) caution that the daily decisions made by management can either build or destroy organisational strategy. The study was conducted by incorporating the leadership of Mahikeng Local Municipality in the research. According to McShane and Von Glinow (2011), leaders ought to have a certain level of emotional intelligence. The Local Municipality of Mahikeng can achieve their goals at a higher level if they are able to focus on being responsive to the internal needs and demands of the organisation by the effective use of engagement channels that form part of internal communication, as proposed by the GCIS. The efficient use of internal communication channels will enhance strategy execution, and this will ensure overall efficiency and the optimum use of resources, thus improving audit ratings.

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5.9 ANNEXURES

Annexure 1: Cover letter to questionnaire

I am conducting a research on, '**The role of internal communication for strategy execution at Mahikeng Local Municipality in the North West Province**', as part fulfilment of my MBA studies with the North West University (NWU) School of Business and Governance.

The objective of the study is in into two parts namely: primary objective, which is the main objective; and secondary objective, which is general.

- **Primary objective** seek to find a general attitude of management towards internal communication.
- **Secondary objective** seeks to find how strategy gets executed and what kind of support does internal communication provides.

You as the Municipal Manager, Director, Manager, Supervisor or Team Leader, are therefore kindly requested to participate by filling in this questionnaire so as to better understand the techniques that Local Government could use in maximizing the implementation of service delivery and minimize all forces that inhibit internal communication in a municipality.

The time allocated for this questionnaire will take less than 10 minutes of your time.

Please note that your participation in this study is voluntarily and if you are uncomfortable, you are free to withdraw at any time and nothing will be held against you for non-participation in this study.

All information and data received will be used solely for this study and will be kept confidential. You are therefore required not to fill in any name or contact details when answering the questionnaire.

By filling in this questionnaire, you indicate that you are participating voluntarily on this research.

If you have any issue or concerns regarding this questionnaire, please feel free to contact the university or me. Below is our contact detail:

Researcher: Mpho Kate Mholo **Email:** mpho.mholo@gmail.com
Cell phone: 082 8422 198

Research Supervisor: Dr Gino Alberts **Email:** Gino.Alberts@metsimaholo.gov.za **Cell phone:** 073 500 06993

The University: NWU School of Business & Governance

Tel: 018 299 1419 **Fax:** 018 299 1416 **Website:** <http://pbs.nwu.ac.za> **Email:** Wilma.pretorius@nwu.ac.za

Annexure 2: Questionnaire

NORTH WEST UNIVERSITY

QUESTIONNAIRE

The role of internal communication in strategy execution at Mahikeng Local Municipality in the North West Province

Please complete the questionnaire by INDICATION OF AN (X), unless stated otherwise.

Demographic Information

CLASSIFICATION OF DATA

I. PERSONAL DATA

1. Gender

Male	1
Female	2

2. Population Group

African	1
Coloured	2
White	3
Indian	4
Asian	5

Other	6
-------	---

If other, please specify:.....

3. My age group is between

18 – 29 years	1
30 – 39 years	2
40 – 49 years	3
50 – 59 years	4
60 or older	5

4. Which language do you speak at home?

Setswana	1
English	2
Afrikaans	3
Sotho	4
Xhosa	5
Zulu	6
Other	7

If other please specify:.....

5. What is your highest educational qualification?

Grade 8 – 11	1
Grade 12 / Matric	2
Post Matric Certificate	3
Diploma (Technical College or Technical)	4
Degree	5
Post Graduate	6
Other	7

If other, please specify:.....

6. What is your monthly gross income bracket?

R5 001 - R10 000	1
R10 001 - R15 000	2
R15 001 - R20 000	3
More than R20 001	4

7. Where do you live / reside?

City	1
Town	2
Suburb	3
Township	4
Village	5

Other	6
-------	---

If other, please specify.....

8. What is your role in the Department / Local Municipality?

Senior Manager/Director/Municipal Manager	1
Deputy Director/Manager	2
Assistant Director/Team Leader	3
Supervisor	4
Other	5

If other, please specify.....

9. For how long have you been in the current position in Local Government/Department?

Less than year	1
1 – 5 years	2
6 – 10 years	3
11 – 15 years	4
16 - 20 years	5
More than 20 years	6

10. How long have you been employed in the Department / Mahikeng Local Municipality?

Less than a year	1
1 - 5 years	2
6 - 10 years	3
11 - 15 years	4
16 – 20 years	5
More than 20 years	6

**II. QUESTIONS TO RESPONDENTS RELATING TO EMPLOYEE
ENGAGEMENT AT MAHIKENG LOCAL MUNICIPALITY IN THE NORTH
WEST PROVINCE**

Please rate all statements below and show the extent to which you agree/disagree with it by making an “X” over the appropriate number on the 1 to 5 point scale next to the statement.

Scale						
1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree		
<i>Please tick only one box per statement with X</i>						
A. WORK PLACE SATISFACTION						
	STATEMENT	SCALE				
1.	I understand the broader strategic goal of my organisation.	1	2	3	4	5
2.	I know what I should do in making my organisation meet its goals and objective.	1	2	3	4	5
3.	There is a clear link between my role and the organisation’s goal and objectives.	1	2	3	4	5
4.	I am proud to be a member of this organisation.	1	2	3	4	5
5.	My team members inspire me to do my best in everything I do.	1	2	3	4	5
6.	My team members help me to complete my work.	1	2	3	4	5

7.	I have all the information I need to make the right decisions about my work.	1	2	3	4	5
8.	I have a good understanding of informal structures and processes of communication within Mahikeng Local Municipality.	1	2	3	4	5
9.	When something unexpected happens at work, know whom I should ask for help.	1	2	3	4	5

Scale						
1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree		
<i>Please tick only one box per statement with X</i>						
B. APPRECIATED AND VALUED						
	STATEMENT	SCALE				
10.	My individual performance is linked to the performance of the organisation.	1	2	3	4	5
11.	I am valued at work	1	2	3	4	5
12.	I frequently receive recognition from my manager.	1	2	3	4	5
13.	The leadership team takes my feedback seriously.	1	2	3	4	5
14.	I am happy to work here.	1	2	3	4	5

C. ORGANISATIONAL CULTURE						
	STATEMENT	SCALE				
15.	The management team here is transparent.	1	2	3	4	5
16.	I can recite the values of this organization with my eyes closed.	1	2	3	4	5
17.	The co-workers give each other respect in this organisation.	1	2	3	4	5
18.	We as employees of this organisation are authentic about the values of our organization.	1	2	3	4	5
19.	The management team of this organisation contributes to a positive work culture.	1	2	3	4	5
20.	I have fun at work.	1	2	3	4	5
21.	I have adequate support from management (for example – training and budget) that allows me to communicate with my team (s)	1	2	3	4	5
D. INTERNAL COMMUNICATION - (continue)						
	STATEMENT	SCALE				
22.	We have an effective internal communication unit in our organisation.	1	2	3	4	5
23.	I have access to all the information I need about my organisation.	1	2	3	4	5
24.	The channels used by management to communicate with me are relevant	1	2	3	4	5

Scale

1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
------------------------------	---------------------	--------------------	------------------	---------------------------

Please tick only one box per statement with X

D. INTERNAL COMMUNICATION – (continued)

25.	The channels used by management to communicate with me are effective.	1	2	3	4	5
26.	Language inhibits communication initiatives.	1	2	3	4	5
27.	I trust information I receive from my manager.	1	2	3	4	5
28.	Internal Communication Unit has enough capacity to do their work	1	2	3	4	5
29.	Internal communication is a key driver for engaging.	1	2	3	4	5
30.	Internal communication is a key driver for mobilizing Public Servants on service delivery.	1	2	3	4	5
31.	My view and opinion counts in this organisation.	1	2	3	4	5
32.	I am well informed regarding corporate information.	1	2	3	4	5
33.	I receive information in a timely manner.	1	2	3	4	5
34.	The information I receive is relevant.	1	2	3	4	5
35.	The information I receive allows me to execute	1	2	3	4	5

	my responsibilities as required.					
36.	I have enough budget allocated to implement communication processes.	1	2	3	4	5
37.	I interpret information before I pass it to the next individual or team member.	1	2	3	4	5

Scale				
1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
<i>Please tick only one box per statement with X</i>				

****Please rate all items a – f by ticking only one box using the above scale to respond to the statement below***

38.	I receive information relating to business strategy					
a.	*Weekly	1	2	3	4	5
b.	*Every fortnight	1	2	3	4	5
c.	*Monthly	1	2	3	4	5
d.	*Quarterly	1	2	3	4	5
e.	*Yearly	1	2	3	4	5

f.	*Never	1	2	3	4	5
----	--------	---	---	---	---	---

Scale				
1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree

Please tick only one box per statement with X

E. COMMUNICATION CHANNELS

	STATEMENT	SCALE				
39.	The use of memos to communicate is effective.	1	2	3	4	5
40.	The use of letters to communicate is effective.	1	2	3	4	5
41.	The use of formal Report as forms of communication is effective.	1	2	3	4	5
42.	The use of a Newsletter as forms of communication is effective.	1	2	3	4	5
43.	Pre-recorded speeches could also be used as an effective form of communication.	1	2	3	4	5
44.	The use of Online discussion group such as Social Media / Twitter / WhatsApp in organisations should be encouraged.	1	2	3	4	5
45.	Face to face communication is effective.	1	2	3	4	5

46.	Voice mail system as a communication channel is effective.	1	2	3	4	5	
47.	There exists a communication barrier between different levels of management.	1	2	3	4	5	
48.	I have communication platforms to air my views.	1	2	3	4	5	
49.	Current communication channels assist me to make a positive contribution to the business strategy.	1	2	3	4	5	
Scale							
1 = Strongly Disagree		2 = Disagree		3 = Neutral		4 = Agree	
5 = Strongly Agree							
<i>Please tick only one box per statement with X</i>							
<i>**Please rate all items a – e by ticking only one box using the above scale to respond to the statement below</i>							
50.	I prefer to receive information regarding my organisation through						
a.	**Email	1	2	3	4	5	
b.	**Face-to-face	1	2	3	4	5	

c.	**Website	1	2	3	4	5			
d.	**Presentations	1	2	3	4	5			
e.	**Social media	1	2	3	4	5			
Scale									
1 = Strongly Disagree		2 = Disagree		3 = Neutral		4 = Agree		5 = Strongly Agree	
<i>Please tick only one box per statement with X</i>									
***Please rate all items a – f by ticking only one box using the above scale to respond to the statement below									
51.	Two way communication can be improved in this organisation if we use								
a.	***Email suggestion box.	1	2	3	4	5			
b.	***Engagement forums.	1	2	3	4	5			
c.	***Website.	1	2	3	4	5			
d.	***Notice Board.	1	2	3	4	5			
e.	***Suggestion box.	1	2	3	4	5			
f.	***Hard Copy (publications).	1	2	3	4	5			

Scale						
1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree		
<i>Please tick only one box per statement with X</i>						
F. STRATEGY						
	STATEMENT	SCALE				
52.	I can recite the vision of this organisation with my eyes closed.	1	2	3	4	5
53.	Messages communicated to staff are aligned to the strategy of this organisation.	1	2	3	4	5
54.	The execution of strategy involves everyone in the organisation.	1	2	3	4	5
55.	I know the <i>short-term strategy</i> of this organisation.	1	2	3	4	5
56.	I know the <i>long-term strategy</i> of this organisation.	1	2	3	4	5
57.	Redefining strategy from time to time hampers progress.	1	2	3	4	5
58.	Most managers in our organisation have a buy in on the current strategy.	1	2	3	4	5

59.	The organisation has necessary resources to execute the current strategy.	1	2	3	4	5
60.	I understand strategy formulation.	1	2	3	4	5
61.	My manager discusses issues related to strategy with me.	1	2	3	4	5

Scale									
1 = Strongly Disagree		2 = Disagree		3 = Neutral		4 = Agree		5 = Strongly Agree	
<i>Please tick only one box per statement with X</i>									
G. TEAM									
	STATEMENT	SCALE							
62.	I have a team that reports to me	1	2	3	4	5			
63.	I have a team of 1- 5 people that reports to me directly	1	2	3	4	5			
64.	I have a team of 6 -10 people that reports to me directly	1	2	3	4	5			
65.	I have a team of 11 - 15 people that reports to me directly	1	2	3	4	5			
66.	I have a team of 16 - 20 people that reports to me directly	1	2	3	4	5			

67.	I have a team of more than 20 people that reports to me	1	2	3	4	5
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Your time and effort in completing this questionnaire is highly appreciated!

THANK YOU!

Annexure 3: Request to conduct research



MAHIKENG LOCAL MUNICIPALITY

Municipal Manager and other Departments

Private Bag X63
MMABATHO
2735

Cnr University Drive &
Hector Peterson Road
Mmabatho, 2735

Tel. No. (018) 389-0111
Fax No. (018) 384-4830

Date: 19 September 2016

Attention: Ms Mpho Moholo

MBA Research Student
North West School of Business and Governance
North West University
Mmabatho 2735

Subject: Request to conduct research

Your Email dated 18th August 2016 hereby refers,

The Acting Municipal Manager of Mahikeng Local Municipality hereby grants you an opportunity to conduct your research within the institution as per your dissertation for your MBA studies.

You are requested to supply the municipality with the outcome of the research for its self –assessment.

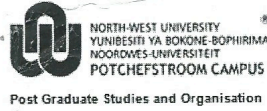
Kinds Regards

Mr. THABO MOKWENA
ACTING MUNICIPAL MANAGER

PLEASE ADDRESS ALL CORRESPONDANCE TO THE MUNICIPAL MANAGER

Annexure 4: Solemn declaration and permission to submit

Annexure 4: Solemn declaration and permission to submit



SOLEMN DECLARATION AND PERMISSION TO SUBMIT

1. Solemn declaration by student

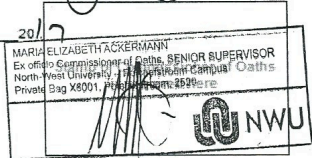
I, MK Moko
declare herewith that the thesis/dissertation/mini-dissertation/article entitled (exactly as registered/approved title).
The role of internal communication for strategy execution at the Mankeng Local Municipality in the North West Province
which I herewith submit to the North-West University, Potchefstroom Campus, in compliance / partial compliance with the requirements set for the MBA degree, is my own work, has been language-edited in accordance with the requirements and has not already been submitted to any other university.

I understand and accept that the copies that are submitted for examination become the property of the University.

Signature of student [Signature] University number 16220587
Signed at Potchefstroom this 9 day of January 2017

Declared before me on this 9 day of January 2017

Commissioner of Oaths: ME Ackermann



PLEASE NOTE: If a thesis/dissertation/mini-dissertation/article of a student is submitted after the deadline for submission, the period available for examination is limited. No guarantee can therefore be given that (should the examiners' reports be positive) the degree will be conferred at the next applicable graduation ceremony. It may also imply that the student would have to re-register for the following academic year.

2. Solemn declaration and permission to submit by supervisor

The undersigned declares
• The student is hereby granted permission to submit his/her mini-dissertation/dissertation or thesis:
 YES NO
• That the student's work has been tested by [Signature] m (for example by Turnitin) and a satisfactory report has been obtained: YES NO

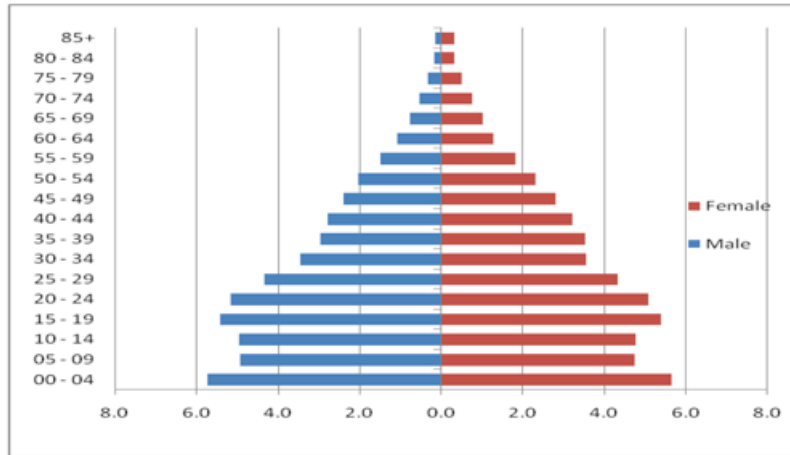
Signed via email:
Signature/Supervisor/Promoter: _____ Date: 2016.1.9

Original details: Meeleja Ackermann(10312157) C:\Users\10312157\Desktop\SOLEMN DECLARATION AND PERMISSION TO SUBMIT.docx
3 October 2013

Annexure 5: Population Demographics of Mahikeng Local Municipality

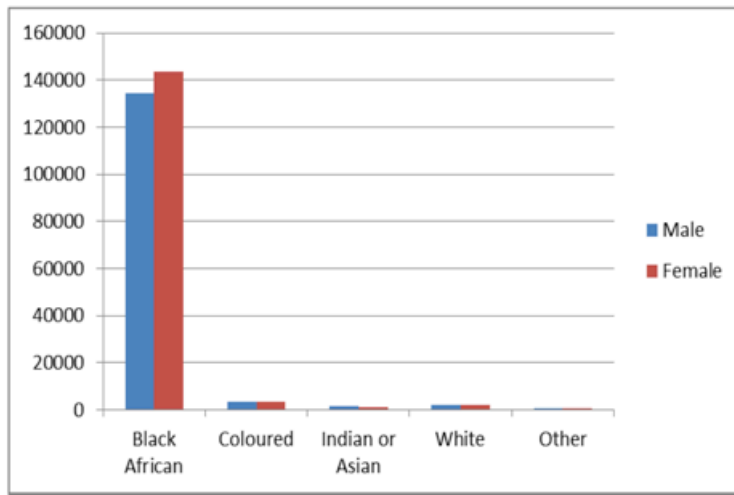
(Source: Official Documents from the Mahikeng Local Municipality 2016)

POPULATION PYRAMID



POPULATION GROUP

Population group	Male	Female	Total
Black African	134493	143789	278282
Coloured	3406	3285	6691
Indian or Asian	1423	905	2328
White	1970	1800	3770
Other	350	107	457



Annexure 6: Certificate of Veracity

CERTIFICATE OF VERACITY

Master's in Business Administration

The role of internal communication in strategy execution at Mahikeng Local Municipality in the North West Province

Mpho Kate Mholo

Student number: 16220587

I, the undersigned, hereby certify that the editing process comprised the following: Language editing

- Syntax.
- Sentence construction.
- Grammar, punctuation, and spelling.
- Appropriate word selection.
- Final proofreading. Format/layout editing
- Uniformity in page layout.
- Formatting/comparing in-text citations/sources in reference list.

Freelance editor Completed

: S M Bell

: 02/01/2017

Sue Bell

Signature :



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