



Exploring communication between managers and employees within selected South African organisations

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FOR THE READER'S ATTENTION

The reader is reminded of the following:

- The study on which this mini-dissertation reports, followed the prescribed format of the Publication Manual (6th edition) of the American Psychological Association (APA) as a framework for the editorial style and references. This practice corresponds with the policy requiring that all scientific documents must employ the APA style as from January 1999, as stipulated by the Programme in Industrial Psychology of the North-West University (Potchefstroom Campus).
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- Each chapter of this mini-dissertation has its own reference list.

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DECLARATION BY RESEARCHER

I, Armand Camille D'Assonville Burger, hereby declare that "Exploring Communication between Managers and Employees within Selected South African Organisations" is my own work and that the views and opinions expressed in this study are those of the author and relevant literature references as shown in the references.

I further declare that the content of this research will not be submitted for any other qualification at any other tertiary institution.

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I, Ms Cecilia van der Walt, hereby confirm that I took care of the editing of the dissertation of Mr Armand Burger titled *Exploring Communication between Managers and Employees within Selected South African Organisations*.

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SUMMARY

Title: Exploring communication between managers and employees within selected South African organisations

Keywords: Communication, effective communication, ineffective communication, communication types, managers, employees, organisational outcomes, selected South African organisations.

Due to the fact that a large number of changes have occurred within the South African organisations it was inevitable that assisting organisations, managers and employees timeously was one of the biggest issues. Managers and employees are the driving forces “engines” of organisations, and one of the strongest influences between them is that of communications. Communication occurs every single day and is inevitable between managers and employees. Communication is a factor that is being taken for granted without managers and employees having proper knowledge of all it can accomplish. What makes communication so important is the fact that it is the process by means of which organisations, managers and employees function, convey information, work together, achieve the goals and objectives of the organisation and improve innovation and productivity. The absence of communication has many different negative influences on organisations, managers and employees that makes it impossible for anyone to accomplish the tasks and goals and allowing operations to run smoothly under such circumstances. Based on the above-mentioned it is extremely important to focus on and research communication between managers and employees within South Africa.

The objective of this study is to explore the influence of effective and ineffective communication between managers and employees on organisational outcomes within selected South African organisations. The research study was of a qualitative nature, within the social constructivist paradigm. A phenomenological approach was further utilised with a view to obtain the objectives of the research study. Purposive sampling was used in the research study, followed by a multiple case study strategy. The participants involved in the study (N=16) were selected from South African organisations. These organisations formed part of the

Manufacturing and Construction industries. Semi-structured interviews were conducted with the purpose of collecting data while data analysis was generated by means of thematic analysis.

The results indicated that managers and employees within elected South African organisations experience and understand effective and ineffective communication differently with some overlapping similarities. The results also showed what managers and employees perceived effective and ineffective type of communication differently. They provided the research with valuable types of communication they deem to be effective and ineffective. Some effective types included face-to-face, computer-mediated, verbal, non-verbal and written communications while ineffective types included the same.

The results continued by indicating that managers and employees have a different yet similar perspective of what they think the influences of effective and ineffective communication holds for the organisational outcomes. Based on their experience, knowledge and expertise they provided the researcher with valuable recommendations on how to improve communication within their respective industries. This will allow future organisations, managers and employees to capitalise on the information or data provided, leading to better functioning, more productive and innovative and higher level of satisfaction within organisations, managers and employees. It would also allow an opportunity to raise more awareness within industries so that they can utilise this in order to minimise any problems or issues they might experience concerning communication.

Recommendations were also made with regard to future research and practices. Managers should raise more awareness and take more initiatives concerning what is regarded as effective and ineffective communications and types. This includes how it in turn affects the organisational outcomes. Organisations should also implement or develop new cultures to invite effective communication and types as well as take more initiative in implementing interventions, workshops and training in communication. This will allow managers and employees to be better equipped with communication skills and knowledge and will grant them more opportunities to improve and enhance their communications skills.

OPSOMMING

Titel: Onderzoek na kommunikasie tussen bestuurders en werknemers in geselekteerde Suid-Afrikaanse organisasies

Sleutelwoorde: Kommunikasie, effektiewe kommunikasie, oneffektiewe kommunikasie, tipes kommunikasie, bestuurders, werknemers, organisatoriese uitkomst, geselekteerde Suid-Afrikaanse organisasies

Weens die feit dat talle veranderinge binne die Suid-Afrikaanse organisasies voorgekom het, was dit onvermydelik dat die grootste kwelvrae van die tyd hulp aan organisasies, bestuurders en werknemers was. Bestuurders en werknemers is die dryfvere "masjiene" agter organisasies en een van die grootse invloede tussen hulle is dié van kommunikasie. Kommunikasie vind daaglik plaas en is onvermydelik tussen bestuurders en werknemers. Kommunikasie is 'n faktor wat as vanselfsprekend aanvaar word sonder dat bestuurders en werknemers behoorlik kennis dra van wat dit alles kan vermag. Wat kommunikasie so belangrik maak, is die feit dat dit die proses is by wyse waarvan organisasies, bestuurders en werknemers funksioneer, inligting oordra, saamwerk, die hoofdoel en doelwitte van die organisasies behaal en innovasie en produktiwiteit verbeter. Die afwesigheid van kommunikasie het talle verskillende negatiewe invloede op organisasies, bestuurders en werknemers wat dit vir enige persoon onmoontlik maak om hul take uit te voer en doelwitte te bereik en werkverrigtinge glad te kan laat verloop onder sulke omstandighede. Gebaseer op bostaande gegewens is dit uiters belangrik om op kommunikasie tussen bestuurders en werknemers in Suid-Afrika te fokus en dit na te vors.

Die doel van hierdie studie is om ondersoek in te stel na die invloed van effektiewe en oneffektiewe kommunikasie tussen bestuurders en werknemers op organisasiesuitkomst in geselekteerde Suid-Afrikaanse organisasies. Die navorsingstudie was kwalitatief van aard, binne die sosiaal-konstruktivistiese paradigma. Voorts is 'n fenomenologiese benadering gevolg om die doelwitte van die navorsingstudie te bereik. Doelbewuste steekproefneming is in hierdie navorsingstudie benut, gevolg deur 'n meervoudige gevallestudie-strategie. Die deelnemers wat by die studie betrokke was ($N=16$), is geselekteer uit Suid-Afrikaanse organisasies. Hierdie organisasies het deel uitgemaak van die Vervaardigings- en Konstruksie-

industriële. Semi-gestruktureerde onderhoude is gevoer met die doel om data in te samel terwyl data-analise aan die hand van 'n tematiese analise gegenereer is.

Die resultate het aangedui dat bestuurders en werknemers in geselekteerde Suid-Afrikaanse organisasies effektiewe en oneffektiewe kommunikasie verskillend ervaar, met sommige oorvleuelende ooreenkomste. Die resultate het ook aangedui dat bestuurders en werknemers effektiewe en oneffektiewe tipes kommunikasie verskillend verstaan het. Hulle het die navorsing van waardevolle tipes kommunikasie wat hulle as effektief en oneffektief beskou het, voorsien. Sommige effektiewe tipes het van-aangesig-tot-aangesig- en rekenaar-bemiddelaarde, verbale, nie-verbale en geskrewe kommunikasietipes ingesluit, terwyl oneffektiewe tipes dieselfde ingesluit het.

Die resultate het voortgegaan deur aan te dui dat bestuurders en werknemers verskillende dog eenderse perspektiewe van wat hulle dink die invloede van effektiewe en oneffektiewe kommunikasie vir die organisatoriese uitkomst inhou. Gebaseer op hul ervaring, kennis en kundighede het hulle die navorsers voorsien van waardevolle aanbevelings oor hoe om kommunikasie in hul onderskeie industrieë te verbeter. Dit sal toekomstige organisasies, bestuurders en werknemers in staat stel om op die inligting of data wat voorsien is te kapitaliseer, wat tot meer produktiewe en innoverende en 'n hoër bevredigingsvlak in organisasies, bestuurders en werknemers kan lei. Dit sal ook 'n geleentheid skep om meer bewustheid binne industrieë aan te wakker sodat hulle dit kan benut om enige probleme of vraagstukke wat hulle moontlik met betrekking tot kommunikasie kan ondervind, te minimaliseer.

Aanbevelings is ook gemaak met betrekking tot toekomstige navorsing en praktyke. Bestuurders behoort meer bewus te word van en meer die inisiatief te neem ten opsigte van wat beskou word as effektiewe en oneffektiewe kommunikasie en tipes. Dit sluit in hoedat dit weer die organisatoriese uitkomst affekteer. Organisasies behoort ook nuwe kulture te implementeer of te ontwikkel om effektiewe kommunikasie en -tipes te ontlok en ook meer die inisiatief te neem om intervensies, werkswinkels en opleiding in kommunikasie te implementeer. Dit sal bestuurders en werknemers in staat stel om meer toegerus te word met kommunikasievaardighede en kennis asook hulle meer geleenthede gee om hul kommunikasievaardighede te verbeter en te bevorder.

CHAPTER 1

INTRODUCTION

INTRODUCTION

This mini-dissertation focused on exploring communication between managers and employees within selected South African organisations. The following chapter (Chapter 1) discusses the problem statement, research objectives, research approach and research design. A chapter summary is also included.

1.1 Problem statement

Communication is a verbal and non-verbal manner in which people collaborate, motivate and emphasise situations or actions towards others in the workplace (Robles, 2012). Communication can be described as a complex dynamic network between people in which negotiations between various people's interpretations are shared and that need to be understood (Hackman & Johnson, 2013). Communication is also an important factor in keeping an open line of interaction and open-door policy within a company which helps to reduce any misunderstandings or confusions (Robles, 2012). Communication can be defined as an interaction between two or more parties or a two-way process in which information or data is exchanged (Hall & McCrorie, 2001; Hartman & McCambridge, 2011), but more specifically business or organisational communication can be defined as a process by means of which information and thoughts are exchanged between employees, departments and people outside the organisation (Khan & Khan, 2012).

Communication between managers and employees occurs on a daily basis. Managers for instance communicate with employees in a marketing environment to collaborate and encourage employees to focus on customers and perform in such a manner that they promote the customers as well as the business (Korschun, Bhattacharya & Swain, 2014). Communication between managers and employees can be seen as a way in which one transfers symbols in order to generate meaning that another can understand (Hackman & Johnson, 2013). These symbols can either be manipulated as motivational concepts or guidance concepts depending on the manner in which they are conveyed (Hackman & Johnson, 2013). What is meant by manager-employee communication is the exchange of information between the two parties and how each party interprets and understands the information with the intention to produce outcomes for the business (Mazzei, 2014).

Communication from a manager's point of view is seen as an interaction during which the manager creates meaning and influences others through these actions, performances and illustrations they convey, and not only through words or symbols (Hackman & Johnson, 2013). Communication from the perspective of employees involves information transferred to them by the manager, which satisfies them by being of assistance to them in coping with their surroundings, organisational mission and vision, the rules, regulations and policies with which they need to comply as well as with the plans or strategies involved in achieving the necessary results (Lee, 2010). Managers are to some extent coaches in the eyes of employees – they organise, guide and motivate employees to achieve various objectives and goals. They communicate to employees, ask questions and give constructive as well as negative feedback with the purpose of: identifying the employees' strengths and weaknesses; assisting them in improving their service; and generating awareness among employees (Gilley, Gilley & McMillan, 2009).

It is of critical importance to focus on communication between managers and employees, since it can result in them being able to solve problems; it assists managers and employees in thinking critically; it allows them to explain, collaborate and solve complex problems; it helps them identify strategic needs they can gather from others in the company; it promotes motivation and inspiration; and leads to achieving excellence (Boyle, Mahoney, Carpenter & Grambo, 2014). When communication occurs between managers and supervisors it can produce different outcomes on how support is perceived (Foley & McCann, 2013). Managers should also be capable of defining tasks and goals clearly to employees so that they gain the necessary knowledge to perform their roles in the business optimally (Foley & McCann, 2013). To obtain sufficient and high levels of commitment and strong communication channels, a positive relationship should reign among managers and employees (Foley & McCann, 2013). Effective communication between managers and supervisors should be illustrated in such a manner that their communication techniques or patterns alter the attitudes and behaviours of their subordinates or employees to meet their needs, and in so doing, accomplish the goals and needs of both manager and employee (Hackman & Johnson, 2013).

Taking into consideration the above, it is one of the goals of this study to also explore what types of communication managers and their employees prefer when communicating with one another. Balliet (2010) explains that there are two main types of communication, namely face-to-face communication via a physical discussion, and computer-mediated communication

which involves the sending of written messages or notes. The computer-mediated communication and face-to-face communication types have been compared and many employees prefer to communicate face-to-face as they find it to be the most effective communication channel (Lee, 2010). By using media as a form of communication can have a detrimental effect, especially if the employees or supervisors do not have the necessary training or understanding of the format of the multi-media tools being used (Welch, 2012). Employees can feel conflicted if management sends sensitive or confidential information via email or via another person, which can create friction and conflict (Kupritz & Cowell, 2011). The only aspects about computer-mediated information seems to operate better is that it is convenient, saves time and effort, can communicate with people at distant places or in different time zones and it provides a reference of whether information from one party has been disseminated to the other (Lee, 2010). Face-to-face communication leads to managers and employees understanding each other closely as they tend to monitor each other's eye contact, tone of voice and body language (Lee, 2010). It is also easier to resolve any personal issues; it promotes personal focus; and helps reduce the misunderstandings and misinterpretations between the two parties (Lee, 2010). Using face-to-face communication is a lot better than electronic communication because it is viewed as being cheaper than electronic communication and less misinterpretations and misunderstandings can occur due to being in direct contact with the person during communication (Kupritz & Cowell, 2011). By using face-to-face communication, management is able to successfully and effectively transfer confidential or sensitive information to sources or employees without any conflicts arising from the information being given to others (Kupritz & Cowell, 2011).

Communication between managers and their employees can be either effective or ineffective. Firstly, effective communication and the effects thereof will be discussed. Thereafter the influences of ineffective communication will be discussed by referring to literature. Effective communication will also entail listening actively to what is being said and making notes to ensure the effectiveness of the communication is upheld. Furthermore, individuals will ask questions when they are uncertain about what is being said to avoid any confusions or misunderstandings (Hackman & Johnson, 2013). Effective communication is required when bringing about change in an organisation as managers and employees should become aware of the changes concerning their objectives and goals (Gilley et al., 2009). Effective communication also involves managers and employees to repeat what is being said to them by another person so that both parties can make sure that the message or information was correctly

disseminated (Hackman & Johnson, 2013). By using effective communication one can ensure that employees or managers receive messages in time or updates about projects before a meeting commences (Kupritz & Cowell, 2011). Hackman and Johnson (2013) maintain that, seen from the perspective of managers, employees that lack the skills to communicate effectively with them are those that are shy, have a low self-esteem, experience anxiety and tend to be introverts (Hackman & Johnson, 2013). Managers wish to eliminate this and help people in becoming more self-assured and believing more in their own ideas so that they are able to communicate better (Hackman & Johnson, 2013).

Effective communication affords managements the opportunity of assisting in contributing to an improved engagement among employees, improving workplace efficiency and thereby resolving the internal miscommunications or conflicts due to misunderstandings (Welch & Jackson, 2007). It will also make employees and managers more prone to achieve objectives as they are clearly informed of the objectives that need to be achieved and this can then lead to the workplace reaching its full potential (Welch & Jackson, 2007). Effective communication between managers and employees reduces uncertainty, decreases the lack of knowledge or expectations from either side, resolves any misunderstandings and reduces risks such as task and relationship conflict, decreases stress and increases job satisfaction (Hung & Lin, 2013). Effective communication between employees and their managers can produce increased levels of trust, compassion and understanding, especially when engaging in face-to-face communication (Hung & Lin, 2013). Effective communication between the employees and management can lead to employees being given a fair chance of being heard and speaking their mind. Employees can also help during crisis situations and can express their feelings to management if the company is not meeting their intrinsic or extrinsic needs that keep them happy and thereby promote a healthy workplace (Dasgupta, Suar & Singh, 2012). In the end, effective communication can also work towards reducing turnover and promoting employee retention (Hartman & McCambridge, 2011).

An absence of good communication (therefore ineffective communication) can lead to counterproductive relationships between employees and management and it can also damage the relationship as conflict can start to arise (Welch, 2012). A lack of poor communication skills from managers in the workplace can result in reduced levels of employee satisfaction as they feel that neither they nor their inputs or opinions are considered by the company (Bull & Brown, 2012). Some organisations do not realise the importance of communication, for

instance if one were to bring about change within the company, managers would have to communicate clearly what is about to happen, how it will be done, and what the negative and positive aspects are of the change being implemented. Hence it is crucial for communication to be effective when implementing new strategies or techniques within the organisation (Bull & Brown, 2012). Therefore, if effective communication is not ensured it can cause stress, uncertainty and chaos in the workplace as employees are experiencing unknown situations due to the change (Bull & Brown, 2012). Making decisions in the workplace can create conflict among employees or between employees and their managers as it can be seen as unprofessional and disrespectful and can hurt other's feelings in the process (Dasgupta et al., 2012). Not communicating at the appropriate levels can bring about reduced levels of job satisfaction and job performance, resulting in higher levels of absenteeism seeing that employees start losing motivation, trust and positive feedback (Dasgupta et al., 2012). Without communication employees and managers will not be able to express their thoughts, convey their perceptions and resolve disputes or misunderstandings (Hung & Lin, 2013). This can all lead to conflict which has a negative effect on satisfaction and productivity, ultimately contributing to poor organisational performance (Hung & Lin, 2013). Without effective communication employees can become distracted or confused when instructions are not clear; thus leading to them wasting time in trying to make sense of what is happening, which costs the company even more money (Kupritz & Cowell, 2011).

From literature it is evident that positive forms of communication or effective communication can increase organisational commitment, performance, citizenship behaviour and job satisfaction (Husain, 2013). Communication helps employees to understand what is happening, why it is happening and why it is important for change to be implemented. So it keeps them informed about changes in the organisation and encourages them to support the organisational strategy (Bull & Brown, 2012). By implementing effective communication within the workplace it can lead to the promotion of employee commitment which will benefit the organisation as it will generate higher productivity and performance rates (Ahimbisibwe, Nangoli & Tusiime, n.d.). One important aspect of effective communication in a company is that it does not only promote team performance but also satisfaction seeing that knowledge is shared among members (De Vries, Bakker-Pieper & Oostenveld, 2010). The research study will therefore focus on exploring what is regarded as effective and ineffective communication between managers and employees and also the influence of this effective or ineffective communication on organisational outcomes. The findings of this study can bring about that

organisations might realise the importance of how communication is conducted between managers and employees and the crucial effect it can have on the workplace environment and especially on organisational outcomes.

Based on the above problem statement, the following research questions are posed:

1.2 Research questions

- How can communication between managers and employees be conceptualised according to literature?
- What is regarded as effective communication between managers and employees according to managers and employees within selected South African organisations?
- What is regarded as ineffective communication between managers and employees according to managers and employees within selected South African organisations?
- What types of communication are regarded as effective according to managers and employees within selected South African organisations?
- What types of communication are regarded as ineffective according to managers and employees within selected South African organisations?
- What is the influence of effective communication between managers and employees on organisational outcomes according to managers and employees within selected South African organisations?
- What is the influence of ineffective communication between managers and employees on organisational outcomes according to managers and employees within selected South African organisations?
- What recommendations can be made with regard to future research and practice?

1.3 Expected contribution of the study

1.3.1 Contribution to the organisation

The findings of this study might show that by communicating effectively, productivity and quality in various workplace departments can be promoted, which can in turn generate better collaboration between departments and employees. It may also lead to developing efficient and effective steps for dealing with conflict in a constructive manner that might have been caused

by communication problems. Effective communication might help the organisation and its respective departments to achieve a positive and balanced working environment which is conducive to high productivity and performance. Also, when open communication is established it allows for effective transfer of important information and reduces the likelihood of misunderstandings.

1.3.2 Contribution to the individual

This study might grant managers and employees the opportunity of taking note of how their supervisor or employees prefer to receive information and how information or conflicting situations relevant to ineffective communication should be dealt with so that errors are limited to a minimum. By communicating, managers can get to know their employees better and employees can get to know their managers better, which will lead to more effective feedback, performance of tasks and high-quality information. By communicating effectively one can ensure that the employees are well-informed about all necessary information pertaining to the organisation and their daily work tasks. By communicating effectively, work satisfaction, job performance and productivity of employees may increase as they are given clear instructions on how to perform their tasks and fulfil their roles. Clear and open communication between employees and managers may build positive relationships and trust.

1.3.3 Contribution to the field of Industrial and Organisational Psychology

The contribution it would make to the field of I/O Psychology is that it would provide Industrial Psychologists with the necessary information on and guidelines for helping other companies implement the best suitable communication structure and networks. It will provide specialists with reasons why certain types of communication are not successful and what to do in the various circumstances as well as provide them with strategies and techniques that might work best in the interest of improving communication between managers and their employees.

1.4 Research objectives

The research objectives are divided into a general objective and specific objectives.

1.4.1 General objective

The general objective of this study is to explore the influence of effective and ineffective communication between managers and employees on organisational outcomes within selected South African organisations.

1.4.2 Specific objectives

- To conceptualise communication between managers and employees according to the literature.
- To explore what is regarded as effective communication between managers and employees within selected South African organisations.
- To explore what is regarded as ineffective communication between managers and employees within selected South African organisations.
- To explore the types of communication that is regarded as effective according to managers and employees within selected South African organisations.
- To explore the types of communication that is regarded as ineffective according to managers and employees within selected South African organisations.
- To explore the influence of effective communication between managers and employees on organisational outcomes according to managers and employees within selected South African organisations.
- To explore the influence of ineffective communication between managers and employees on organisational outcomes according to managers and employees within selected South African organisations.
- To make recommendations with regard to future research and practice.

1.5 Research design

Yin (2013) states that a research design is the theoretical framework that links the data that needs to be gathered and conclusions that need to be drawn regarding the initial questions of the study – so it is basically a conceptual framework and an action plan to transfer the research questions to the conclusions. The research design makes it possible for the researcher to test any hypothesis or problem a researcher has posed so as to enable the researcher to generate a

possible solution. It can also assist the researcher in establishing valid and reliable data (Richey & Klein, 2007).

1.5.1 Research approach

A qualitative study was adopted and applied for the purpose of this study. A qualitative research design can be described as a natural, interpretive approach that the researcher employs in the interest of exploring a specific phenomenon and of using the perspectives of participants with a view to generate the best possible conclusions concerning this said phenomenon (Ormston, Spencer, Barnard & Snape, 2014). This research design was used to gain the views and perspectives of the participants (i.e. managers and employees) concerning their experiences of effective and ineffective communication and the influences thereof on organisational outcomes.

In the research study, an interpretivist paradigm was used. Interpretivism is the participants' interpretive understanding and assumption of how they make sense of their reality and how they define their lived world (De Vos, Strydom, Fouché & Delport, 2011). Ontology within interpretivism can be defined in the real world by means of a systematic, interactive methodological approach whereas the epistemology within interpretivism can be defined as the knowledge arising from the understanding of symbols and meaning (De Vos et al., 2011). The researcher followed a phenomenological approach within this research study. Phenomenology can be defined as the understanding of lived experiences from the point of view of the participants (De Vos et al., 2011). In this research study, by employing both phenomenological and interpretivism, experiences regarding communication and the influences thereof on organisational outcomes was explored and understood from the perspective of each individual participant.

1.5.2 Research strategy

A case study was utilised for the purpose of this study, but more specifically a descriptive case study. A descriptive case study is used for the purpose of describing, interpreting and analysing a specific phenomenon (De Vos et al., 2011). The reason why the study utilised a descriptive case study is so that the study can strive to describe, interpret and analyse the investigative phenomena (i.e. the phenomenon *communication* and the influences thereof). According to

Creswell (2007) as cited in (De Vos et al., 2011) a case study is the investigation of a system bound by time, context and place. This research study further employed multiple case studies since information of managers and employees was gathered from various selected South African organisations. The participants of the study only included managers and employees, both male and female within companies based in South Africa. This researcher interpreted, described and analysed the participants' perceptions and opinions regarding effective and ineffective communication and the influences thereof on important organisational outcomes.

1.6 Research method

The research method includes the following aspects: Literature review, research setting, entree and establishing researcher roles, sampling, data collection methods, recording of data, data analysis and strategies employed to ensure quality data, reporting style and ethical considerations.

1.6.1 Literature review

A comprehensive literature review was done by researching the following keywords: *communication, effective communication, ineffective communication, communication types, managers, employees, and organisational outcomes*. The main goal or objective of the literature review was to gain relevant knowledge and sources pertaining to the current topic being researched. A wide variety of resources were collected to ensure that the quality of the resources of information is maintained. Internet platforms such as Google Scholar were used and databases such as SAE Publications, Science Direct, and Ebsco Host were used. Journals that were included are *Business Communication Quarterly, Public Relations Review, International Nursing Review, The Business and Management Review, Qualitative Research Practice, Employee Relations, Journal of Business and Psychology, Communications Research, Industrial Marketing Management, Performance Improvement Quarterly, Safety Science, Computers in Human Behaviour, Corporate Communications: An International Journal, The Journal of Business Communication, Journal of Emerging Trends in Educational Research and Policy Studies*. E-Books, books and case studies were also used in order to ensure the quality of the research.

1.6.2 Research setting

The research took place in selected South African organisations of various business agendas (i.e. construction and manufacturing organisations). By doing so, various perspectives on the phenomenon under question can be explored and interpreted. The main attention and focus centred on gathering and collecting data from the semi-structured interviews with managers as well as employees. The research conducted interviews with both male and female participants of different races. Interviews were conducted at the organisations within quiet boardrooms or offices. This ensured the privacy of the participants. Refreshments in the form of water were given to the participants and the research took place in a well-ventilated room without disturbances and loud noises.

1.6.3 Entrée of establishing researcher roles

Once the research proposal had been accepted by the Ethics in Commerce Research Committee the researcher contacted the specified organisations to find a gatekeeper (CEO or senior manager) with whom the researcher can communicate regarding participation in this research study. The researcher informed the gatekeeper regarding the goal and scope of the research study. Once permission was obtained to conduct this study at the specified organisations, the participants were provided with detailed informed consent forms. Once the researcher had received the informed consent forms from the participants, the researcher scheduled dates and times with participants during which interviews were conducted.

During a research study a researcher fulfils various roles. The researcher was responsible and accountable for the execution and planning of the research study and the collection of data. This research study was carefully planned by the researcher concerning the method, how participants were contacted, the timeline in which the study took place and which sampling method was applied. For purposes of the research study permission was requested and obtained from the organisations and the gatekeepers with a view to address the targeted population sample from which the data were collected. Once the said permission had been obtained informed consent forms were given to the managers and the employees for purposes of the study stating what their participation entails and informing them about all necessary information pertaining to the study and their participation. The interviewees / participants were encouraged to share their views and opinions concerning the research topic. The participants

were contacted via email and telephone in which times and dates were negotiated for interviews to take place. Interviews were scheduled in advance in accordance with the participants' availability and convenience. Next, the researcher fulfilled the role of data collector / interviewer. After having conducted the interviews the researcher transcribed and analysed all the collected data. Next the researcher formulated a written report on the findings of the research. The data was transcribed in Microsoft Excel format while the data analysis was done by the researcher and a co-coder who is an expert in the researcher's field of study. The co-coder has a doctoral degree in the field of Industrial Psychology. The co-coder also has years of experience in qualitative research and data analysis. The researcher remained objective throughout the entire study and did not lead or coerce participants, but encouraged them to share their real-life experiences with the researcher within a safe environment.

1.6.4 Research participants and sampling

The purpose of this study is to investigate, describe and analyse the experiences, views and opinions of those in the workplace. A purposive sampling method was followed for purposes of this study and in doing so, generate the richest and best possible information from the participants. Purposive sampling is a non-probability sampling method. Purposive sampling, also known as judgement sampling, can be used as explained by Quilan, Babin, Carr, Griffin and Zikmund (2015) when the researcher decides, based on his judgement, who the target population is that best fits the characteristics of the study and because the researcher intends to explore and discover and gain insight into the topic at hand.

The criteria the participants of this study needed to adhere to were as follows: 1) Participants should have been employed as either a manager or employee within selected South African manufacturing or construction organisations; 2) The interviews were conducted in English or Afrikaans depending on what the participant's preferred language was; therefore participants should have been able to speak and understand either Afrikaans or English; and 3) The participants gave their voluntary written consent to participate in this research study.

The sample population consisted of 8 employees and 8 managers of which 4 employees were from the construction industry and 4 from the manufacturing industries. As for the managers it was similar in that 4 managers were from the construction industry and 4 were from the manufacturing industry. In total the sample population consisted of 16 participants ($N=16$).

Participants were selected from more than one organisation; therefore specific managers or employees were not targeted. Therefore the researcher is not directly targeting an employee and his/her direct manager within the organisation. Therefore the respective employees and managers within each organisation had no direct report line or relationship with one another. This ensured that participants were not uncomfortable sharing their experiences – thereby ensuring a richer state of data. Sampling continued until data saturation had been reached.

As stated above, managers and employees were employed within construction or manufacturing organisations. These organisations were based in the Free State Province. The reason for choosing manufacturing companies is that they play a massive role in the economic growth of South Africa; thus they are an important industry to consider (Rodseth, 2016). The reason for using construction organisations is that these organisations are one of the business sectors that are constantly growing and are involved in many projects across South Africa that increases the country's financial performance and development (“Highlighting trends in South African construction industry”, 2013).

1.6.5 Data collection methods

The data collection method that was followed was semi-structured, face-to-face interviews. Sufficient time was allocated for each participant to complete the interviews successfully. Quilan et al. (2015) define semi-structured interviews as those during which open-ended questions are posed and that produce clear answers from the participants. The advantages gained from semi-structured interviews are that they are more specific in addressing the issue or phenomenon at hand, that they are easy to understand and that they are cost-effective (Quilan et al., 2015). To limit the difficulty and complexity to a minimum, open-ended questions were posed. The semi-structured individual interviews allowed the researcher to explore and interpret the participant's views, experiences and opinions concerning the phenomenon (i.e. communication between managers and employees). The researcher ensured the quality and richness of data by clarifying and asking probing questions.

Before commencing with the actual interview questions, the researcher briefly explained to the participants what is meant by communication, or more specifically organisational communication. The following explanation was given to the participants: Communication can be described as an interaction between two or more parties or as a two-way process during

which information is exchanged, but more specifically organisational communication can be described as a process by means of which information and thoughts are exchanged between employees, employees and managers, departments and people outside the organisation. However, this study focuses on the communication between managers and employees.

Interview questions employees were asked:

- *What would you regard as effective communication between you and your manager?*
- *What would you regard as ineffective communication between you and your manager?*
- *What types of communication would you regard as effective between you and your manager?*
- *What types of communication would you regard as ineffective between you and your manager?*
- *What is the influence of effective communication between you and your manager on your organisation?*
- *What is the influence of ineffective communication between you and your manager on your organisation?*
- *What recommendations can you make to improve the communication in the organisation?*

Interview questions managers were asked:

- *What would you regard as effective communication between you and your employees?*
- *What would you regard as ineffective communication between you and your employees?*
- *What types of communication would you regard as effective between you and your employees?*
- *What types of communication would you regard as ineffective between you and your employees?*
- *What is the influence of effective communication between you and your employees on your organisation?*
- *What is the influence of ineffective communication between you and your employees on your organisation?*

- *What recommendations can you make to improve the communication in the organisation?*

A pilot study was also performed before commencement of the actual interviews to ensure that the research questions were accurate and clearly understood by all the participants to the pilot study. The pilot study was conducted with 3 participants within the construction industry who did not form part of the participants of the actual study. The participants were also provided with a brief biographical questionnaire with the intention to describe the characteristics of the sample population for future readers of this dissertation or future publications. The following information were obtained from the biographical questionnaire: gender, ethnicity, language, level of education and sector employed.

1.6.6 Recording of data

Before the interview process commenced, the researcher requested voluntary participation from the participants and also informed consent for the use of an electronic recording device during each interview. The informed consent stated that all information recorded will be kept confidential and that the information will only be used for research purposes and only be accessed by the researcher, his study leader and the independent co-coder. The information obtained during the interviews were then captured and transcribed onto a Microsoft Excel Sheet. The information recorded was stored in a safe place to which only the researcher and his supervisor had access and it was password protected.

1.6.7 Data analyses

Regarding this study, thematic analysis was utilised in order to analyse the collected data. Braun and Clark (2006) maintain that thematic analysis is a flexible theoretical approach which is easily accessed, which analyses qualitative data and also searches for themes or patterns. Thematic analysis provides rich, in-depth and clear data (Braun & Clark, 2006). Thematic analysis consists of the following steps, which will also be used during this research study (Braun & Clark, 2006):

Step 1: Familiarising yourself with your data

This concept refers to the researcher transcribing the data, reading through it, writing down ideas, re-reading it and then producing his ideas clearly. First of all the researcher has to familiarise himself with the data. This was done by reading and re-reading the data before starting with the process of coding. As the researcher read through the data he started searching for meanings and patterns. It was also a good idea to start taking notes and brainstorming on how to start with the coding process. It is essential to work through the transcripts and check it against the original recordings in order to ensure that they are reliable and correct.

Step 2: Generating initial codes

At this point one starts coding interesting concepts by applying a systematic process throughout the entire data set and then gathering as much ideas and concepts as possible and fits them to the best possible code that explains them. In generating these initial codes the researcher had to familiarise himself with the initial ideas of what is in the data and what is interesting about it. The researcher approached the data with questions regarding how he wanted to code the data and started organising the data into meaningful groups. The researcher used the assistance of a highlighter or colour pens to indicate potential patterns to code. During this phase the researcher coded as many themes as possible.

Step 3: Searching for themes

This involves the process of dividing codes into different themes, in which one gathers all information pertaining to that particular theme. Next the researcher started envisaging how the different codes started to combine in order to form the themes. In doing so the researcher started using tables and mind maps on a paper in which the researcher started organising the codes into themes. It is important for the researcher to do this, since some codes can be used as sub-themes that could best describe the themes. Once this had been done the researcher started recognising dominant or common themes and sub-themes as he started to discard, separate and refine the themes and codes.

Step 4: Reviewing themes

At this next stage one analyses the codes to see whether they fit with the themes and the entire data set which will produce a thematic map of one's analysis. This phase included two steps in reviewing and refining the themes. The first step was to look at the level of the meanings of the coded data quotes. The researcher reviewed the quotes for each individual theme to determine whether it generated a common pattern. The second step of this phase involved looking at the themes to decide whether they fit. If they did not fit, the researcher had to investigate whether certain themes and sub-themes were problematic. The second step required the researcher to produce the candidate's thematic map which correctly indicates the meanings that are evidence of the data set. The researcher noticed whether previous codings were accidentally missed. If so, he had to re-code the themes from the data set. Once the thematic map worked the researcher proceeded to step five. The researcher basically checked the validity and reliability of the themes, sub-themes and quotes.

Step 5: Defining and naming themes

This process or step allowed the researcher to analyse the themes in depth by making them more specific, and making sure the analysis was in accordance with themes, making sure that the definitions and themes were clear and easy to understand. This step also involved redefining and refining the themes in more detail which entailed that the researcher had to identify the core of what the theme really represented and also to investigate the various aspects of the data each theme captured. For every theme the researcher needed to record a detailed analysis and identify the message each theme conveyed. As the researcher refined the themes he had to determine whether themes have sub-themes and whether these sub-themes were correct. After this the researcher ensured that the themes and sub-themes were assigned the correct name. In the end the researcher was able to finally identify what the themes were and what not.

Step 6: Producing the report

This was the last step in analysing the information by making sure that the themes and codes were clear and easy to understand. This step provided the researcher with the final opportunity to extract themes or codes that were relevant to the research questions and interview questions. After this the researcher produced a final draft or report of the findings. The purposes of writing

a research report can be for publication, a research assignment or a dissertation. In this case, the research report was for dissertation and publication purposes. It also conveys a message of the data collected and can convince or persuade the reader of the importance, reliability and validity of the researcher's study. The researcher's report should not only be compelling; his analytical message conveyed in the research study should also go the extra mile in defining the data and making a valid argument for the research questions.

1.6.8 Strategies employed to ensure data quality and integrity

This is one of the most important processes to undertake in a research study. By ensuring the quality of one's data one adds more value to one's work when it is introduced and explained to others (Tracy, 2010). There are many critics regarding the trustworthiness of qualitative research but by ensuring that the quality of one's sources indicate that one's study is based on previous academic scholarly knowledge and that it is based on evident recommendation proven by other researchers, trustworthiness can be realised (Draper & Swift, 2011). Thus, to ensure that a qualitative research study is reliable and valid, it needs to adhere to the following:

Credibility or authenticity

This refers to internal validity within which the researcher will have to ensure that the research study explores the phenomenon it intended to explore (Anney, 2014). The researcher ensured this by doing a pilot study to determine whether the participants understood the interview questions being asked. It also assisted the researcher in establishing whether the study was objective and trustworthy (Anney, 2014).

Transferability

This refers to the external validity of one's research study as well as how well the research study can relate to other contexts of other respondents (Anney, 2014). The researcher ensured this is possible through the rich description of the methodology section and purposeful sampling pertaining to this study. This is how the researcher is able to show that a study might be applicable to a broader population (Anney, 2014).

Confirmability

This refers to the ability of the research study to be confirmed and collaborated by other researchers and the participants of the study. It also refers to the evidence pertaining to the research study that all the data obtained and collected is indeed based on academic merit, thereby showing that data collected is valid and can be supported by literature (Padgett, 2016). Collected information from participants can also be confirmed by verifying with participants whether interpretations of their interviews are correct and true.

Dependability

This refers to the procedures followed in the study, which are traceable and documented - they follow a strict and logic approach that is easy to understand (Padgett, 2016). All the steps conforming to the study were traceable as all changes made to the data in the form of establishing themes, sub-themes and quotes were clearly recorded and documented. The researcher also rigorously recorded and documented all methodology in detail.

1.6.9 Reporting

For purposes of this study all the data were reported in table format. By reporting the results in table format a clear and detailed picture of the collected data was produced. The tables consisted of themes, sub-themes and direct quotes to support the themes and sub-themes. Underneath each table a detailed description followed of the meanings and interpretations of the extracted themes and sub-themes.

1.6.10 Ethical considerations

Ethics were incorporated into the study to ensure that the participants were not harmed in any way possible by the research study or its procedures. The researcher only commenced with this research study once the Ethics in Commerce Research Committee (ECRC) had approved this study. Before conducting this study the researcher first contacted the selected organisations in order to identify gatekeepers that granted the researcher permission to conduct this study at the specified organisations. The researcher informed the gatekeeper of the goal and scope of the research study. Once permission was obtained to conduct this study at the specified

organisations, each participant were provided with a detailed informed consent form. Written informed consent were given by the participants prior to participating in the study; they were not coerced into taking part in this study; they participated voluntarily (Ritchie, Lewis, Nicholls & Ormston, 2013). The following information were shared with the participants before they provided permission to participate in this research study: The purpose of the study; how the data will be collected and who will collect the data; what the purpose of their participation is; approximately how much time it will take to conduct the interview; that participants are selected from more than one organisation (therefore specific managers or employees are not targeted - the researcher is thus not directly targeting an employee and his/her direct manager within the organisation) (Ritchie et al., 2013). The participants were also granted an opportunity of asking questions and they were informed that if they feel uncomfortable or choose not to continue, they were free to withdraw from the study at any time they see fit without them being disadvantaged in any way whatsoever (Ritchie et al., 2013). Each participant was asked for permission for recording the interviews via an electronic voice recorder and they were also assured that all information obtained will be kept confidential and stored in a safe place that is only accessible to the researcher and his supervisor (Ritchie et al., 2013). While transcribing the information and analysing the data, the names of the participants were kept confidential (De Vos et al., 2011).

1.7 Chapter division

This mini-dissertation consisted of three chapters:

Chapter 1: Introduction

Chapter 2: Research article

Chapter 3: Conclusions, limitations and recommendations

1.8 Chapter summary

Chapter 1 raised the awareness of how important communication is within the workplace, but more specifically what communication is according to managers and employees. It includes what the managers and employees perceive as effective and ineffective types of communication as well as the influence effective and ineffective communication has on the organisational outcomes. The chapter then goes on to discuss the proposed research questions, objectives,

approach and method pertaining to the current study. This chapter thus gives a brief overview of the expected structure of mini-dissertation.

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CHAPTER 2

RESEARCH ARTICLE

Exploring communication between managers and employees within selected South African organisations

Orientation: Communication between managers and employees is an important concept to consider within any workplace setup. When communication is lacking or ineffective it may result in a variety of problems occurring within the organisation. These problems do not only influence the organisation as a whole but may also affect the dynamics of the manager-employee relationship.

Research purpose: The objective of this study is to explore the influence of effective and ineffective communication between managers and employees on organisational outcomes within selected South African organisations.

Motivation for study: Countless research studies have been conducted on communication, yet communication still seems to be a problem area within the working environment. The workforce, which includes managers as well as employees are the “engines” of the organisation; therefore, when communication is not effective between managers and employees it results in detrimental problems within the organisation as well as between managers and employees. The results of this study can assist organisations in becoming aware of better and innovative ways of promoting and enhancing communication.

Research approach, design and method: This research study comprised a qualitative research method, accompanied by a phenomenological approach and a multiple case study research strategy. The sample consisted of both managers and employees within selected South African organisations with a total sample population of ($N=16$) participants. Organisations from the manufacturing and construction industries formed part of this research study. Data was collected by means of semi-structured interviews. The data analysis method utilised was that of thematic analysis.

Main findings: Various categories emerged during the data analysis process. Managers and employees provided descriptions of both effective and ineffective communication. They further revealed that different types of communication exist which they regard as either effective or ineffective. Participants mentioned that communication can be both effective and ineffective and have various influences on organisational outcomes. Numerous recommendations were made both by managers and employees on how to improve communication among themselves within the organisation.

Practical/managerial implications: When managers and employees realise the major role and impact communication has on organisational operations and outcomes, it might motivate them to work towards improving communication. This may lead to higher levels of job satisfaction, productivity and performance among managers and employees, as well as strengthen the relationship between the two parties.

Contribution/value-add: The study will provide qualitative answers and insight into what employees and managers regard as effective and ineffective communication, what types of communication are regarded effective and ineffective, the influence it has on organisational outcomes and then a number of recommendations for improving communications within a unique and challenging South African context. In doing so, it will provide individuals with valuable information and inspire them to keep on improving and enhancing their communication skills.

Keywords: Communication, effective communication, ineffective communication, types of communication, managers, employees, organisational outcomes, selected South African organisations.

INTRODUCTION

“Communication is the lifeblood of organisations. Without it, they cannot function” (De Nobile, 2017, p. 381). Organisational communication can be described as a process in which information is exchanged between parties to bring about any form of transformation in the organisation (García-Peñalvo, Colomo-Palacios & Lytras, 2012). Van den Eertwegh, Van Dulmen, Van Dalen, Scherpbier, and Van der Vleuten, (2013) add to the above by suggesting that within an organisation communication should not only be seen as information exchange between parties, but as a procuring loop of knowledge and skills and a lifelong on-going process by which information is exchanged between a learner and his environment. This interaction or information exchange can occur downward from management to employees, as well as horizontally among co-workers, and through a variety of channels such as face-to-face, electronically or written (Dwyer, 2009; Miller, 2015). The focus of this study will be centred on communication between managers and employees. When communicating, management takes the initiative of communicating hordes of information to their employees; thus empowering the employees to utilise this information in order to bring about the completion of the strategic objective of the organisation (Voinea, Busu, Opran & Vladutescu, 2015). With

communication between managers and employees functioning optimally, it results in employees having clear guidelines about their role and responsibilities in their job which increases their productivity (Leblebici, 2012).

Effective communication allows the organisation and the people within it to improve the information exchange process between each other and departments. Effective communication within the workplace can enhance the trust and loyalty among members in the workplace and leads to better functioning between these members (Leblebici, 2012). When communication does occur within organisations and between managers and employees it leads to relationships being enhanced, promoted and maintained, and it influences the organisational climate by ensuring more productive and constructive ways of dealing with conflict (Voinea et al., 2015). Furthermore, when effective communication strengthens the relationship between managers and employees it will ultimately result in higher levels of satisfaction, citizenship, behaviour and performance for managers and employees alike (Den Hartog, Boon, Verburg & Croon, 2013; Husain, 2013). Communication assists employees in understanding what is happening, why it is happening and why it is important for change to be implemented. So it keeps them informed about changes in the organisation and encourages them to support the organisational strategy (Bull & Brown, 2012). Implementing employee communication networks within the workplace can lead to the promotion of employee commitment which will benefit the organisation as it will generate higher productivity and performance rates (Ahimbisibwe, Nangoli & Tusiime, n.d.). Effective communication does not only promote performance, but also satisfaction is knowledge sharing among members (De Vries, Bakker-Pieper & Oostenveld, 2010).

When organisational communication is not implemented effectively or applied effectively it can lead to a variety of problems. Less effective communication leads to misunderstandings, lack of consensus, differences in opinion, and disagreements that do not get resolved effectively (Voinea et al., 2015). Ineffective communication can also be described as not having the ability to communicate one's culture to another in order to explain actions and decisions (Voinea et al., 2015). Consequently this can lead to misunderstanding, conflict and disputes which decreases satisfaction and performance and increases absenteeism (Voinea et al., 2015). The inability to communicate effectively can lead to an increase in meetings during which managers need to clarify instructions; thereby wasting a large amount of time and effort when communication is not up to standard (Zhang & Venkatesh, 2013). Ajala (2012) maintain

that without good communication in the workplace it can have negative influence the welfare, health, morale, efficiency and productivity of both managers and employees (Ajala, 2012). Ineffective communication can furthermore result in management instructions or functions that cannot be operationalised and leads to the inability to reach conformity in the organisation's structure and objectives and leads to produces difficulties training employees (Voinea et al., 2015).

Communication failures will always be present and can only be minimised when implementing more effective ways of communication but also gaining a better framework of the concept (Voinea et al., 2015). Managers and employees make use of a variety of types of communication when conveying instructions and messages to one another. According to literature there are different types of communication such as online communication and offline communication, of which online communication includes the use of any electronic tool or device whereas offline communication refers to face-to-face communication (Zhang & Venkatesh, 2013). It was found that in some instances by using CMC (computer mediated communication) via telephones has helped individuals to find non-verbal clues or vocal cues that would not otherwise be known to the individual in an FTF (Face-to-face) communication setting (Shalom et al., 2015). It has helped individuals in the sense that they could deduce from the person's tone and pitch of voice in which mood they are, whether they understand what is being said and whether they are listening. With CMC it was found that the listening skills of a person would increase, yet they might feel left out as they cannot share all their inputs (Ziegler & Mackey, 2017). This is due to the fact that they have a lack of oral and visual contact with the person (Ziegler & Mackey, 2017). With CMC it is ensured that people also have evidence of information or instructions given to them and that they can also refer back to it when needed or when they had forgot. As opposed to this, CMC has proven to be a faster and more efficient way of communicating in terms of money and time, especially when collecting data or conveying information to other departments or companies (Han & Belcher, 2016). When communicating via CMC, ideas that are being conveyed can be altered or modified by others when it comes to the use of emails (Granena, 2016). Lastly with CMC such as video conferencing it can create a lag or delay within the video conversation making it impossible to communicate effectively (Granena, 2016). With FTF communication it is more apparent that people will feel more engaged and can add more input as they can and visually see the person (Ziegler & Mackey, 2017). With face-to-face communication some limits occur such as when companies want to convey messages internationally it leads to time zone constraints as working

hours differ (Jan, Dad, Amin, Hameed & Shah, 2016). But it allows for better relationship dynamics as it creates more trust in a relationship; thus leading to better coordination between managers and employees (Jan et al., 2016). When having meetings it might cost more money and time to be lost yet it increases the effectiveness of communication between employees and managers (Jan et al., 2016). By using FTF communication it provides the manager with the opportunity of ensuring that information has been received correctly, and it also lessens the risk of problems occurring. Yet, this is not the case when utilising CMC (Han & Belcher, 2016).

It is vital for organisations to understand the dynamics of both effective and ineffective communication, and therefore the importance of this research study. Different individuals prefer different types of communication; hence it is important for managers and employees to understand the other party's preference. The current study therefore also sets out to explore the different types of communication as preferred by managers and employees. Also, when communication is not effective between managers and employees it results in detrimental consequences for the organisation. By being aware of the effects of ineffective communication, these consequences can be minimised, and are therefore explored by this current research study. This study will provide the researcher with raw data that can assist managers, employees and organisations alike to strive and build towards implementing more effective communication within the workplace setup.

Research purpose and objectives

The objective of this study is to explore the influence of effective and ineffective communication between managers and employees on organisational outcomes within selected South African organisations. But more specifically the study was designed to:

- Investigate and conceptualise communication between managers and employees according to the literature.
- Explore what is regarded as effective communication between managers and employees within selected South African organisations.
- Explore what is regarded as ineffective communication between managers and employees within selected South African organisations.

- Explore the types of communication regarded as effective as indicated by managers and employees within selected South African organisations.
- Explore the types of communication regarded as ineffective as indicated by managers and employees within selected South African organisations.
- Explore the influence of effective communication between managers and employees on organisational outcomes as indicated by managers and employees within selected South African organisations.
- Explore the influence of ineffective communication between managers and employees on organisational outcomes as indicated by managers and employees within selected South African organisations.
- Explore recommendations by managers as well as employees to improve communication between managers and employees within selected South African organisations.
- Make recommendations with regard to future research and practice.

Literature review

Communication

Communication can be seen as a verbal or non-verbal manner or process in which people within organisations communicate instructions and give feedback to each other to reach a common goal within an organisation (Johansson et al., 2014). Communication has thus been identified as systematic interaction among people as well as among people and their respective technologies concerning a particular field of interest or discussion (Laghari & Connelly, 2012). Laghari and Connelly (2012) further state that human behavioural needs need to be considered when people communicate with one another due to the fact that behavioural aspects such as tone and body language helps to better facilitate the dissemination of information between people (Laghari & Connelly, 2012). Communication between individuals also affects the relationship in the form of building, social network structures and most importantly the information or knowledge they gain by the exchange that takes place between them (Risius & Beck, 2014). Trenholm (2017) points out that communication can be identified as a way in which people tend to put in effort, time and energy to establish a form of interpersonal relationship. Once the interpersonal relationship is established, it starts to become a two way

communication channel in which the following aspects can be discussed between managers and employees: negotiation of rules, exchanging information and generating extensive knowledge about each other (Trenholm, 2017). The communication process is then used to interpret, analyse and implement this information in such a manner that strategic objective or tasks are being performed to further the competitive advantage of the business (Trenholm, 2017). For communication to be effective, it should comprise four constructs to be regarded as effective (Johansson, Miller & Hamrin, 2014):

Communication climate: The communication climate between managers and employees also refers to the interaction being based on trust and both parties being at ease when communicating to one another (Kaul, 2014). For the communication to be effective, managers and employees alike would need to focus on the communication climate which either hinders or encourages communication in the organisation (Nordin, Sivapalan, Bhattacharyya, Ahmad & Abdullah, 2014).

Information flow: Information flow refers to how the information between parties is being conveyed (Fleuriet, Cole & Guerrero, 2017). Ensuring that effective information flows within a message or a conversation creates more certainty with managers and employees that the communication process is indeed effective (Pitonakova, Crowder & Bullock, 2016). When information is being conveyed from one person to another, the information flow is important, especially when the information does not make sense (Hillebrand et al., 2016). Information flow is a fundamental characteristic within communication that ensures communication occurring between two members is effective (Siemens, 2014). It does not only refer to information being conveyed face-to-face but also via social media (Siemens, 2014).

Message characteristics: It also refers to the context within messages whether it includes photos, various punctuations, whether or not it has text (Fleuriet et al., 2014). Message characteristics further include whether a message contains emotions, whether or not it was audible and whether it contains numerical or verbal information (Skubisz, Miller, Hinsberg, Kaur & Miller, 2016).

Communication structure: Lastly, communication structure refers to how the information was put together, whether it was in detail, understandable or whether the person used graphs or diagrams (Garvey, 1979). Communication structure is guided by the types of communication

used whether the structure contains written, verbal, face-to-face or computer-mediated communication (Garvey, 1979). Montgomery (2017) argues that the structure of effective communication should also include the following aspects: cost-effective, clear and understandable, use language that is understandable, inclusion of images when needed and be a two-way process (Montgomery, 2017). To ensure that the communications structure is effective, one has to ensure that the communication or message consists of all relevant qualities and characteristics when communicating with different employees within different departments for it to make sense (Yildiz, 2017). For example, when communicating with engineers one would use a different communication structure than when communicating with human resource personnel.

Communication between managers and employees

As explained by Laghari and Connelly (2012) three factors are extremely important and play a massive role in the communication among managers and their employees:

Human QoE (Quality of experience): These factors include human needs, feelings, performance and intentions (Laghari & Connelly, 2012). The human quality of experience refers to low-quality factors and high quality factors: the low quality factors refer to a person's physical, mental and emotional state of mind while the high-quality factors involve the degree to which the person then understands the information and how he interprets it with reference to previous experiences (Vandenbroucke, Herregodts, Schuurman & De Marez, 2016). Therefore, if a manager is aware of the above-mentioned, he/she can apply this knowledge to their advantage in communicating with employees in an effective manner.

Subjective QoE: These factors may include the surveys, questionnaires, interviews and complaint boxes in which managers can deduce what employees want or need and what their perceptions are of certain topics of discussion (Laghari, He, Zardari & Shafiq, 2017). Once a manager listens and understands what an employee has said and what he wants or needs to be able to perform a job, the manager can relate to this by using his/her subjective quality of experience in providing the employees with the necessary information; hence fulfilling the needs and wants of the employees.

Objective QoE: These factors include the dynamics of the biological and cognitive parameters which influence a person's behaviour and feelings when confronted with information (Laghari & Connelly, 2012). When managers and employees are faced with decisions they need to make or messages to convey they first of all need to objectively think about the situation and the people involved so that minimal damage is done to the other person's feelings and that it does not evoke unwanted behaviour. If managers and even employees can consider this when communicating they can reduce the number of confrontations that can occur and allow better dynamics when communicating with others.

All the above-mentioned factors needs to be taken into consideration by both the manager and employees in order to ensure that the best possible outcomes are generated once information is exchanged among the parties involved (Laghari & Connelly, 2012).

With the purpose of maintaining effective communication between managers and employees it was found that sharing information had to be efficient and effective and had to take place within the correct time span (Daim et al., 2012), and preferably also in the appropriate setting. Communication among managers and employees does not only revolve around the dissemination of information, but also around the mind-set changes and attitude changes that occur between them. In doing so it leads to more leading, motivating and influencing people, as well as making them comply and making sense of situations or issues. Consequently managers and employees alike can negotiate, bargain, solve problem and make decisions to a better extent (Voinea et al., 2015).

Types of communication

Computer-mediated communication (CMC) refers to any form of online communication such as email, chats (WhatsApp etc.) social platforms, online video conferences or audio conferences based on the work environment and what supports it best (Shalom et al., 2015).

Types of informal communication, or instance information-communication technologies (ICT) such as social media, email, telephones have been found to be a good enhancer and facilitator of the communication process and has made the process more recognisable within companies as an effective trend to communicate (García-Peñalvo et al., 2012). Some individuals that are quite anxious in the workplace would prefer communication via CMC or digital over face-to-face communication (FTF) since they then feel more relaxed in conveying information to

others (Shalom, Israeli, Markovitzky & Lipsitz, 2015). Some people prefer using CMC as they mention that when the other person replies or gives feedback, it is of a higher quality and that they are able to have physical proof thereof (Trenholm, 2017). By communicating via computers is also more time efficient seeing that one can reply to anyone quickly and receive quick feedback on a matter (Trenholm, 2017). Also, when a person in the organisation uses the CMC instead of the FTF communication it has led to issues related to the quality and the content contained in the exchange of instructions as things are lost due to a lack of self-presentation or verbal communication (Shalom et al., 2015).

Some would argue that without face-to-face communication or the lack of visual cues such as managers showing employees practically what to do will be very difficult; thus leading to misunderstandings and in the end conflicting situations while others mentioned that with the use of CMC such as video chats will help to enhance those clues and may give way to privacy concerns and social biases (Wang, Lai, Huang & Wang). With face-to-face communication between managers and employees increases engagement as they tend to show more compliance in working together and it creates a stronger sense of respect between them (Ting-Toomey, 2012). It creates a stronger bond that strengthens their mutual bond between each other allowing them to get along better (Ting-Toomey, 2012). Without face-to-face communication it can produce a lack of participation as members might not feel part of the decision-making process; thus leaving them feeling isolated. However, face-to-face communication also leads to cultural issues such as employees and managers speaking different languages (Jack & Schyns, 2017). Yet, even if that happens there is a stronger probability that the managers can get the employees to understand by physically showing them what to do or by drawing something (Jack & Schyns, 2017). When there is less face-to-face communication it leads to more time efficient replies when using emails, but reduces the contact people have with one another – some mentioned that they do not feel known, important and understood by others (Colbert, Yee & George, 2016). It also makes it difficult to express empathy and feelings leading to poor-quality relationships and decreasing any recognition which employees desire; physically and emotionally (Colbert et al., 2016). With face-to-face communication managers and employees would not only be able to confirm what they said to each other but also be able to evaluate what was being said by asking questions and confirming for options or information to be reconsidered (Brown et al., 2014). FTF communication has also been proven to be a great stimulus in assisting employees in increasing not only their productivity but also their innovation when working together (Brown et al., 2014). This is due to the fact that they are

able to communicate with their managers or colleagues in person and gain their insight, knowledge and skills about the topic which also assists them in thinking outside the box.

Effective communication

Effective communication is defined as communication between people that is perceived to be honest, open, continuous process, clear instructions about goals, communicating before things go wrong and conveying information that is realistic to the parties involved (Granek, Krzyzanowska, Tozer & Mazzotta, 2013). The effectiveness of communication is dependent on aims and objectives that are being achieved in the most suitable manner (Wood, 2015). Five skills need to be considered in order to maintain effective communication, namely (Wood, 2015):

Achieving a variety of communication skills: This concept includes one's ability to communicate effectively with others within different settings. For example, to be capable of comforting someone you need to be caring, understanding and compassionate, while when selling a car one needs to be assertive, direct, factual and compelling.

Effectively adapting communication: This concept, adapting communication, means that one needs to be able to change one's communication style to the ways in which it has the strongest impact on that specific environment or in that situation (Wood, 2015).

Understanding each other's point of view: Understanding others' point of view basically entails being able to grasp, understand and interpret others' feelings and emotions while communicating demands, orders or feedback to them.

Monitoring communication: This refers to the extent to which parties have kept record of their conversations with each other to ensure that effective communication prevailed between them (George, Haas & Pentland, 2014). When monitoring communication one can keep building and improving on communication by reviewing past conversations (George et al., 2014). One way of monitoring communication is by ensuring that open-ended questions are posed instead of close-ended questions and by ensuring that training and communication skills are generically implemented throughout the company (Wagner-Menghin, De Bruin & Van Merriënboer, 2016).

Obeying effective and ethical interpersonal communication: This requires of to respect oneself, one's ideas and feelings including those of the people around you in the workplace.

It was also found that, when the quality of managers' communication is highly effective and their intentions and organisational policies are communicated clearly, since this will lead to a stronger relationship between them and their employees seeing that the employees will know what is expected of them, how they should compile and complete tasks or reach objectives and it will minimise conflict or misunderstandings between them (Den Hartog et al., 2013). It was found that when effective communication prevails throughout the organisations it will produce organisational outcomes, such as higher levels of satisfaction and commitment among staff in the organisation (Johansson et al., 2014). Taking into consideration the above it is evident how important effective communication is; hence catastrophic incidents can result without it.

Ineffective communication

Ineffective communication can be defined as no form of communication or verbal communication occurring between managers and employees (Schneider, Burner, Rosmalen & Specht, 2017). It can also be referred to as communication that is not on time, that is not of good quality, the staff not receiving feedback and that the feedback is not detail oriented (Schneider et al., 2017). Other elements that produce ineffective communication are those of poor implementation of tools to enhance communication, having no procedure or process of communicating and no training (Granek et al., 2013). Ineffective communication, for example, takes place when change occurs within an organisation without the changes being effectively communicated to employees, giving way to some resistance displayed by employees (Alasadi & Askary, 2014).

When ineffective communication presents itself it usually means that some form of trust issues is present, lack of confidence or leadership, violations of morals or values or even standard company rules and procedure, all of which cause conflict, disagreements, misunderstanding etc. (Kheswa, 2015). Research has shown that ineffective communication results in the inability to exchange information or convey ideas or issues to others and being unable to resolve it effectively (Hu, Zhang, Ngai, Cai & Liu, 2013). Poor communication results in instructions between managers and employees being vague and difficult to interpret, debouching on misguidedness, misleading, misunderstandings and in the end cause the

organisation far more money due to ineffective communication causing delays in projects (Hu et al., 2013). Poor internal communication can also result in difficult estimations of accuracy and time expectancy in which information exchanged can lead to poor customer satisfaction, unrealistic goals or objectives and poor performance (Hu et al., 2013). Lastly, Hu et al. (2013) maintain that to plan ahead, take precautions, modifications, implement a risk strategic plan and schedule in which a project should be completed require a huge amount of effective collaboration between managers and employees (Hu et al., 2013). Therefore if communication is ineffective and lacking, it may cause projects to be completed with poor quality and also result in a lot of over-time and exceeding the budget, meaning loss of money and manpower or resources (Hu et al., 2013).

Based on all the research above it is imminent that businesses should not underestimate the phenomenon *communication* that takes place on a daily basis and that it should not be taken for granted as being effective. It is of utmost importance for organisations to grasp the necessity of effective communication – specifically communication between managers and employees occurring on a regular basis, which thus makes studying this topic at hand inevitable.

RESEARCH DESIGN

The research design comprises the research approach, research strategy and research method.

Research approach

A qualitative study was adopted and applied for purposes of this study. The term *qualitative research design* refers to the design by means of which researchers understand participants' own reasoning or points of view and their reality as they experienced it, and the process researchers gain perspective on how these participants emphasise or identify the research topic (Taylor, Bogdan & DeVault, 2015). The research design was adopted to gain the views and perspectives of the participants (i.e managers and employees) concerning their experiences of effective and ineffective communication and the influences thereof on organisational outcomes (Creswell & Poth, 2017).

The research study also included an interpretivism paradigm by means of which the researcher was able to gain an understanding of the world of work in which the participants operated as well as their experiences of this world of work and how it generated their subjective meanings (symbols) of the research topic (Creswell & Poth, 2017). Interpretivism paradigm is an approach utilised by the researcher to enable the participants to guide the researcher into the social and subjective beliefs of how they understand the research phenomenon, being *communication* (Newman, Fantus, Woodford & Rwigema, 2017). Therefore, although participants may be exposed to the same phenomenon (i.e. communication), their interpretation and experience of the phenomenon may be quite different. The approach involves an in-depth study and detailed orientation of the participants' life world from their point of view or perspective so that the researcher could explore what they understand of or perceive the research phenomenon to be and how an event or environment shapes their understanding of the phenomenon (Smith & Osborn, 2015). It is also used to gain an understanding of or examine the things that gave meaning to their perception of the research topic (Smith & Osborn, 2015). This will all be done to gain an objective statement of the research topic (Smith & Osborn, 2015). Therefore, by applying interpretivism, the researcher can gain an understanding of the experiences and interpretations of communication not only of the managers but also of the employees, and ultimately the influences thereof on the organisation.

Research strategy

The research strategy utilised in this research study was a case study with a view to reach the objective of the study. The type of case study applied was that of a descriptive case study. A case study design is described as an in-depth approach by means of which the researcher investigates a specific phenomenon in its natural, current state to obtain information on the perceptions of and perspectives of the targeted population regarding the research topic or phenomenon (Vohra, 2014). So in essence it is a state or manner in which the researcher can gain knowledge or explore the experiences or perspectives of the participants in an objective, realistic manner without interfering (Vohra, 2014). Therefore a case study design or approach can be identified as a flexible approach which is not based on theory; thus making it an in-depth study into a specific matter. Descriptive case study was used to analyse and describe the characteristics of the research phenomenon so that it could be better grasped by the researcher (Baskarada, 2014). Furthermore, a multiple case study was utilised for purposes of this research study seeing that two groups of individuals formed part of this study. The research

study included managers as well as employees employed within selected South African organisations; therefore, data were collected from multiple cases. The researcher then interpreted, described and analysed both groups' perceptions and opinions regarding effective and ineffective communication.

Research method

The research method consisted of the research setting, entrée and establishing researcher roles, sampling, research procedures, data collection method, data recording, strategies employed to ensure the quality of data and integrity, ethical consideration and reporting style.

Research setting

Different organisations from diverse employment sectors were selected to form part of the research study. The various kinds of sectors consisted of managers and employees in the construction and manufacturing industries. This was done with the sole purpose of posing questions to explore, gain and interpret the data with regard to the research phenomenon. The dispersion of industry was used to gain a better holistic understanding of the perceptions and experiences of the participants regarding effective and ineffective communication within the work environment. After having selected the participants, the full-time managers and employees were requested to participate in this research study. A series of questions were developed to be posed to each employee and manager. Interviews were conducted separately in a boardroom that was quiet, with good lighting and ventilation.

Entrée and establishing researcher roles

The researcher had multiple roles to perform during this entire research study. The researcher stepped into the role of planner so as to plan the specific research study and the accompanying research objectives. The researcher had to carefully plan the sampling procedure, data collection and the analysis of the data. The researcher fulfilled the role of data collector by interviewing the participants, actively listening to them and eventually transcribing the data. Thereafter, the researcher, together with the co-coder, took on the role of data analyser. The co-coder has a doctoral degree in the field of Industrial Psychology. The co-coder also has years of experience in qualitative research and analysis. This step was done carefully and in

immense depth in order to capture as much rich and relevant data as possible. Lastly throughout this entire research process the researcher took all the necessary steps remain focused on the objectives with a view to not influence the participants in any way whatsoever. This was done with the purpose of obtaining the raw views, perspectives, understandings, experiences and beliefs of the participants regarding the research phenomenon questions (Creswell, 2013 as cited in Hyett, Kenny & Dickson-Swift, 2014).

Research participants and sampling

The research sampling method utilised was that of purposive sampling to generate the highest quality, in-depth data as possible. Important to note is that purposive sampling is a non-probability sampling method. Purposive sampling within a study involves a research topic the researcher seeks to explore and by means of which the researcher obtains a theoretical framework or understanding of the topic but wishes to take it one step further by selecting a specific targeted group or population in which the researcher would then ask for their opinion, view, understandings and experience concerning the research topic (Robinson, 2014). Usually purposive sampling strategies involve multiple cases so that the results can be as accurate and reliable as possible seeing that the population adheres to all characteristics of the study (Robinson, 2014). In essence it would then become a targeted population based on the researcher's judgement to explore and understand their view on a specific matter, which in this case is communication among managers and employees selected as participants in this current research study (Robinson, 2014). The employment sector used in the completion of this research study included both the construction and manufacturing industries.

All participants from the construction and manufacturing organisations selected by the researcher adhered to the following criteria: 1) employees and managers were full-time personnel employed within above mentioned organisations; 2) participants were competent in either Afrikaans or English; 3) members of staff gave consent to participate in this research study and were not coerced into doing so; and 4) participants agreed to the interview being voice-recorded. The sample population consisted of 8 employees and 8 managers of which 4 employees were from the construction industry and 4 from the manufacturing industries. As for the managers it was similar in that 4 managers were from the construction industry and 4 were from the manufacturing industry. In total the sample population consisted of 16 participants ($N=16$). Participants were selected from more than one organisation; therefore

specific managers or employees were not targeted. Therefore the researcher is not directly targeting an employee and his/her direct manager within the organisation. Therefore the respective employees and managers within each organisation had no direct report line or relationship with one another. This ensured that participants were not uncomfortable sharing their experiences – thereby ensuring a richer state of data.

Table 1

Characteristics of participants (N=16)

Item	Category	Frequency	Percentage
Industries	Manufacturing	8	50.00
	Construction	8	50.00
Race	African	4	25.00
	Coloured	0	0.00
	Indian	0	0.00
	White	12	75.00
Gender	Male	9	56.25
	Female	7	43.75
Province	Free State	16	100.00

The research study included a total of 16 participants of which were 9 male participants (56,25%) and 7 female participants (43.75%). Four of the participants were African and 12 white participants (75%). The majority of the participants were males (56,25%) and 43,75% were females. All the participants were selected within construction and manufacturing industries within the Free State. Within the construction industry 8 participants (50%) were chosen while the other 8 participants (50%) were selected from manufacturing industries.

Research procedure

Before the research study could commence the researcher received permission from both the higher education's research committee as well as the Ethics in Commerce Research Committee (ECRC). Following this, the researcher first made contact with the gatekeeper at each company informing him/her of the purpose of the study and whether they would allow the researcher to interview employees and managers at the companies. Participants were then contacted to request their voluntary participation in the study. Informed consent was then obtained by the

researcher from the participants. Face-to-face semi-structured interviews were conducted both with managers and employees. The interviews took place in a quiet and comfortable boardroom with good lighting and ventilation without any interruption or disturbances. Prior to the interviews being conducted the researcher scheduled an allocated time with each participant based on their availability and that of the company. Before the interviews commenced the purpose of the study was explained by the researcher to the participants. The researcher made the participants feel as comfortable as possible before commencing with the interview process. The researcher also indicated that no information would be disclosed to anybody except the researcher himself and his study leader. It was also made clear to all participants that participation was completely voluntary and that they could withdraw from the study at any time. Furthermore the researcher asked for their permission and written consent to record the interviews. Once the participants had agreed and signed the consent form, the interview process commenced.

Data collection method

The data collection method used in the research study was that of semi-structured, face-to-face interviews. In semi-structured interviews the researcher allows the participants to tell their story involving their experiences, opinions, views and understanding of the research phenomenon (Flick, 2014). By using the semi-structured interviews the researcher is also capable of interpreting the data in a structured manner allowing room for more enhanced data analysis (Flick, 2014).

The following interview questions were posed to the participants with; the view of reaching the objectives of the research study:

Interview questions posed to employees:

- *What would you regard as effective communication between you and your manager?*
- *What would you regard as ineffective communication between you and your manager?*
- *What types of communication would you regard as effective between you and your manager?*
- *What types of communication would you regard as ineffective between you and your manager?*

- *What is the influence of effective communication between you and your manager on your organisation?*
- *What is the influence of ineffective communication between you and your manager on your organisation?*
- *What recommendations can you make to improve the communication in your organisation?*

Interview questions posed to managers:

- *What would you regard as effective communication between you and your employees?*
- *What would you regard as ineffective communication between you and your employees?*
- *What types of communication would you regard as effective between you and your employees?*
- *What types of communication would you regard as ineffective between you and your employees?*
- *What is the influence of effective communication between you and your employees on your organisation?*
- *What is the influence of ineffective communication between you and your employees on your organisation?*
- *What recommendations can you make to improve the communication in your organisation?*

In the case where the participants were unable to answer the first question they were provided with a definition of effective communication, after which the interviews commenced and the question was posed once again by the researcher. The following definition was provided to the participants if they were unclear about the meaning of communication: Communication can be defined as an interaction between two or more parties or a two-way process in which information or data is exchanged (Hall & McCrorie, 2012; Hartman & McCambridge, 2011), but more specifically business or organisational communication can be defined as a process by means of which information and thoughts are exchanged among employees, departments and people outside the organisation (Khan & Khan, 2012). Before interviews started the participants were requested to complete a biographical questionnaire. The reason why

biographical information was requested was to enable the researcher to describe the population. A pilot study was also performed before commencement of the actual interviews to ensure that the research questions were accurate and clearly understood by all the participants to the pilot study. The pilot study was conducted with 3 participants within the construction industry who did not form part of the participants of the actual study.

Recording of data

Informed consent and permission was obtained from the participants before the interviews commenced. Participants granted permission for interviews to be voice-recorded by the researcher. Participants were also informed that anonymity would be obtained and therefore their names and the name of their company would not be disclosed. All the data obtained were captured in a Microsoft Excel Sheet. The voice recordings and transcribed Excel sheets are safely stored with password protection.

Data analysis

Since a qualitative research study was executed, the data were analysed by means of thematic analysis. This approach was utilised with the purpose of understanding, identifying and allocating themes, sub-themes and patterns within the data (Braun & Clarke, 2006). Thematic data analysis was utilised as a flexible method with which the researcher could efficiently identify, restructure and report on the findings of the current research study (Braun & Clarke, 2006). The researcher thus implemented the following six phases of thematic analysis as indicated by Brian and Clarke (2006):

Phase 1: Familiarising yourself with your data

The researcher was directly involved in the collection of data seeing that he conducted the interviews and used a recording device to capture all the data. It was in the researcher's best interest to collect data in a personal face-to-face manner to gain the best possible quality of data. Interviews were transcribed verbatim and captured in a Microsoft Excel sheet. Thereafter the researcher read through the entire dataset several times. This was done in order to get a detailed feel of the data collected and to refresh the researcher's mind and to gain an in-depth understanding of each response.

Phase 2: Generating initial codes

The verbatim transcribed data of managers and employees were captured in two separate Excel sheets. Thereafter, initial codes (categories) were assigned to the data collected. Once this was done each code was captured in a separate Excel sheet to add more structure to the coding process. The researcher read through the two Excel sheets numerous times with a view to ensure that the correct codes were generated and to also discover themes within the coded data.

Phase 3: Searching for themes

After the researcher had generated a list of codes from the data, he started to analyse these codes to extract themes and sub-themes from the data. This step was completed by making use of the assistance of a co-coder within the field of Industrial Psychology. Once the researcher had analysed the codes, the most prominent themes and sub-themes were discovered and assigned to the accompanying codes. The researcher, with the assistance of the co-coder, re-read and wrote down all the categories, themes and sub-themes again and again ensuring that it was of a high quality.

Phase 4: Reviewing the themes

Once the themes and sub-themes had been extracted and identified the researcher together with the co-coder read through all the themes again and ensured that the themes made sense and that each sub-theme gave a clear description of the accompanying theme. By doing this the researcher and the co-coder ensured that there no overlap occurred between themes so that each theme gives a clear description and explanation of the accompanying categories. Therefore patterns among themes were identified and recorded accordingly, and themes that were problematic were excluded. The same was done with regard to the sub-themes. Here the researcher and co-coder ensured that quotes supporting the sub-themes gave a clear indication or description of the extracted sub-theme.

Phase 5: Defining and naming themes

Once again the researcher therefore ensured that each theme was clearly indicated and that they were clearly described, explained and substantiated by the accompanying sub-themes and

quotes. Therefore each theme was explained by providing a detailed description of the meaning of the theme.

Phase 6: Producing a report

After the researcher had ensured that the themes, sub-themes and quotes were clear, understandable and in accordance with one another, he produced a final report in which he explained each of his findings. The findings were recorded within table format according to APA specifications. Below each table was an interpretation and discussion of each theme and sub-theme. The report was written with the purpose of providing the reader of this manuscript with a detailed picture of the collected data. The researcher furthermore made use of literature to substantiate and evaluate the results of the current research study.

Strategies employed to ensure data quality and integrity

It is extremely important to ensure the trustworthiness of qualitative data and the following four criteria were employed in order to ensure trustworthiness: 1) credibility; 2) transferability; 3) dependability; and 4) confirmability (Anney, 2014). Subsequently a description of the above mentioned trustworthiness criteria follow:

Credibility

The credibility was ensured by the researcher by exploring and researching other peer-reviewed articles in journals on the topic and providing a thorough literature review (Anney, 2014). Thus, what was meant by credibility is the validity of the research study and whether the research study explored what it was supposed to explore and whether the research question measured what it was supposed to measure (Yilmaz, 2013). Credibility refers to the internal validity by which the researcher ensured all necessary steps had been taken to clarify the phenomenon the research study was exploring (Glaser, 2017). This is where the pilot study played a role. In the pilot study the researcher included 3 participants to conduct a trial run to ensure that the research study explored what it was supposed to explore. The pilot study ensured that all participants understood all interview questions. The researcher also ensured that all his findings and conclusions of the data were true and that an accurate description was given by the participants (Anney, 2014).

Transferability

Transferability refers to the external validity of a study, meaning the generalisability of a study to other research studies, and to participants from different work environments (Yilmaz, 2013). The researcher ensured that by conducting this study and generating findings it would bring about a significant contribution to the theoretical and practical knowledge concerning the research topic at hand (Anney, 2014). The researcher thoroughly and in detail described the context in which the research had taken place. This was done to afford other researchers the opportunity of repeating or conducting this study on other populations or contexts. For the same reason, the researcher also described the participants in this study in detail.

Dependability

Dependability refers to the reliability of the research study and whether all the data were clearly defined, information was explicitly described in detail as well as the role of the researcher clearly indicated and whether the research study was based on previous peer-reviewed literature (Yilmaz, 2013). The researchers ensured that all the data collected and recorded were clearly indicated and a clear description was given thereof (Anney, 2014). Therefore a detailed description of the findings was recorded as well as the steps involved in the recording and analysis of the findings (Anney, 2014). The researcher ensured that a large amount of attention, effort and focus went into the methodology of the study.

Confirmability

Confirmability refers to the researchers assurance that his personal knowledge and opinions do not interfere with the research process or the opinions or viewpoints of the participants (Tong & Dew, 2016); thus leading to pure and raw information being obtained by the researcher from participants (Tong & Dew, 2016). The researcher made use of a large number of scientific articles confirming that the data analysis method is supported by and collaborates with those of other researchers (Anney, 2014). It is also of utmost importance for the researcher to remain objective throughout the collection, recording and analysis of the data and while formulating the findings. This entails that the researcher excludes his values and opinions from the research process, and remains open-minded and objective (Anney, 2014). The researcher had to remain objective so that his knowledge of the topic did not interfere with the answers given by

participants and that he could gain a better understanding of what employees and managers' perspectives were by keeping an open mind.

Reporting

The results were carefully recorded with utmost focus and attention in ensuring that no errors had been made and that good quality was upheld (Elo et al., 2014). The researcher reported all information in a clear, understandable manner to avoid any misconceptions and misinterpretations (Elo et al., 2014). The researcher recorded all the findings in table format. A description was given of themes and sub-themes as extracted from the collected data. Direct quotes from managers and employees were further used to substantiate the themes and sub-themes. A description and interpretation of the content of each table was given below each table. In the discussion section, the researcher made use of previous, scientific literature to support, contradict and evaluate the findings of the current research study.

Ethical considerations

The researcher implemented the following ethical guidelines within the research study:

- *Anonymity and confidentiality* - The researcher maintained anonymity by not disclosing the names of the participants or the organisations where data were collected (Flick, 2014). This also made the participants more comfortable to share their experiences with the researcher. The researcher further ensured both the participants and the organisations that no one else would have access to the data other than he and his study leader (Flick, 2014).
- *Information or data stored in a safe place* - The researcher informed each and every participant that the data collected was safely and securely stored on a laptop that is password protected. Also, transcribed Excel sheets were password protected and only the researcher and his study leader had access to the collected data (Flick, 2014).
- *Ask for permission to record their interview* - The researcher informed all participants about the recording device, and permission was obtained from each participant for recording the interview (Flick, 2014).
- *No harm* - The researcher informed the clients about their rights and that they were free to withdraw from the study at any point in time when they felt uncomfortable. The

researcher also took all necessary steps to ensure that no harm was inflicted on the participants (Flick, 2014).

- *Voluntary participation* - The researcher did not force anyone to participate in the study; participation was entirely voluntary (Ritchie, Lewis, Nicholls & Ormston, 2013). All participants provided written informed consent to partake in this research study.

FINDINGS

The findings of this study are arranged in accordance with categories. Within each category the themes and sub-themes (where applicable) are presented in table format and also discussed below each table. Categories 1 to 8 include themes and sub-themes that have been obtained from employees. Categories 9 to 16 include themes and sub-themes that have been obtained from managers. Direct quotes were also utilised to substantiate the extracted themes and sub-themes and are typed in italics.

Category 1: Description of effective communication according to employees

Under this category the participants were requested to give a description of what they understood by the term *effective communication*. For participants that really struggled to describe the term *effective communication* or that did not understand it, was provided with a clear definition. Most of the participants did however understand the term.

Table 2

Description of effective communication as indicated by employees

Themes	Quotes from participants
Access to type of communication	<i>“So when I communicate via email then they should all have access or availability to emails, so I must communicate on a channel that they have available”;</i> <i>“Communication should also be open and be in the right form so in other words the people on site should also have access to emails”</i>

Asking for advice	<i>"... go to my colleague's office and ask for her opinion about what I am doing and whether she thinks I am right.";</i> <i>"You are struggling with something and you know that I can help you it helps to bring the two together and say it is this guys' problem but I can help with this. Because she is good at that so being able to collaborate as a team that also helps."</i>
Clear instructions concerning work requirements	<i>"...intended requirements are communicated in a manner that is understandable between me and my manager.";</i> <i>"...very important for managers or supervisors to constantly communicate to the people they work with and tell people this is what is expected of you or this is not expected of you or you can try harder. ..."</i>
Comfortable expressing uncertainty	<i>"Encourage our employees to speak up or to ask questions when they are uncertain or unhappy about something.";</i> <i>"...give them the opportunity to ask questions if they are not sure about certain things."</i>
Communicating in a professional manner	<i>"...they should tell other people what they think at that moment in time or not exactly what they are thinking it should be professional..."</i>
Communicating value add to the team	<i>"Effective communication for me is being able to communicate with your team in such a way that you allow them to feel like they are adding value to the team.";</i> <i>"You approach them differently as it allows them not to shut down but to let them feel like their input are important and valued."</i>
Communication of goals	<i>"All understand each other and that we are using the same terminology and that we are working towards the same goal.";</i> <i>"Making sure you know what their aim is and what your aim is so that you work towards the same aim."</i>
Consistency of message	<i>"If someone communicate something to you now it should be the same thing they communicate to someone else on the same topic or question."</i>
Detail-oriented information	<i>"...giving more information and not giving half information ... because as you say if I have half the information I can interpret whatever I see of it...";</i> <i>"I think when you present yourself to the other worker you must have a piece of paper with the correct and in detail information of what needs to be done."</i>
Ensure message was received correctly	<i>"...need to confirm or get feedback on whether they understand what you want to get to and what they want and know and making sure you know what their aim is and what your aim is so that you work towards the same aim...";</i> <i>"...communicate a message to a person, whether it's an individual or a group and then to make sure that they understand the information given..."</i>
Follow-up meetings	<i>"So what has worked in the past or that is still working is when we call a meeting of 5-10 minutes when could discuss same pointer and then if we can a follow up meeting.";</i>

		<i>"So follow up meetings are essential to effective communication. Primarily our medium of communication is verbal that happens in our meetings."</i>
Honesty		<i>"...where people have to be honest with one another or with each other and people also have to be transparent.";</i> <i>"...must be able to take information from one person directly to the guys and give them the truth and not half of the story."</i>
Listening		<i>"...effective communication sometimes, we sit down as a team and you being able to listen to other people ...";</i> <i>"So I think it is in the end of the day listening and openly communicating and asking a lot of questions."</i>
Open communication		<i>"Effective communication should also be open and be in the right form...";</i> <i>"So I think it is in the end of the day listening and openly communicating and asking a lot of questions."</i>
Opportunity for sharing viewpoints		<i>"So having meetings for me is effective communication. Sometimes we sit down as a team and you are able to listen to what other people are saying and you can do you can add an input into another division or promotional or events...";</i> <i>"...we all work together and that we all can communicate and also where we are given an opportunity to share our thoughts..."</i>
Regular communication		<i>"We communicate on a daily basis, whether it's face-to-face, having meetings, sending out emails or messaging the employees.";</i> <i>"...I think it is very important for managers or supervisors to constantly communicate to the people they work with and tell people this is what is expected of you..."</i>
Understanding different individuals		<i>"...you work with different kinds of teams ... the most important thing is that you need to understand the people you are working with ...";</i> <i>"I think effective communication between me and the people I work with or work for is that we are on a level that we all understand each other..."</i>
Understanding of jargon		<i>"...that we all understand each other and that we are using the same terminology..."</i>

Table 2 provides the description of effective communication as obtained from the perspective of employees. Quotes were also provided to indicate the responses associated with the themes. A discussion follows below on the themes:

- *Access to type of information:* Effective communication is dependent on managers using the correct type of information to which employees have access. Therefore, if managers communicate via email, employees should have access to it.
- *Asking for advice:* Employees and managers depend on one another and feel comfortable asking one another advice, because occasionally they have better ideas or have something of value to add.
- *Clear instructions of work requirements:* When implementing effective communication the managers should ensure that the work requirements or tasks to be completed by employees should be clearly communicated. This will allow for less miscommunication to take place and less errors occurring. Managers should also ensure that employees are granted the opportunity of asking questions for ensuring that they had clearly understood what was expected of them.
- *Comfortable expressing uncertainty:* Managers should allow time allocated after every work task instructed to employees, for them to ask questions about that specific task. This is to ensure that they minimise the risk of uncertainty and know what to do or what is expected of them. With that managers should encourage employees to speak up and communicate when they are uncertain about a task they have to perform to minimise the level of miscommunication or misunderstanding.
- *Communicating in a professional manner:* Employees mentioned that effective communication takes place when managers or colleagues say what they want in that moment of time and express themselves in a professional manner.
- *Communicating value add to teams:* Managers should constructively communicate to their employees about the value that each employee adds to the team.
- *Communication of goals:* Managers should speak and express themselves in such a manner that is understood by the employees and that they have a clear explanation of what the aim or goal is they are working towards. Managers should also ensure that employees are aware of their roles regarding the achievement of these goals.
- *Consistency of messages:* Managers should ensure that all messages conveyed to the employees are consistent with the messages they convey to the rest and not something differently. It must remain the same especially by ensuring that it is the same message about the same topic.

- *Detailed orientated information:* The managers should also ensure that they provide the employees with detailed oriented information so as to provide them with the necessary context to perform their tasks or job correctly and not simply provide them with half of the information.
- *Ensure message was received correctly:* Employees view effective communication between them and the manager as correctly understanding the message delivered. This is achieved when managers ask for feedback by asking the employees whether or not they understand the question. Even if information was given in a group or individually the manager should ask for feedback to ensure that employees understand what was meant by the information and that they know what they are working towards.
- *Follow-up meetings:* Employees perceived effective communication as having follow-up meetings even if it is just 5-10 minutes with a view to discuss the task requirements.
- *Honesty:* Employees want to receive truthful information pertaining to tasks from managers. They want to receive the truth about what they have to do, how they do it. They want the information to be transparent and not just half the information.
- *Listening:* Effective communication for employees is about listening to what managers are saying as they can add valid input.
- *Open communication:* Some employees suggested that open verbal communication is essential in which employees can ask questions to managers and where managers communicate with them in an open discussion.
- *Opportunities for sharing viewpoints:* Employees perceive effective communication as being granted an opportunity in which they can sit within their teams or with the manager and listen to one another's input or ideas and express their viewpoints.
- *Regular communication:* Employees perceived effective communication as having regular communication between them and their managers even if it is face-to-face or sending emails or messaging each other – all for the purpose of ensuring that everything is going according to plan.
- *Understanding different individuals:* Managers should be aware of the fact that they work with different individuals and that they should know how to best work with the employees.

- *Understanding jargon:* Employees mentioned that for effective communication to prevail they should all use and be familiar with the terminology or jargon used within the organisation and its process. This is to ensure that they understand what is being said and what they should do.

Category 2: Description of ineffective communication as indicated by employees

Under this category the participants were requested to give a description of what they understood by the term *ineffective communication*. However, all the participants understood the term.

Table 3

Description of ineffective communication as indicated by employees

Themes	Quotes from participants
Convey messages when not focused	<i>"...when he quickly phones you and you are busing driving saying can you quickly do this or that – it is ineffective."</i>
Dishonest communication	<i>"...can call it like a mushroom effect - if you keep a guy in the dark and keep feeding him the incorrect information that it ineffective so he must give you the truth and all the information to be effective."</i>
Informal hallway conversations	<i>"...running past each other in the hallway saying remember to do this, remember to do that, and you don't actually have that where that person is sitting down and actually go read it at the end of the day...";</i> <i>"...I think if you as a person have 15 loose ends it is 15 clients that is effectively waiting to hear back from you or your manager and if you are just shouting it around the hallway somebody is going to forget and then it never gets paid attention to..."</i>
Lack of detail oriented communication	<i>"Basically then the opposite - just giving half the information, you do not really know what to do so you are saying I think you should do this or not really siting, thinking and planning it..."</i>
Lack of timely communication	<i>"So then people would rather leave it hanging or discuss it at a later stage because it might be uncomfortable to discuss at that stage, especially when it comes to performance or difficult situations.";</i> <i>"It should not be left to talk about it at a later stage."</i>

Lack of trust in relationships	<i>"So if there is no trust in work relationships then I think then the communication gets the worst end of the work relationship."</i>
No communication	<i>"I think no communication at all is the worst form of communication.";</i> <i>"I would say it is non-existing communications where things are taken for granted and assumptions are made where a manger would assume that the worker knows what is required of him..."</i>
Not conveying instruction directly	<i>"I think sometimes when the message doesn't come to me directly like if he calls someone else and tells them to tell me what told do then it is a bit like - why couldn't you just call me?...";</i> <i>"It has happened before where I would ask, say for example Mr X, to please tell Mr Y to send out all the invoices before the end of the day. On the way to Mr X's office Mr Y gets a phone call from the warehouse and needs to be assist there asap and Mr X never receives the message."</i>
Not ensuring message was received correctly	<i>"So for me ineffective communication is when you don't follow up on your instructions and just assume your employees know what to do and that they have received the necessary information.";</i> <i>"Sometimes an email will be sent out giving instructions or giving information through and then people just assume that everyone received the message and that everything will go according to plan."</i>
Not listening	<i>"I have realised that managers manage but they don't always listen to listen to answer and I think it is when the system isn't a 100% in place and things start falling through the cracks."</i>
Not receiving feedback	<i>"So for me it is more like autocratic and you are just like giving out orders but you never take the time to get feedback."</i>
Not understanding jargon	<i>"So sometimes when we communicate through the jargon in my job or in my content sometimes they don't understand the state and the scope that I am talking about.";</i> <i>"...when you are working with financial people or non-financial people and you use terminology that is not explicit for the financial people and you are making it then difficult for them to understand what you are trying to convey so use the correct use of jargon for which depart that it fits."</i>
Type of communication not accessible	<i>"...the different technology is when I use I used email communication that they don't have access to it..."</i>

Table 3 depicts the description of ineffective communication as received from the perspective of the employees. Quotes were utilised to substantiate the themes as extracted from the analysed data. Following is a discussion on the themes:

- *Convey message when not focused:* Employees stated that ineffective communication is for example when you are busy driving and someone phones you saying you have to remember to do this and that. After the phone call the person will most likely forget or forget the details as they didn't give all their attention and focus to the person on the phone, therefore one should be entirely focused when receiving important communication.
- *Dishonest communication:* Employees mentioned that when you keep a person in the dark and don't communicate the correct or truthful information to them it results in ineffective communication.
- *Informal hallway conversations:* Employees mentioned that once you have informal conversations with your manager in the passage who says: "Remember to do this and this", it is regarded as being ineffective communication. It is ineffective as they tend to forget. The details get lost since they did not write down the information.
- *Lack of detail oriented information:* This occurs as indicated by employees when managers convey messages or information to employees but not in detail, resulting in confusion and uncertainty.
- *Lack of timely information:* When communication does not occur at a time that it should, it is regarded as ineffective by managers. Problems should also be addressed immediately and not left to deal with at a later stage.
- *Lack trust is lacking in relationships:* When communication occurs between managers and employees and trust is lacking, it may cause both parties to avoid communicating with each other and it may influence the working relationship adversely.
- *No communication:* When no communication takes place, or when it does take place between an employee and the manager and assumptions are made by manager that the employee knows what to do, ineffective communication takes places and causes problems.
- *No opportunity for sharing viewpoints:* Employees stated that when they are not granted the opportunity of sharing their viewpoints or inputs, they regard it as being ineffective communication.
- *Not conveying instructions directly:* Some employees view ineffective communication as being communication not received directly from managers. Therefore, when

managers use other employees to convey a message to them, the message or details of the message may get lost or interpreted incorrectly.

- *Not ensuring the message was received correctly:* Ineffective communication, as indicated by some employees, occurs when managers send a message and they do not follow up to make sure whether the message was received correctly.
- *Not listening:* When managers do not listen to the employees it is regarded as ineffective. It is therefore important for employees to be listened to by managers.
- *Not receiving feedback:* Employees mentioned that when communication occurs from one side only in which orders are given by the managers but they never provide feedback or take the time to give feedback to employees it can be regarded as ineffective communication.
- *Not understanding jargon:* Employees stated that ineffective communication occurs when people use terminology or jargon that others are not familiar with. It is therefore important for individuals to be aware of and understand the business jargon.
- *Type of communication not accessible:* Employees mentioned that ineffective communication takes place when a person communicating to you uses, for example, emails while you do not have access to emails.

Category 3: Effective types of communication as indicated by employees

Under this category the participants were requested to give a description and express their knowledge of the different types of effective communication as they see it. Participants mentioned various types of communication they regarded as effective within the workplace.

Table 4

Effective types of communication as indicated by employees

Themes	Sub-themes	Quotes from participants
Computer-mediated communication	Emails	<i>"I would say either mails because then you can go back and say you know but this is exactly what you have asked for.";</i> <i>"...computer is a good communication channel like via emails and you can record it as well. So what I meant with keep the records is that you will be able to keep proof of what your manager send you or you have forgotten everything in detail that you had to communicate to your people so you can then backtrack to see what you have missed."</i>
	Note books	<i>"We all have little note books that we run around with ..."</i>
	SMS	<i>"...even sms's you know just reminding - remember we did this and this and this and this needs to happen, to give an overview."</i>
	WhatsApp	<i>"So we tend to use emails, phones and WhatsApp, using the technology is effective...";</i> <i>"...there's the very common WhatsApp group, if something is very important and needs immediate attention we will make use of the group."</i>
Face-to-face communication	Group meetings	<i>"In our organisation we make use of daily morning meetings, so we will meet every morning to discuss the day ahead, talk about some possible problems that might occur or problems that needs to be sorted out or addressed.";</i> <i>"I think on sites it should be on groups with verbal communication as I think it is the best. It should happen in groups as it is more time efficient..."</i>

	One-on-one meetings	<i>"For me it is when my managers calls me and we sit down and he says okay I want you to do this and this what do you think does it make sense.";</i> <i>"...actually one-on-one meetings ..."</i>
Non-verbal communication	Body language	<i>"...and communication where you see and use body language and communication in leading and showing people what to do so that they can understand."</i>
	Diagrams/charts	<i>"So probably when you use diagrams or charts they would probably understand better."</i>
	Video's	<i>"You can also call the guys to the conference room, show them a video of how things should be done"</i>
Verbal communication	Telephone/cell phone	<i>"So we tend to use ...phones ... using the technology is effective and then as I mentioned using this notes books and please discuss this methods.";</i> <i>"...if my managers needs me on a Saturday he can call me."</i>
	Pen and paper	<i>"Keep everything to the pen and paper...";</i> <i>"I think when you present yourself to the other worker you must have a piece of paper with the correct and in detail information of what needs to be done."</i>

Employees were requested to describe the types of effective communication they prefer in their workplace. A discussion follows below on the themes and sub themes as extracted from the analysed data:

- *Computer-mediated information:* Some employees stated that using electronic communication is effective. Some use emails as they can keep a physical record of what their managers had said. Others will use it as an effective tool to fall back on when they have forgotten some detail about what they had to do. Some employees mentioned that

using cell phones for messaging someone or using WhatsApp is effective. *Diagrams and charts:* Employees mentioned that another effective type of communication is for managers to use diagrams and charts to explain things to them in order to understand better.

- *Face-to-face communication:* Another effective type of communication is that of one-on-one meetings and group meetings in which managers and employees can express their concerns or problems and what they have going for the day.
- *Non-verbal communication:* This is also an effective way of communicating as you can use body language to communicate with others. For example, one can lead by example, therefore making use of body language to explain to others what to do. Others would use the expertise of a video conference to convey information via a presentation.
- *Notice board:* Some employees mentioned that using notice boards is an effective way of communicating with others.
- *Verbal communication:* Using telephones and cell phones for communicating was also mentioned as being effective, seeing that it is faster and therefore more time efficient.
- *Written communication:* Some employees mentioned using a pen and paper or note book to also be an effective type of communication. It therefore enables you to make notes or lists of information wish to convey to others.

Category 4: Ineffective types of communication as indicated by employees

Under this category the participants (i.e. employees) were requested to describe and express their knowledge of the different types of ineffective communication as they see it.

Table 5

Ineffective types of communication as indicated by employees

Themes	Sub-themes	Quotes form participants
Computer-mediated communication	Email	<i>“Emails like I think I have mentioned already, emails is a no no for us...”</i>

Verbal communication	One-on-one conversations	<i>“Whereas ineffective communication types are like hear what the person or manager is saying and trying to remember the information and you are just verbally speaking out of the fist that is ineffective.”</i>
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Employees were requested to describe the types of communication they regard as ineffective between themselves and their managers. Below a discussion follows of the themes and sub themes as extracted from the analysed data:

- *Computer-mediated information:* Some employees mentioned that they do not use email at all so it is not an effective way of communication for them.
- *Verbal communication:* Some employees mentioned that when one goes to the manager’s office and listens to all that he is saying and one is trying to remember it all, it constitutes ineffective communication.

Category 5: Influence of effective communication on organisational outcomes as indicated by employees

Under this category the participants were requested to give a description and express their opinions about the different influences of effective communication on organisational outcomes. Below is a description of the themes as extracted from the data analysis.

Table 6

Influence of effective communication on organisational outcomes as indicated by employees

Themes	Quotes from participants
Clarity on organisational operations	<i>"The influence will be major I mean everything will be where it needs to be, you know you will have a happy client intel basis, happy staff all around, everybody will feel that when they come into the office they have a solid foundation and know what is happening.";</i> <i>"I think this is when your manager feels lost that everybody around him will feel lost. ... I mean when you come into an office and you feel confused you are not going to know what is going on around you."</i>
Continues improvement	<i>"So effective communication is basically a good thing for the company, because it influences whether the company becomes stagnant or continuous improvement and innovation."</i>
Increased financial performance	<i>"...it will have a financial impact at the end of the day....";</i> <i>"It means that the production time is less, more production, more money flow..."</i>
Increased innovation	<i>"So effective communication is basically a good thing for the company, because it influences whether the company become stagnant or continuous improvement and innovation."</i>
Increased motivation	<i>"...you are part of a goal or company goal. So it gives motivation and definitely productivity."</i>
Job satisfaction	<i>"... happy managers and happy employees."</i>
Organisational operations run smoothly	<i>"So having effective communication allows the organisation and tasks or projects within it to run smoothly if I get my communication and deadlines on time"</i>
Positive organisational culture	<i>"If there is effective communication there are so many other influences such as it will have an effect on the company culture..."</i>
Pride in work	<i>"...when your input is asked for when you do something and it gets presented to GM and presentations at region level and it is your work there is a sense of pride..."</i>
Productivity	<i>"So your productivity will be effected when you feel motivated and significant as you know what is expected of you as all this depend on effective communication."</i>

Reaching organisational goals	<i>"I think this is very important as communication is fundamental to success because then we all understand and we are all working together to the same goal and everybody can then be given an opportunity to give their input and make sure we achieve the objectives at hand.";</i> <i>"So therefore communication is also important because other people might think we are working towards the same goals..."</i>
Reduced conflict	<i>"There are no misunderstandings, no fighting and no need to explain to clients why things went wrong with their orders..."</i>
Reduced uncertainty	<i>"...everybody will feel that when they come into the office a solid foundation and know what is happening."</i>
Satisfied customers	<i>"... a happy client intel basis..."</i> <i>"It means that the production time is less, more production, more money flow, happy clients, happy managers and happy employees."</i>
Value-add	<i>"...feel more significant, it makes you feel if you have a purpose because that person actually communicates with you.";</i> <i>"Well I think that the biggest thing is that you feel like you are adding value and that is very important for someone because you want to feel like you matter..."</i>

Table 6 reflects the influences of effective communication between managers and employees on organisational outcomes. Below is a description of the themes as extracted from the analysed data:

- *Clarity on organisational operations:* Communication has assisted in reducing confusion within the organisation as everyone knows what has to be done and when it should be done. Employees mentioned that when communication is effective, everyone in the organisation is aware of important deadlines and organisational operations.
- *Continuous improvement:* When effective communication prevails it results in improved productivity and ultimately continuous improvement. With communication present, the staff of the company converse continually about how to improve the company.

- *Increased financial performance:* If the communication has a positive effect of the production and operations of the organisation it means that the financial performance will also increase.
- *Increased innovation:* Employees and managers are also able to communicate with each other in looking for new ways of improving and enhancing the products of their company, leading to products of a better quality. So it remains a dynamic process of improved innovation by members of the company.
- *Increased motivation:* Communicating the company goals to the employees allows them to feel part of the organisation which motivates them largely.
- *Increased productivity:* Some employees also mentioned that productivity will increase as everyone knows what their roles or functions are.
- *Job satisfaction:* Other employees mentioned that the influence of effective communication will allow them to know where things are and how to do them. It would result in happy clients and happy members of staff. So in essence, when managers and employees communicated with one another it would lead to job satisfaction as employees will know what to do, how to do it and what the expectations of their managers are.
- *Job satisfaction:* When effective communication prevails between managers and employees it creates job satisfaction as they understand each other and work effectively and efficiently together to reach common goals or objectives.
- *Organisational operations run smoothly:* When everyone knows what is being expected of them or what their functions are, it would give way to the operations running smoothly within the company. Employees also said that when managers have communicated what the aim or goal is and how each of them has a role to fulfil in achieving the goals they are able to work together and make their contribution in reaching the goals.
- *Positive organisational culture:* Employees mentioned that the absence of communication has a multitude of negative effects on the organisation. Effective communication, on the other hand, leads to a positive organisational culture.

- *Pride in work:* Employees also mentioned that when they are given an opportunity to present or communicate their work to general management it gives them a sense of pride.
- *Productivity:* When employees know what is expected of them and how they should execute tasks as communicated to them by their managers, it would increase productivity throughout the organisation.
- *Reaching organisational goals:* Some employees indicated that when they communicate effectively, they tend to understand tasks and others better. This allows them to work more efficiently towards the same organisational goals.
- *Reduced conflict:* Effective communication reduces misunderstanding and fighting, thereby resulting in reduced conflict.
- *Reduced uncertainty:* employees mentioned that effective communication decreases uncertainties felt by employees.
- *Satisfied customers:* The influence of effective communication also spills over to customers. Effective communication between employees and customers increases customer satisfaction, thereby resulting in managers also being satisfied and happy with employees.
- *Value add:* Some employees said that they feel valued when they are being communicated with and not kept in isolation. When they feel more significant they feel as if they have a purpose in the organisation and are actively contributing to the goals of the organisation.

Category 6: Influence of ineffective communication on organisational outcomes as indicated by employees

Under this category the employees were requested to indicate the influence of ineffective communication on organisational outcomes. Participants mentioned various outcomes, which are discussed below.

Table 7

Influence of ineffective communication on organisational outcomes as indicated by employees

Themes	Quotes from participants
Conflict	<i>"It will definitely cause conflict....";</i> <i>"... unhappiness between the manager and the employee who made the mistake or even correcting the manager with his or her mistake all because they didn't communication clearly."</i>
Demotivated employees	<i>"So if everything is not going well communications wise ... you are going to end up with workers not wanting to work here because they keep receiving the incorrect information.";</i> <i>"It will definitely cause ... lack of motivation"</i>
Missed deadlines	<i>"I think production wise you will not survive due to the competition outside, you are not going to meet your manufacturing dates and delivering dates.";</i> <i>"So if I missed an email saying what my deadline is. if I only see the mail on the 9th or the 8th I am already pass the deadline..."</i>
Negative impact on organisational operations	<i>"So if our communication is not effective I see all of these departments in the company being affected when just communication at engineering is ineffective...";</i> <i>"So the influence of ineffective communication would be miscommunication between managers and employees which would lead to wrong information to wrong orders ..."</i>
Negative public image	<i>"I think loss of money, loss in respect from the client you know from the public eye or their view on the organisation.";</i> <i>"...it creates a bad name...."</i>
Not reaching organisational goals	<i>"You can work very hard and everybody can do their best but you will end up achieving different goals because you didn't understand correctly from the start of the message."</i>
Reduced financial performance	<i>"...serious miscommunications could have a negative impact on the finances of the company...";</i> <i>"So other negative influences is loss in profits...."</i>
Reduced productivity	<i>"So the influence of ineffective communication would be miscommunication between managers and employees which would lead to wrong information to wrong orders to loss in production time..."</i>
Reduced quality of work	<i>"...communication at engineering in ineffective, because in the end of the day things that you would get is work that is substandard..."</i>

Unsatisfied customers	<i>"...The client in the end of the day won't be satisfied....";</i> <i>"I think loss of money, loss in respect from the client you know from the public eye or their view on the organisation."</i>
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The table above provides a description of themes. Participants (i.e. employees) were requested to reveal influences on organisational outcomes if communication is ineffective between themselves and their managers. Below a description follows of all extracted themes:

- *Conflict*: Ineffective communication leads to misunderstandings or miscommunication that will cause conflict and will give way to employees being demotivated.
- *Demotivated employees*: Employees mentioned that the presences of communication will lead to demotivated employees as no one know where things are or what they should do.
- *Missed deadlines*: When employees miss important information or do not receive all the details due to poor communication it would lead to them not being able to meet their deadlines. This may be due to emails being received late so they cannot meet their manufacturing and delivery dates.
- *Negative impact on organisational operations*: The influence of ineffective communication as indicated by the employees on the organisation will be the fact that it creates conflict. When lack of communication occurs between managers and employees then misunderstanding start to arise, some information are not communicated to employees from managers. This leads to orders being processed wrongly, which creates issue in production and unsatisfied customers. Once all of this has happened it creates unsatisfied managers and employees. It would also result in negative implications for manufactures if reps or employees do listen actively to what the client orders are and they give the wrong orders to the manufacturers.
- *Negative public image*: Employees mentioned that when wrong orders are being processed due to ineffective communication it would result in client or customers receiving the wrong products which can create a bad image or reputation for the organisation.

- *Not reaching organisational goals:* When communication is not up to standard between manager and employee then the employee is unable to correspond to the needs of the manager in reaching the organisational goals. This is due to the fact that employees will not know what they are supposed to do, what role they play within the achievements of the organisational goal and how they should execute tasks.
- *Reduced financial performance:* Miscommunication between managers and employees can have massive financial implications for the company.
- *Reduced productivity:* Miscommunication could also lead to reduced productivity within the organisation as employees give wrong orders to the production lines and then they have to redo all the work. When ineffective communication occurs it leads to problems occurring within departments that leads to the companies' operations taking a negative hit.
- *Reduced quality of work:* when employees are demotivated because of ineffective communication between themselves and managers it may cause them to produce poor quality work.
- *Unsatisfied customers:* Ineffective communication from managers to employees can result in unsatisfied customers when the end product was not correct due to misunderstandings between managers and employees.

Category 7: Recommendations made by employees to improve communication between managers and employees

Employees were requested during interviews to make recommendations on how communication can be improved within their organisation. Employees made numerous recommendations as indicated within the table and discussed below the table.

Table 8

Recommendations made by employees to improve communication between managers and employees

Themes	Quotes from participants
Caring about personal well-being of employees	<i>"So managers can just care beyond just what somebody can deliver what he needs to do and care about a person's life and wellbeing, that would also I think, enhance better communication."</i>
Communicating role and responsibilities of employees	<i>"Also have clear guidelines to what you actually need and then make sure you communicate it to the relevant people.";</i> <i>"So it is when you call everyone in and you give them a piece of paper with the instruction of what they have to do ..."</i>
Communication organisational goals	<i>"One thing that resonates with me is that company vision communicated downstream and that everyone within the company is familiar with the company vision number 1 ...";</i> <i>"...understanding their role in the vision although it cannot be an absolute or a given but once people know the vision of the company even if it is not prescribed within their role people can still have inputs ... to basically see the company vision to realisation or materialisation basically."</i>
Ensure messages was understood correctly	<i>"I think what is important is to always test for understanding and make sure that when you have a meeting with different guys, different backgrounds and different skills that we all understand the message of the goal in the same way and make sure we grasp the aim ..."</i>
Follow the correct chain of command	<i>"The recommendations that I will give is that there needs to be open channels of communication, their needs to be a clear chain of command that starts with the boss and runs down to the ground employees and each link must link together in order to get the correct information."</i>
Maintain good relationship between manager and employees	<i>"If you don't have a good relationship with them then obviously communication won't be as good as with a person with a great relationship and a common understanding."</i>
Providing employees with opportunities to share ideas	<i>"I think that it is very important to encourage all employees to participate as much as possible, by bringing new ideas to the table, by being involved and by being honest when things are not quite as they would prefer it to be.";</i> <i>"You might also get people in the company that has the best inputs or ideas therefore it is important to give everyone a fair opportunity to present their ideas or form part of this process."</i>

Providing recognition to employees	<i>"It is then also extremely important to notice their responses and to give them credit for their hard work or their involvement."</i>
Providing training and workshops	<i>"Umm training can be one of them and then also it should come from top management as it is corporate culture.";</i> <i>"I also think like other interventions like group or team orientated workshops where people get to know each other.";</i> <i>"Have team building with specific focus on communication."</i>
Regular feedback	<i>"You know it is just that constant feedback I don't think a person can communicate enough or get enough feedback in the end of the day to know that the manager also knows what is going on in the company, also between his staff and his clients."</i>
Regular scheduling meetings	<i>"Having weekly meetings, maybe beginning of the week meetings and end of the week meetings, projections - this is what happened this week and this is what we expect next week.";</i> <i>"...in that meeting then have time to discuss everything that needs to be discussed and then apply it."</i>
Transparent communications	<i>"I think that it is very important to encourage all employees to participate as much as possible, by bringing new ideas to the table, by being involved and by being honest when things are not quite as they would prefer it to be.";</i> <i>"So I would say that communication needs to be more transparent and it must be quick and not have any underlining message..."</i>

Employees made various recommendations in order to improve communication between managers and employees within the organisation. Table 8 provides the description extracted themes:

- *Caring about personal well-being of employees:* Employees believe that managers should care about their well-being instead of just seeing them as someone they just work with that has to keep delivering in the organisation.
- *Communicating organisational goals:* Also when managers communicate the organisational goals to employees it is regarded as effective communication by employees. This will ensure that everyone within the organisation work towards the same goal.

- *Communicating role and responsibilities of employees:* Employees also recommended that managers provide them with clear guidelines pertaining to their role and responsibilities they have to perform within the organisation.
- *Ensure message was received correctly:* Managers should also take the initiative in making sure that their employees understand the content of the messages that managers convey to them. By doing this managers can also ensure that employees always understand what is expected of them within the workplace setup.
- *Follow the correct chain of command:* Employees recommended that there should be a clear chain of command within the organisation in which information travels from top management down to the employees. The message should also be passed down correctly from top management to the employees.
- *Maintain good relationship between managers and employees:* Maintaining a good relationship from both the managers and employees perspective is essential if they want communication to improve between them.
- *Provide employees with opportunity to share ideas:* It is also very important for managers to ask for the opinions or views of employees and encourage employees to speak up if they have something to add. This cause employees to experience a sense of value add within the organisation.
- *Providing recognition to employees:* Employees believe that getting recognition for the hard work and inputs they provide managers will motivate them to communicate in an effective manner with their managers.
- *Providing training and workshops:* Employee recommended that a change in corporate culture should be implemented form top management in order to establish better communications. The organisation needs to implement more individual and group interventions and training workshop specifically addressing communication. It needs to be team orientated in order to establish teamwork between managers and employees. It is also a good idea if the training is provided by external sources.
- *Regular feedback:* Another recommendation that employees mentioned that will improve communication within the organisation is that of constant feedback from managers. This will ensure that managers know what is going on in the organisation as well as what employees are working on.

- *Regular scheduled meetings:* Something that goes hand in hand with effective communication is scheduling regular meetings in which managers and employees can sit together and discuss important expectations and tasks.
- *Transparent communication:* When managers make decisions they need to convey the decisions or information about the decisions down to the employees. It should be transparent and clear in what they say or do. As indicated by employees it is important that communication be trustworthy and sincere and that there are no underlying messages being conveyed.

Category 8 to 15 includes the themes, sub-themes and quotes as extracted from the data collected from managers.

Category 8: Description of effective communication as indicated by managers

Under this category the managers were requested to give a description of what they regard as effective communication. All of the managers understood the question and provided the researcher with various descriptions of the term.

Table 9

Description of effective communication as indicated by managers

Themes	Quotes from participants
Caring about personal well-being of employees	<i>“So that is also part of communication, so if you cannot pick up the sensitivities and the no go areas in a person, you are more likely to create more conflict than to effectively communicate with them. It is a lesson that I have learned through the years.”</i>
Clear instructions of work requirements	<i>“Effective communication would be when they understand what I am saying and when they know what I want them to do, then it is effective.”; “A good employee-employer relationship is that if your employee knows exactly what you expect and when you expect it. It makes whatever you communicate effective because they know the place from which the message or whatever you are instructing them to do comes from.”</i>

Communicating changes	<i>"I said, one of the most fundamental things with communication is to change management, we need to be able to communicate changes."</i>
Conveying message directly	<i>"... tell them directly listen that and that is the instructions and to do it in detail.";</i> <i>"But when you meet them personally and say this is what I mean and this is what you have done wrong. The person should not be influenced by a third party ... "</i>
Detailed oriented information	<i>"Also making sure that the messages are clear and in detail so that nothing gets missed."</i>
Ensure message was received correctly	<i>"So I give instruction ask them do you understand then he tells me yes then I go back and see yes he does understand or no he doesn't understand.";</i> <i>"So by making sure they understand the project or task I would explain it to them 3 times to make sure that they understand it and make them repeat it back to be."</i>
Inform employees of preferred ways of communicating	<i>"Your employees also need to know that when I work with a boss like this it's important for them to check their emails because the information will be sent through an email or the boss who sends messages or calls. So it depends on different modes of communication."</i>
Open-door policy	<i>"For me as well my assistant we have an open-door policy and the nice thing is he comes in we sit opposite each other so if we have to communicate with each other it is easy and fast."</i>
Opportunity of sharing viewpoints	<i>"The only aspect is that you need to be willing as an employer or to be able to open up to the ideas. Employees don't leave organisations because of salaries, they leave organisations because they feel they are not heard."</i> <i>"I am one of those guys who would come to my employees and say what do you think of this guys, what do you think would work... ?"</i>
Giving employees recognition	<i>"Now, that is very key to how you manage your organisation so how you communicate with your people and how you recognise them is very important."</i>
Regular meetings	<i>"... I like meetings every morning meeting and there you communicate to the employees what do you want for the day, all the tasks that need to be performed on the day.";</i> <i>"Well at the moment we have daily meetings, where we discuss problems that might occur, we give information through that might be important for the day or the way."</i>

Table 9 provides the description of effective communication as gained from the perspective of managers. A discussion follows below on the meaning of themes:

- *Caring about personal well-being of employees:* Some managers described effective communication as caring for the personal well-being of their employees. When one cares about one's employees one will be more comfortable to communicate sensitive issues with them.
- *Clear instructions regarding work requirements:* Managers said effective communication can be described as giving clear instruction to employees on what is expected of them (i.e. their roles and responsibilities).
- *Communicating changes:* Managers mentioned that they need to be able to communicate changes that occur within the organisation which have an effect on employees. By doing this, employees can feel empowered and part of the organisation.
- *Conveying message directly:* Some managers perceived direct communication with employees to be effective as one can tell them directly what to do and how to do it be it over the cell phone or face-to-face. Messages should therefore not be conveyed through a middle man, but rather to the person directly.
- *Detail oriented information:* Managers suggested that whenever messages and information are transferred they should ensure that all detail is included and it is clear so as not to leave out important information.
- *Ensure message was received correctly:* When communicating to employees and requesting them to complete a task, the managers should ensure that the message was received correctly by asking the employee for feedback on whether they understand the message or the instructions.
- *Inform employees of preferred way of communicating:* Managers believe that employees should familiarise themselves with the different ways in which managers prefer to communicate. Some managers prefer emails over face-to-face and vice versa.
- *Open-door policy:* Open-door policy is regarded a description of effective communication by some managers. The reason is that the communication then happens faster and easier between them.
- *Opportunity of sharing viewpoints:* When in a meeting with employees, managers should allow the employees to share their views on the subject and also ask them for their opinion or input; this leads to effective communication between managers and employees.

- *Giving employees recognition:* It is very important for managers to take note of the manner in which they communicate with their employees and that giving them recognition for their input is essential for effective communication.
- *Regular meetings:* Effective communication for managers also takes place when they have daily meetings in which they would then discuss with employees what is going to happen for the day, what they expect of them and then to discuss any problems that might arise.

Category 9: Description of ineffective communication as indicated by managers

The managers provided the researcher with many descriptions of what they regard as ineffective communication between themselves and their employees. Below, a description follows of themes and sub-themes.

Table 10

Description of ineffective communication as indicated by managers

Themes	Quotes from participants
Inconsistent messages	<i>"So for me ineffective communication will be if the message keep changing the whole time.";</i> <i>"So effective communication in my eyes would be if a message could stay consist form central office to the outlets. We also don't look very professional if we tell customers one thing and then keep changing it or miss deadlines."</i>
Lack of timely communication	<i>"Time, if you are in a hurry you assume that if you quickly pass by someone and you tell him you quickly do this and then you run off and you think right it is sorted but actually you've either miscommunicated or confused the person or sometimes they catch it and do what you asked him to do."</i> <i>"So I think when you are in a hurry and you don't quite explain properly then that's the results that you get, so you must not communicate when you are in a hurry or have something to do then you should rather leave them to with something that they can do and not rush a command."</i>

Language barriers	<i>"Well because there is a language difference so I speak Afrikaans and they speak Sotho and this results in a lot of problems every times when we communicate.";</i> <i>"Well language, having different language barriers as some people don't understand Afrikaans at all and struggle with English so it is sometimes difficult to get them to understand instructions."</i>
Not conveying instructions directly	<i>"Ineffective communication is when you make use of other people it maybe 2 or 3 people to convey a message to the end of the communication channel.";</i> <i>"Again that if you make use of 5 people to convey a message to the end ... It is not also possible to do it otherwise but in my experience that is ineffective and the message you want to convey doesn't get through correctly."</i>
Not providing an opportunity for sharing viewpoints	<i>"...if the workforce don't feel that they can communicate back to you to address some issues they might have then it's also going to have a negative influence on everything."</i>
Not scheduling regular meetings	<i>"Even when you have managers that think that they are too important to do personal meetings once a week or every morning it can cause problems and leads to ineffective communication."</i>
One-sided conversation	<i>"Also being involved in a conversation in which it is one-sided where only I or my employees communicate but there is no feedback or communication back from me or them.";</i> <i>"Also when you have meetings and its only one way it's not a good way of communication"</i>
Unclear instructions or work requirements	<i>"Lastly I would say unclear instruction when a task is introduced.";</i> <i>"So I think when you are in a hurry and you don't quite explain properly then that's the results that you get..."</i>
Uncontrolled emotions when communicating	<i>"If you get short tempered letting emotions take control. So when you get short tempered then you say something that you regret at the time and it makes them not wanting to do something. If you get angry and communicate in a hostile manner with them then they would almost try to spite you resulting in them not doing the tasks correctly or fast."</i>

Table 10 provides a description of ineffective communication as viewed by managers. Following is a discussion of the meanings of the extracted themes:

- *Inconsistent messages:* For managers ineffective communication would be when messages are constantly changing; therefore not being consistent. This may lead to misunderstandings and confusion.
- *Lack of timely communication:* This happens when managers are in a hurry and rush a command to employees. Miscommunication and confusion can be caused by managers not taking the time to clearly explain important information to employees.
- *Language barriers:* Due to the fact that managers work with many different employees from different languages it makes it slightly difficult to effectively communicate if the home language of managers and employees differ and as a result are not entirely understood by the other party.
- *Not allowing an opportunity for sharing viewpoints:* When employees feel that the managers do not give them an opportunity to speak their mind it gives way to ineffective communication.
- *Not conveying instructions directly:* When managers do not communicate directly with employees, but rather uses 2 or 3 other employees to convey the message to the rest of the employees it results in ineffective communication due to the fact that the details tend to get lost and then the employee does not receive the correct information.
- *Not scheduling regular meetings:* If managers do not have weekly or daily meetings with their employees it can produce issues that result in ineffective communication to occur.
- *One-sided conversation:* When managers and employees have meeting but the managers are the only ones communicating, it leads to communication being ineffective. Effective communication should therefore be a two-way process during which all parties are granted the opportunity of speaking their mind.
- *Unclear instructions or work requirements:* When managers do not clearly communicate the instructions of a task or are in a hurry and only send an email without verbally communicating to employees, some managers regard it as being ineffective.
- *Uncontrolled emotions when communicating:* Managers should be able to control their emotions when they are angry, else they might communicate in a hostile manner with employees; thereby not delivering the messages in the correct effective manner.

Category 10: Effective types of communication as indicated by managers

Under this category a description is given of types of communication which managers regard as ineffective. Below, the researcher provides a detailed description of analysed data.

Table 11

Effective types of communication as indicated by managers

Themes	Sub-themes	Quotes from participants
Computer-mediated communication	WhatsApp	<i>“Managers have their own groups that they communicate to via WhatsApp because it is faster and quicker just to copy and paste messages.”;</i> <i>“Then we also have a WhatsApp group where we put all the crises information on and all of the employees have phones that the company provided them with so we can also phone them any time.”</i>
	Emails	<i>“So in that regard it is better to use an email so if it is very important we will phone and tell them that we need them to assist with X Y and Z or we can mail it. But again just to this specific person. If anybody else needs to take notice of it we will just cc them into the email.”;</i> <i>“If you use emails to communicate with admin personnel then it is fine because they are in front of their computers the whole day. We do communicate with email to our clients ... So then emails work perfectly.”</i>
Non-verbal communication	Practical demonstrations	<i>“Practical communication ... one to show them how to do something and then they can just follow the example. So maybe they understand it better in a practical and technical way than just oral or verbal.”;</i> <i>“...some people remember better if you try and draw a picture or doing something and showing them.”</i>
	Written communication	<i>“So when verbal communication is not available then I would say that written communication in the form of paperwork or in construction showing them paper with plans on them.”;</i>

Verbal communication	Face-to-face communication	<i>"Also having a conversation to them about their customers and the challenges they are faced with. Going in person to see the other employees or offices in other cities also gives us the opportunity to talk to them face-to-face and find out why they are not reaching their goals or targets.";</i> <i>"I think that is the most effective right there on the spot, eye-to-eye communication so that they can understand as clearly as possible what is going on."</i>
	Meetings	<i>"But at the moment the meetings ... for me works the best in our environment."</i>
	Telephones	<i>"Also nowadays you can use cell phones to call them and it is effective because if you are not there on the premises you can phone the foreman or the manager on site or whoever is in charge and tell them directly listen that and that is the instructions and to do it in detail.";</i> <i>"The phone is a good tool to use when you need to do something quickly..."</i>

A discussion follows below on themes as extracted from the analysed data of managers. As indicated by managers there are many different types of effective communication one can apply to communicate with employees:

- *Computer-mediated communication:* Some managers prefer working with WhatsApp as they have groups established on WhatsApp in which they communicate to employees. Using WhatsApp is faster and quicker as they can copy and paste information on the group, especially crisis information and then the employees can have physical proof of what the managers said so they do not forget it. Managers also use emails to communicate to their employees, as many employees are sitting in front of their computers in order to complete their work.
- *Non-verbal communication:* This entails written communication where managers write things down for employees in order for employees to physically interpret what needs to be done. Also, managers can communicate non-verbally with employees by demonstrating practically to them what to do.
- *Verbal communication:* Face-to-face communication is also an effective type of communication as managers can utilise the opportunity of explaining to employees

practically what to do, which in some instances works better than oral or verbal communication. Managers mentioned that speaking to employees directly on the spot is an effective way of communicating. Having daily meetings with employees in which one discusses problems and discloses important information is also an effective type of communication. When one is unable to communicate verbally in person, using telephones is a great tool, because then employees can directly listen to the instructions and execute the task in detail. They also mentioned that they use telephones as it is a lot faster.

Category 11: Ineffective types of communication as indicated by managers

Managers were also requested to give an indication of the types of communication they regard as ineffective. Managers mentioned various types of ineffective communication.

Table 12

Ineffective types of communication as indicated by managers

Themes	Sub-Themes	Quotes from participants
Computer-mediated communications	Emails	<i>"Emails at the moment, because not all of the employees have emails and secondly if they do have they are normally on the production floor so they won't read their emails...";</i> <i>"Email are also ineffective because on site you don't always have a computer with you. Also then you sit at the office and you send the foreman the plans and instructions it is still not effective in my experience..."</i>
	Mass mail	<i>"Ineffective communication in my opinion is when you send a mail to like ten recipients where you present a problem and hope that one of them will deal with the problem."</i>

Verbal communication	Telephone	<i>"The phone is a good tool to use when you need to do something quickly but unfortunately with a phone there is no record of it so you will phone somebody and ask them to do something but he doesn't ... you don't have any proof of it."</i>
Written communication	Pen and paper	<i>"Also in written sometimes when they put it on paper it is less effective than eye-to-eye and then sometimes technology but not always."</i>

A discussion follows below on ineffective communication as mentioned by managers:

- *Computer-mediated information:* When managers send emails to multiple recipients and they hope that someone would give attention to it, it can be regarded as ineffective. Many of the employees that work within the production or construction sectors do not have access to email so it would be ineffective for managers to utilise email for communicating with them. Also occasionally one might not be in the office to read any emails.
- *Verbal communication:* Sometimes using a phone does not work well due to the fact that when one communicates with employees over the phone they do not have physical proof of what was said and they struggle to remember the detail of the conversation.
- *Written communication:* Writing things down with pen on paper is not always an effective way of communicating, as mentioned by participants.

Category 12: Influence of effective communication on organisational outcomes as indicated by managers

The researcher, when interviewing the managers, requested them to give an indication of the influence of ineffective communication on organisational communication. Managers provided the researcher with many organisational outcomes, as can be seen from the table and discussion below.

Table 13

Influence of effective communication on organisational outcomes as indicated by managers

Themes	Quotes from participants
Increased financial performance	<i>“Other influences it also has is that of productivity with effective communication you have a more productive environment, you bring in more money and that is the bottom line in the end money, money.”;</i> <i>“The influence of effective communication on the organisation in my eyes or opinion is that it increases the productivity and efficiency of the production and lastly it will assist in cutting costs in doing something once instead of 5 times.”</i>
Heightened morale	<i>“In my personal opinion people’s morale would be a lot better because there is a lot of frustration at the moment with the mixed communications coming from central office.”</i>
Increased motivation	<i>“...employee feels that he has contributed to the organisation and that is very key in terms of motivation theory because when you recognise a person as a fully competent human being they tend to be more willing, more open to share ideas...”</i>
Increased productivity	<i>“The influence of effective communication on the organisation in my eyes or opinion is that it increases the productivity and efficiency of the production...”;</i> <i>“Other influences it also have is that of productivity with effective communication you have a more productive environment...”</i>
Minimise problems	<i>“It would have a positive influence, it is good because if you are going to explain something once and then they understand it then from there on you don’t have comebacks, problems and stuff like that.”</i>
Organisational operations run smoothly	<i>“If you communicate a lot then they know what is the next big step in the project.”;</i> <i>“So what I mean by smoothly is where everyone know what to do and how to do it and what is expected of them then everything runs smoothly and trucks are working and clients are happy.”</i>
Satisfied customers	<i>“...clients are happy.”</i>

Sense of belonging	<i>"I have always said that an effective manager, especially when you start hiring people, people are sensitive beings, you need to learn to understand them first and learn to appreciate their culture, their thoughts, their way of life because as long as you appreciate them it becomes easier for you to intertwine them with your strategies and then they don't feel like aliens within an organisation because they feel part of an organisation.;</i> <i>"So it is just important to emphasise that all the employees then feel part of the team and not one or two feel as if they are being left out."</i>
Value-add	<i>"So they would also feel valued and be able to pick up the phone and discuss a situation in which they can then feel comfortable and talk about it open heartedly and you feel like you know me on a more personal level so there is more trust." ;</i> <i>"So when people feel more part of the team or company they tend to be more productive."</i>

Table 13 provides a description of influences on organisational outcomes if communication is effective. These views are expressed by managers, and below a description of the themes are given:

- *Increased financial performance:* Some managers mentioned that with effective communication prevalent, the financial performance of the organisation will increase and productivity among employees would also increase.
- *Increased morale:* If effective communication occurs between managers and employees it would decrease any mixed communications and frustrations from occurring and lead to the morale of employees being lifted.
- *Increased motivation:* When managers encourage employees to express their thoughts or ideas and open up to the managers, they will become more motivated.
- *Increased productivity:* Productivity will also increase if effective communication is implemented between managers and employees, as employees will know what to do and how to execute the work or task.
- *Minimise problems:* When communication is effective it will minimise problems from occurring within the organisations.

- *Organisational operations run smoothly:* Communicating with employees will allow them to have more clarity on the operations occurring within the organisation. When everyone is aware of what should be done and how it should be done, productivity may increase also, causing organisational operations to run smoothly.
- *Satisfied customers:* Effective communication between managers and employees will ensure that customers would be provided with good service and correct products increasing their satisfaction
- *Sense of belonging:* Managers feel that when they get to know their employees better and appreciate them more by communicating with them it will lead to them feeling part of the organisation rather than excluded. Managers will show more empathy and understanding towards employees by communicating with them, which in turn will allow them to feel a sense of belonging with the organisation.
- *Value-add:* When managers communicate with employees they feel more valued as manager can give them recognition for their inputs and work that they have produced.

Category 13: Influence of ineffective communication on organisational outcomes as indicated by managers

Not only were managers requested to describe the influences of effective communication; they were also requested to provide detail on organisational outcomes if communication is seen as ineffective. Below is a description of themes and sub-themes as extracted from the collected data.

Table 14

Influence of ineffective communication on organisational outcomes as indicated by managers

Themes	Quotes from participants
Conflict	<i>“The minute your employees don’t know what you are looking for it means you are not communicating well with them. It means you are consistently in a fight because there will always be challenges between you and them.”</i>

Confusion	<i>"Time, if you are in a hurry you assume that if you quickly pass by someone and you tell him you quickly do this and then you run off and you think right it is sorted but actually you've either miscommunicated or confused the person..."</i>
Decreased productivity	<i>"It will also have a direct impact on the amount of labour so the more ineffective communication leads to poor productivity and slow working circumstances which mean I have to employ more people to get the job done."</i> <i>"When we are faced with ineffective communication the influence it will have on the organisation is that of decreased productivity and efficiency."</i>
Decreased financial performance	<i>"It can create loss of production time, loss of money, clients being unhappy etc."</i> <i>"It also leads to loss of money, loss of time."</i>
Decreased morale	<i>"... the guys morale is going down and he/she think aghh now I just need to go do this business, why should I even go out there try to do my best and achieve my targets ... the business is not giving me my support so why should I support them.";</i> <i>"Your workforce might be influenced negatively ..."</i>
Increased turnover intentions	<i>"You cannot retain the people in your organisation, what happens is that every employee, especially the younger ones, they always want a manager that they can look up to.";</i> <i>"The bottom line is that people want to be listened to and if it's the perception that you are not listening to them you will lose them."</i>
Negative public image	<i>"... . Even with a project you can make the client angry and in the end of the day it leads to a bad name for your company."</i>
Not feeling part of organisation's goals	<i>"Not being able to communicate effectively within the organisation results in a lot of aspects, one is in the loss of profit, two it results in you having a big turnover in staff, you don't keep more of your staff so you get people coming and going because they don't feel part of the vision."</i>
Not reaching organisational goals	<i>"So then we would obviously also not achieve our goals if you don't have effective communication, because even if I communicate the proper plan but they don't understand what is being communicated from their sales managers..."</i>
Reduced quality of work	<i>"Yes if there is ineffective communication the job will be sloppy, slow and if you don't communicate well then they will not know what to do, so the job will stand still."</i>
Time wasted	<i>"Your work force might be influenced negatively in the sense that, you can imagine if you spend your whole day manufacturing a part just to at the</i>

	<i>end of the day hear that it has been the wrong one, I need to start all over again.”;</i> <i>”Just loss in production, loss in time, money which is what we are chasing.”</i>
Unsatisfied customers	<i>”Even with a project you can make the client angry and in the end of the day it leads to a bad name for your company.”;</i> <i>”Clients can become unhappy and take their jobs do other business.”</i>

As reflected in Table 15, managers mentioned various organisational outcomes if communication is ineffective between themselves and their employees. Below a description is given of these organisational themes:

- *Conflict*: When the managers do not communicate clearly with employees it can create conflict within the organisational setup.
- *Confusion*: When managers are in a hurry and pressured for time they may convey information to their employees that may confuse them and lead to miscommunication.
- *Decreased financial performance*: When the communication is not effective it can cause a decrease in the financial performance of the organisation. Lack of communication can also lead to the loss in financial costs as employees might have to re-do something,, and loss in production.
- *Decreased morale*: When managers do not communicate effectively with their employees it may result in the morale of employees being low.
- *Decreased productivity*: Some managers mentioned that ineffective, unclear, misunderstood communication can result in decreased productivity if information is not clear and misunderstood. Also when there is no clear chain of command it leads to chaos in the sense that information gets lost and passed down incorrectly and leads to even more mistakes being made. This in turn all contribute to decreasing productivity within the organisation.
- *Increased turnover intention*: If the managers do not communicate and listen to employee’s perspective or support them they might feel unvalued and leave the organisations. Then in that case more people have to get hired in order to get the job done.

- *Negative public image:* When clients are unhappy because of ineffective communication taking place within the organisation, it may lead to the organisation receiving a bad name or reputation within the community.
- *Not feeling part of organisational goals:* If communication is lacking, it can also lead to the company not being able to meet targets as employees do not know what is expected of them to reach the organisational goals.
- *Not reaching organisational goals:* The organisation will not be able to reach its goals effectively and the quality of work within the company will decrease if communication between managers and employees are not executed efficiently.
- *Reduced quality of work:* The organisation's production line will become slower and the job will be sloppy, leading to poorer quality of work as some employees and managers might not know what to do. This is all due to ineffective communication taking place between employees and managers.
- *Time wasted:* When information does not get communicated and employees produce the wrong products it causes valuable time being wasted by the workforce and the organisation. .
- *Unsatisfied customers:* Lastly the influence of ineffective communication will slow down operations within the company, which means that clients can become angry and dissatisfied.

Category 14: Recommendations made by managers for improving communication between managers and employees

The managers that took part in this study were requested to make recommendations in the interest of improving the communication between themselves and their employees. The researcher gave a detailed description of the recommendations made by managers, which are recorded below:

Table 15

Recommendations made by managers for improving communication between managers and employees

Themes	Quotes from participants
Attractive written communications	<i>"When something is being done in a written format that it should have an attractive heading to help us be more engaged rather than something dull that makes you feel as if you don't want to read the document."</i>
Caring for the personal well-being of employees	<i>"If you can take an interest in them like asking them about their family, how is your wife, what is she doing now, how is your son, it will already increase their trust in you and show your interest in their personal life."</i>
Communicating roles and responsibilities to employees	<i>"Just to make sure the person understands what you expect of them and tell them what to do and make sure."</i>
Consistent communication of messages	<i>"And in my opinion it is a communication thing because different stuff gets communicated with different people and different departments, and in my opinion that is a huge thing."</i>
Effort to understand different languages	<i>"So understanding their mother language better and some of them struggle to understand Afrikaans so if we can get over the language barrier then I think the communication can be a lot more effective."</i>
Empathising with employees	<i>"Your employees have many different problems so you always have to put yourself in their shoes, it is one thing I have learned whether it's a loss of a spouse, loss of a child put them in your shoes. Ask yourself how you would naturally feel in their situation, would I want to go to work? And if you are able to do that and have compassion and empathy you will succeed."</i>
Ensure message was received correctly	<i>"But the right way is to get everyone together, you would rather spend or lose 5 minutes by gathering everybody and explaining the whole thing and if someone doesn't understand then you can interpret it right there or until everybody understands it."</i>

Listening	<i>"The bottom line is that people want to be listened to and if it's the perception that you are not listening to them you will lose them.";</i> <i>"So you need to let them know at all times that they are being listened to."</i>
Open-door policy	<i>"... open door policy...."</i>
Providing employees with opportunities to share ideas	<i>"...I would say listen to their opinions because sometimes they would say they don't understand."</i>
Regular scheduling of meetings	<i>"But the right way is to get everyone together, you would rather spend or lose 5 minutes by gathering everybody and explain the whole thing and if someone doesn't understand then you can interpret it right there or until everybody understands it.";</i> <i>"So doing that personal meeting here, the eye-to eye 10 minutes long and if it takes longer do it even as long as a hour."</i>
Using more effective types of communication	<i>"For an example I know there is like two-way radios use them to help you improve the communication like cell phones, laptops as well."</i> <i>"Even nowadays you have this camera system that in build into the building where you can keep an eye out of all the employees and when you see listen this guy is not productive you can phone the person in charge at that station or project..."</i>

Various recommendations were made by managers for improving communication between themselves and their employees. Following is a discussion on the themes that emerged from the extracted data concerning managers:

- *Attractively written communication:* Managers mentioned that when writing something to employees it needs to be something that captures their attention and it needs to be brief and to the point.

- *Caring for the personal well-being of employees:* There also needs to be focussed more strongly on the well-being of employees and not only caring for or talking to them about work. Managers need to take an interest in their personal lives as well.
- *Communicating roles and responsibilities to employees:* Making sure that the employees know exactly what their roles are and how they should perform in that role is crucial for ensuring the effectiveness of communication.
- *Consistent communication of messages:* What the organisation can do from their side is to ensure that messages are kept consistent and the same message is shared with everyone.
- *Effort to understand different languages:* When managers work with employees from various language backgrounds they need to make an effort to learn some of the languages; thereby improving communication.
- *Empathising with employees:* Managers need to be able to empathise with employees when they have issues or problems and show that they care and have compassion for them.
- *Ensure message was received correctly:* Ensuring that messages are received and understood correctly by employees and listening to what they have to say or bring to the table is an important aspect of effective communication.
- *Listening:* Managers need to listen to their employees when they are speaking. If employees feel that they are not listened to it may (in extreme cases) cause them to rather leave the organisation.
- *Open-door policy:* Managers need to strive towards establishing an open-door policy in which employees can speak to them anytime and feel comfortable doing so.
- *Affording employees the opportunity of sharing their ideas:* Managers should be more inclined to give employees an opportunity to share their viewpoints and ideas. This may cause employees to feel more important and empowered.
- *Regular scheduling of meetings:* They should have more regular scheduled meetings even if it takes only 5 to 10 minutes.

- *Using more effective types of communication:* Lastly, make more use of effective types of communication such as two-way radios and camera systems and look at ways to improve on current types of communication.

DISCUSSION

Outline of the findings

The aim of the current research study was to explore communication between managers and employees within selected South African organisations. But more specifically the study was designed to explore the following objectives, namely: how managers as well as the employees describe effective and ineffective communication, what types of communication are regarded to be effective and ineffective, and the influence thereof on organisational outcomes, and finally to identify recommendations made by the managers and the employees for improving the communication between them.

To conceptualise communication between managers and employees according to the literature

The focus of this study is centred on the communication between managers and employees. As indicated by literature, communication can be defined as the manner in which managers or employees can gain access to each other's minds, to gain and exchange the necessary information for achieving the organisational objectives and goals (Femi, 2014). With communication prevailing between managers and employees it facilitates the dynamics between people, meaning that it creates a bond and enhances the relationships among them (Femi, 2014). Communication between managers and employees has also been found to promote the behaviour occurring between each of them due to the fact that it affords them the opportunity of learning and growing from each other's behaviour and capitalising on the positives (Femi, 2014). Some sources have shown that with communication in place and running smoothly between managers and employees it can lead to improved performance, increased productivity and better relationships (Femi, 2014).

To explore what is regarded as effective communication between managers and employees within selected South African organisations

The findings in the research study indicated that employees and managers perceive effective communication to be dependent on a variety of aspects. The themes extracted from employees are access to types of communication, asking for advice, clear instructions of work requirements, communicating in a professional manner, comfortable expressing uncertainty, communicating value add to team, communication of goals, consistency of message, detail oriented information, ensuring that the message was received correctly, follow-up meetings, honesty, listening, open communication, opportunity for sharing viewpoints, receiving feedback, regular communication, understanding different individuals and understanding jargon. The themes extracted from the managers were caring about personal well-being of employees, clear instructions of work requirements, communicating changes, conveying message directly, detail oriented information, ensuring that the message was received correctly, informing employees of preferred ways of communicating, open-door policy, opportunity for sharing viewpoints, giving recognition to employees, and regular communication.

Participants mentioned that receiving and providing clear instructions on work requirements and the roles and responsibilities are imperative. As indicated by Femi (2014), being able to communicate with one another allows for uncertainties to be eliminated and thus giving way to employees and managers being able to exchanges clear instructions or meanings (Femi, 2014). Employees for instance also mentioned that for communication to be effective it needs to take place on a regular basis and that managers need to share common goals with them and grant them the opportunity of sharing their viewpoints and asking for clarification if uncertainty is felt regarding a work requirement.

Hand in hand with the above-mentioned, results further indicated that empowering employees by communicating changes is of utmost importance for communication to be regarded as effective. Cummings and Worley (2014) also support the importance of communicating change by indicating that effective communication takes place when employees as well as managers ensure that the message they receive is communicated directly and correctly, with enough detail and that follow-up meetings should be implemented to facilitate this process. Cummings and Worley (2014) however further suggest that communication can be even more effective when notes are taken to the managers to ensure that the information captured or recorded by the

employee is correct. However, according to Cummings and Worley (2014) managers also mentioned that communication can be classified as effective when they have an open-door policy, provide recognition to employees, and demonstrate interest in the well-being of their employees. Trenholm (2017) adds to the above-mentioned results by indicating that being able to communicate with one another promotes interpersonal relationships and communication to be established, resulting in better relationship dynamics (Trenholm, 2017).

To explore what is regarded as ineffective communication between managers and employees within selected South African organisations

Managers and employees have provided the researcher with various factors they perceive to be ineffective communication. The following themes were extracted from the data of employees: convey messages while not focused, dishonest communication, lack of detail oriented communication, lack of timely communication, lack of trust in relationships, informal hallway conversations, no communication, not conveying instructions directly, not ensuring that the message was received correctly, not listening, not receiving detail oriented information, not receiving feedback, not understanding jargon, and type of communication not accessible. The following themes were extracted from the data of the managers: lack of timely communication, language barriers, inconsistent messages, not conveying instructions directly, not granting the opportunity of sharing viewpoints, not scheduling regular meetings, one-sided conversation, unclear instructions of work requirements, and uncontrolled emotions when communicating.

According to participants when communication is dishonest and there is a lack of distrust between managers and employees it leads to communication being ineffective. Cheung and Yiu (2014) maintain that all relationships among managers and employees consist of and function on the basis of both communication and trust, which in turn leads to higher levels of satisfactory performance from managers and employees. When managers cannot communicate with employees effectively it creates conflict and dissatisfaction, which leads to a decrease in organisational performance (Trittin & Schoeneborn, 2017). Participants further mentioned that inconsistent messages give way to communication being ineffective. Inconsistent communication makes it difficult to produce solutions (Cvitanovic, Marshall, Wilson, Dobbs & Hobday, 2014). Also, when communication is inconsistent it may lead to employees becoming less committed to fulfilling their role in achieving the organisational goals (Trittin & Schoeneborn, 2017). Participants indicated that when information is not conveyed directly,

therefore via others, and if managers do not ensure that communication is understood correctly by employees it can be regarded as ineffective. Literature substantiates this finding by indicating that ineffective communication (especially a lack of face-to-face communication) can lead to misunderstandings and confusion to occur as managers do not ensure that messages were received correctly, are unable to plan ahead of time and occasionally do not even pitch up for meetings (Mohammad Mosadeghrad, 2014). Vertino (2014) furthermore supports this by indicating that a lack of understanding due to poor communication leads to poor team work and cooperation from employees.

Participants mentioned that communication is also ineffective if it is only a one-way process and where employees are not afforded the opportunity of sharing their viewpoints and opinions. Cvitanovic et al. (2014) substantiated the above-mentioned finding by indicating that ineffective communication can lead to conversations being one-sided and viewpoints not being shared among one another (Cvitanovic et al., 2014). Managers of the current research study mentioned that if managers do not ensure that messages or information is correctly understood by employees it can be regarded as ineffective communication. Vertino (2014) is of opinion that when this occurs it produces an inability in employees and managers to reach a common understanding, since no one knows what to do or how to do it. This was also a result found among participants. Uncontrolled emotions and language barriers are aspects that contributed to the lack of effective communication between managers and employees that participated in this study. Working with employees that are unable to understand you leads to more feelings of frustration generating anger among managers, which gets misplaced (Vertino, 2014).

To explore the types of communication regarded as effective according to managers and employees within selected South African organisations

The types of effective communication employees provided the researcher with entail computer-mediated communication, face-to-face communication, non-verbal communication, verbal communication and written communication, while the managers mentioned that effective types of communication involves computer-mediated communication, non-verbal communication and verbal communication. Participants suggested that the use of computer-mediated communication channels such as email, sms, and WhatsApp is essential for ensuring that communication remains effective. Participants mentioned effective types of communication such as computer-mediated communication (for example Whatsapp and emails). When using

computer-mediated communication it allows employees to work from anywhere in- or outside the company (Beißwenger, Bartsch, Evert & Würzner, 2016). Also, using computer-mediated communication facilitates a faster process of communication within an organisation, it is easier for managers and employees to communicate, it is easier to access information and it leads to less problems for employees and managers alike (Bloom, Garicano, Sadun & Van Reenen, 2014). However, according to Bloom et al., (2014), using technology as a communication medium results in poor personal relationships be established, making it more difficult to build networks.

Some participants, however, prefer to make use of verbal communication such as face-to-face communication, telephones or cell phones and attending meetings where issues or important information can be discussed. Also, when employees and managers communicate face-to-face it gives them an opportunity to confirm what is being said and to make sure the other person has all necessary information to proceed with the task (Honda et al., 2014). Jin (2014) further suggests that when a crisis within a company presents itself it is important to resolve it verbally with face-to-face communication as the situation might lead to emotions, meaning someone has to be present to give the necessary support. Managers as well as employees mentioned that non-verbal communication such as written communication and practical demonstration can also be regarded as effective. Honda et al. (2014) mention that when managers and employees communicate non-verbally via written communication it will lead to better development and monitoring of a process in an organisations. Also, when making use of written communication, it enables employees to better understand and interpret tasks, since it makes them feel more comfortable and they can think more clearly (Herring & Stoerger, 2014). To conclude, when making use of either written or face-to-face communication it does not only aid understanding among employees but also leads to appreciation from employees when managers convey sensitive information that employees do not wish other employees to hear or know about (Kalman & Gergle, 2014).

To explore the types of communication that is regarded as ineffective as indicated by managers and employees within selected South African organisations

The types of ineffective communication the employees mentioned were computer-mediated communication and verbal communication. The managers referred to ineffective types of communication as being computer-mediated communication, verbal communication and

written communication. Some participants indicated that with the use of technology for communicating no immediate steps are taken or discussed to overcome the problem at hand. Some participants regarded computer-mediated communication to be ineffective. This can be confirmed by Herring and Stoerger (2014). These authors maintain that computer-mediated communication has caused a concern for team work in the sense that team work has decreased dramatically due to the fact that employees and managers do not work together (Herring & Stoerger, 2014). With less team work present it causes poor ideas to be generated as employees and managers do not produce ideas together (Herring & Stoerger, 2014).

Participants mentioned that specifically emails and mass emails are ineffective. Some indicated that it is especially problematic if one does not have access to this type of communication. Another issue associated with CMC is the fact that it leads to no verbal clues being captured by employees and managers which can create issues, conflict and misunderstandings (Qarabaqi & Stojanovic, 2013). Employees also mentioned that problems associated with CMC are that in some instances managers or employees have no access to CMC such as emails. Other participants however mentioned that they regard verbal communication (such as face-to-face communication) as ineffective. Due to a lack of face-to-face communication it may cause employees not to feel recognised, leading to decreased job satisfaction and performance (Herring & Stoerger, 2014). Also, when face-to-face communication is missing employees might interpret instructions differently from managers (Kalman & Gergle, 2014).

To explore the influence of effective communication between managers and employees on organisational outcomes as indicated by managers and employees within selected South African organisations

Employees indicated to the researcher that various influences of effective communication on organisational outcomes. The influences of effective communication as mentioned by employees included: clarity on organisational operations, continuous improvement, job satisfaction, increased motivation, pride in work, productivity, reduced uncertainty, increased financial performance, increased innovation, organisational operations running smoothly, positive organisational culture, reaching organisational goals, reduced conflict, satisfied customers and value-add. The managers mentioned the following influences: increased financial performance, increased morale, increased motivation, increased productivity,

organisational operations running smoothly, minimised problems, satisfied customers, sense of belonging and value-add.

Some employees mentioned that when effective communication is present it influences their clarity pertaining to the organisational goals as they knew what these goals were and could work as a team in achieving them. Communication is very important as it is directly related to engagement, loyalty, motivation, value of money, trust and credibility within the organisation (Verčič, Verčič & Sriramesh, 2012). Participants of this study indicated that effective communication leads to better productivity and satisfaction among managers and employees. Stewart (1995) substantiates by indicating that with effective communication prevailing managers and employees are able to resolve problems more effectively leading to better employee satisfaction that increases their productivity rate in the workplace.

Managers and employees alike mentioned that the organisational influences associated with effective communication is gaining clarity on organisational operations, increased motivation and continuous organisational improvement. When referring to the organisational communication it holds some internal advantages such as the ability to save time and making sure that information is passed on effectively, efficiently and correctly between members in the organisation (Cheung & Yiu, 2014). This would then indeed lead to organisations experiencing less and less disputes generated by misunderstandings or misinterpretations between managers and employees (Cheung & Yiu, 2014). Operation within the organisation was running smoothly, a positive atmosphere and vibe prevailed in the company to reach their goals meaning there was less conflict and more customer satisfaction. In the end the quality of the work also increased. Participants of this study also mentioned that effective communication results in employees being more motivated and innovative, it increased morale and leads to a positive organisational culture. It is evident that communication is important as it fosters a positive work environment and relationships, which increases performance among employees and managers as they feel more engaged and passionate and energetic about their work (Shan, Li, Shi, Wang & Cai, 2014).

Participants are of opinion that effective communication minimises problems and leads to organisational operations running smoothly and organisational goals being reached. Stewart (1995) confirms this finding and states that when problems and issues can be communicated between employees and managers it provides them with an opportunity of implementing

strategies to ensure that these problems are resolved constructively and ensuring that operations keep running smoothly. Also, participants mentioned that effective communication leads to improved financial performance of the organisation. Cheung and Yiu (2014) explain that when communication is effective the organisation would be able to save money, effort (man power) and production material or costs (Cheung & Yiu, 2014). This statement is supported by the participants of the current research study. Participants were also of opinion that effective communication leads to a sense of belonging and value add. Shan et al. (2014) maintain that as managers are communicating increasingly more with employees it makes employees inclined to open up more and share their thoughts as well as make them feel part of the community in the organisation (Shan et al., 2014). In addition, communication between managers and employees produces a degree of emotional support that keeps employees motivated and lifts their morale as they do not feel alone in the organisation (Stewart, 1995).

To explore the influence of ineffective communication between managers and employees on organisational outcomes as indicated by managers and employees within selected South African organisations.

Employees also provided the researcher with information pertaining to the influence of ineffective communication on organisational outcomes which were: conflict, demotivated employees, missed deadlines, negative impact on organisational operations, negative public image, not reaching organisational goals, reduced financial performance, reduced productivity, reduced quality of work and unsatisfied customers. Managers mentioned that ineffective communication causes the following organisational outcomes: confusion, conflict, decreased financial performance, decreased morale, decreased productivity, increased turnover intentions, negative public image, not feeling part of organisational goals, not reaching organisational goals, reduced quality of work, time wasted, and unsatisfied customers.

Some participants mentioned that with effective communication employees will become demotivated, cause them to miss deadlines which in turn will cause a decrease in the quality of work they produce. Managers and employees mentioned that the organisations influence will be increased conflict, less satisfaction among employees and will eventually bring about a negative public image, and impact operations. Participants were of opinion that when effective communication is lacking it leads to issues such as confusion, conflict, demotivation, low morale, less job satisfaction and in extreme cases turnover intention. However, when effective

communication prevails, managers and employees are able to resolve inter flitting issues around their views, interests, beliefs and values more effectively, thereby resulting in problems being solved more efficiently (Voinea et al., 2015). According to Vertino (2014) maintains that when ineffective communication prevails, it can result in much confusion, stress, chaos, conflict and if that is not enough it will lead to procedures and process not working efficiently and valuable time and resources being wasted. Participants shared the same view by indicating that ineffective communication leads to organisational operations not running smoothly.

Participants further indicated that ineffective communication leads to the quality of work, productivity and financial performance decreasing. Verčič et al. (2012) confirms by indicating that ineffective communication has an influence on the outcome of the organisation in terms of productivity and performance. To add to the aforementioned, Orzes et al. (2017) indicate that when communication is deemed more effective the higher the performance and productivity of managers and employees become, which in turn causes an increase in the financial performance of the organisation.

Participants were of opinion that ineffective communication can furthermore result in products being of a poor quality, unsatisfied customers and a negative public image. However McNair (2017) suggested that effective communication can improve the image of the company as it leads to less issues as valuable information is conveyed correctly, ensuring that products are made correctly. This in turn can lead to customers being satisfied and to a positive organisational image. To conclude, by having a solid communication foundation employees and managers can get to know one another better thereby resulting in problems being addressed and solved more efficiently (Honda et al., 2014).

To explore recommendations by managers and employees alike to improve communication between managers and employees within selected South African organisations.

Managers and employees were requested to make recommendations to improve the communication between managers and employees within organisations. Employees mentioned the following themes: caring about personal well-being of employees, communication role and responsibilities of employees, communicating organisational goals, consistent communication of messages, ensuring that messages are understood correctly, following the correct chain of

command, maintaining good relationships between manager and employees, providing employees with opportunities to share ideas, giving recognition to employees, providing training and workshops, regular feedback, regular scheduling of meetings and transparent communication. Managers mentioned the following: attractively written communication, caring for the personal well-being of employees, effort to understand different languages, empathising with employees, ensuring that the messages were received correctly, listening, open-door policy, providing employees with opportunities to share ideas, regular scheduling of meetings, and using more effective types of communication.

Some employees mentioned that managers need to take more interest in their well-being and personal lives so that they can feel part of the organisation rather than someone that just works there. Some of the participants recommended that organisational goals should be shared with employees as well as the roles and responsibilities they need to fulfil so as to assist in reaching those goals. Dozier, Grunig and Grunig (2013) are of opinion that the organisation will be left in a healthy overall state if managers communicate the organisational goals to employees, help them adapt to the culture and communicate to them that they are of value to the company (Dozier et al., 2013). Cullen, Edwards, Casper and Gue (2014) add to this and state that when change in the workplace is successfully communicated it gives employees clarity on the organisational actions that are to be taken; thus in turn influences their job attitude and performance (Cullen et al., 2014). When communicating and managers and employees want to keep improving they recommend that it is of utmost importance to ensure that a good relationship exists between them and that managers should inform employees when making important decisions during regularly scheduled meetings.

Managers as well as employees recommended that for communication to be effective, it is imperative for managers to take an interest in the personal well-being of their employees. Managers further recommended that it is also important for them to empathise with their employees. According to Dozier et al. (2013) when internal communication within an organisation takes place it is of utmost importance to ensure that the communication of the organisation is symmetrical and that managers place employees in such a position that when they wish to communicate something, they may feel free and encouraged to do so (Dozier et al., 2013). In so doing employees may feel that they are cared for by their managers, resulting in a better communication process between the two parties.

The participants further recommended that training, team building activities and workshops should be provided in order to improve the communication process between managers and employees. Literature supports this finding. As indicated by Beattie et al. (2014) the use of e-learning modules, workshop training day and communications coaching from an external source have proven to be a catalyst in improving communications within organisations. It will also provide employees and managers with a higher degree of knowledge and equip them with better communication skills (Beattie et al., 2014).

Participants also recommended that to improve communication, regular meetings should be scheduled, and messages should be communicated in a consistent manner. More face-to-face communication can lead to employees adapting better to strategies, promoting the consistency of communication and allowing for better diversity management within companies as managers can then relate better to employees (Beattie et al., 2014). It was also recommended by participants that employees should be heard, and that it will aid the communication process when managers follow an open-door policy.

It was further recommended that communication between the two parties should be transparent. By following an open-door policy employees will be able to have access to more clear information when changes occur, it will allow for better transparency of messages between managers and employees, which in turn will cause a decrease in uncertainties and will make employees feel that the organisation is supporting them (Cullen et al., 2014). Lastly, from the perspective of the managers it was recommended that messages communicated to employees be consistent and that effective types of communication should be utilised. By exploring other effective ways of communicating it affords organisations and managers an opportunity of addressing inconsistent communication, looking into new plausible ways of dealing with confrontation which together creates a strong bond between managers and employees (Beattie et al., 2014).

Practical implications

The study will have the ability to raise awareness among managers and employees within South African organisations regarding both effective and ineffective communication and the influences thereof on important organisational outcomes. By raising this awareness managers and employees can try to improve when communicating with other parties. By doing so it may

result in multiple results such as improved relationships, less misunderstandings and uncertainty. It may also lead to an improvement when it comes to performance, productivity, teamwork and innovation. This will occur by means of the managers having the necessary knowledge in knowing how his/her employees function and what the most constructive manner is in which to communicate with them. The same goes for the employees, they will know how the manager operates and what the preferred manner of communication of the manager is. This will help them function more optimally in their respective roles as well as minimise any unfortunate or unforeseen problems, delays and confusion. This is extremely important as business don't want to spend excess capital on correcting thing or run the risk of getting a poor public image losing a vast number of clients. It will afford the organisation an opportunity of identifying shortcomings with reference to communication and allow them to strive towards new, more effective and improved ways of communicating. It will enable organisations to utilise this knowledge in minimising any problems associated with communication and build upon all the benefits effective communication brings to the table.

Recommendation and limitations

Limitations of the current research study were evident. The participants of this study lacked in terms of their diversity. Only White and Black participants formed part of this study. However, it should be noted that the sampling method employed in this study was a combination between purposive and convenience sampling. The second limitation includes that of the industries being approached to form part of this research study. The researcher only included participants from the manufacturing and construction industries; hence results cannot be generalised to other industries within South Africa. Also, the sample size was small (as is usually the case in qualitative research), therefore results cannot be generalised to the rest of the South African population. Language could also have been a barrier in this study seeing that not all participants were interviewed in their home language, and might have struggled expressing their views to the researcher. However, the researcher took all the necessary steps in ensuring that everyone was treated fairly and that everyone was at ease when the interviews commenced.

The first recommendation would be that more than two industries be approached to take part in a similar research study. This will ensure a broader view of communication within numerous organisations and this will make generalisability more feasible, although this is not the purpose of qualitative research. Due to the fact that South Africa is multi-cultural it would be advisable

for future research to include more than two cultural groups within the research study. By including various cultural groups in the study, comparisons studies can be conducted. Also, fieldworkers can be properly trained in order to conduct interviews in the home language of participants. It would also be wise to enlarge the sample size of the study by including more participants to contribute to the phenomenon *communication*.

Recommendation for practices includes that organisations should implement workshops, training or interventions in order to make the managers as well as the employees aware of the value of effective communication. By doing this parties engaging in communication can also become aware of the damaging effects ineffective communication has on important organisational outcomes. Managers and employees alike should take the time and effort to understand the needs and wants of individuals when it comes to communication. This will further lead to improved relationships among managers and employees.

Conclusion

To conclude, managers and employees define effective and ineffective communication in various ways. Managers and employees alike prefer different types of communication within the workplace setup. When communication is effective it can lead to positive influences on organisational outcomes. Also, when communication is ineffective it results in problems for organisational outcomes. Managers and employees provided the researcher with numerous recommendations on how to improve communication between managers and employees within the workplace. These recommendation were based on their past experiences and knowledge with regard to communication within their workplace setup.

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CHAPTER 3

CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

In this last chapter conclusions are drawn and discussed with regard to the findings from this research study. The conclusions are aligned with the general and specific objectives of the study. In addition to this some limitations of the study are discussed and recommendations for future research endeavours are made. The recommendations will guide and assist organisations as well as managers and employees.

3.1 Conclusion

The general objective was to explore the influence on the organisations of effective and ineffective communication between managers and employees within selected South African organisations. More specifically how managers and employees conceptualise communication between them, with reference to literature, to explore what manager and employees regard as effective communication including what they regard as ineffective communication within selected South African organisations. Thereafter to explore what managers and employees regard as effective and ineffective types of communication and to what managers and employees regard the influence of effective and ineffective communication on the organisational outcomes to be. Lastly the objective was to make recommendations regarding communication for future research and practices.

The research objectives were obtained by means of semi-structured interviews and was a great method for obtaining rich data from the participants, but more specifically for gaining the knowledge and perspectives of the participant's first-hand. Next the findings of the interviews reported in Chapter 2 will be discussed briefly, reflecting all the specific objectives of the research study.

To conceptualise communication between managers and employees as indicated in the literature

Communication in general can be defined as a manner in which a person transfers information, ideas, emotions, thought and opinions to another person via face-to-face communication, by listening, writing, drawing pictures and actions they perform (Yalcin & Seker, 2016).

Communication can further be defined as a process during which information is exchanged so that effective planning can occur so that the correct or most suitable decision can be made that will benefit the organisations in terms of productivity and performance (Sadia, Salleh, Kadir & Sanif, 2016). Also, as described by Falkheimer et al. (2017) communication is regarded an important factor in conveying messages effectively from one person to another so as to make decisions or to achieve end goals. To conclude, communication within an organisation acts as a strategic factor in gaining the best possible results with implementing as few internal and external resources as possible (Sadia et al., 2016). This is due to the fact that with communications less problems and misunderstandings occur due to effective planning between managers and employees (Sadia et al., 2016).

To explore what is regarded as effective communication between managers and employees within selected South African organisations

Managers and employees of the current research study mentioned that various aspects can be seen as contribution to effective communication between managers and employees. Ruck, Welch, and Menara (2017) mention that employees within an organisation can only keep being engaged if the communication between themselves and their managers are viewed to be effective. Also, when communication prevails employees indicated that it enhances their abilities to resolve conflict, increases their satisfaction, which in turn assists them in becoming more effective in improving and enhancing the organisational operations (Sadia et al., 2016).

Some participants mentioned that for effective communication to take place there has to be consensus when using a certain type of communication, for example using computer mediated communication and that both parties should have access to this type of communication. It was also mentioned by participants that it is of utmost importance to clearly communicate the roles and responsibilities of employees and making sure information was received and understood correctly by employees. It has been found that when managers communicate effectively to employees they tend to understand better and have a clear indication of their roles and responsibilities and what is expected of them as indicated within their job description (Falkheimer et al., 2017). Additionally, participants in this study also revealed that it is also important for managers to afford their employees the opportunity of sharing their viewpoints. Once this has been established and employees have been granted an opportunity of expressing their ideas and views it will increase employee engagement that in turn will lead to more

organisational effectiveness as new innovation is achieved and higher competitive levels are reached (Ruck et al., 2017).

To explore what is regarded as ineffective communication between managers and employees within selected South African organisations

Managers and employees alike mentioned that ineffective communication occurs when messages are inconsistent, do not follow a clear chain of command and when instructions are not clearly communicated. It was also evident that ineffective communication takes place when employees are not granted opportunities for sharing their viewpoints, that there is a lack of direct communication and a lack of scheduled meetings. Longweni and Kroon (2010) point out that managers have become so distracted by other strategic objectives that they tend to forget to schedule meetings and give employees an opportunity to speak, due to time constraint and pressures (Longweni & Kroon, 2016).

Participants also revealed that it is due to informal hallway conversations, no communication and lack of having access to the correct type of communication that causes communication to be ineffective. Literature can explain this finding. When communication is lacking, problems occur in terms of understanding what managers want from employees, which leads to poor attainment of organisational goals (Ebrahimi, Hassankhani, Negarandeh, Azizi & Gillespie, 2016). Lastly, not having detail information communicated directly and jargon being used, poses a problem with regard to achieving effective communication and, building on that, is managers not listening, employees not obtaining feedback and managers not communicating the organisational goals clearly. Participants (employees) were also of opinion that the use of jargon should be avoided if it is not understood by both parties. According to literature, jargon used between individuals can also result in communication issues between them as not all individuals understand and are familiar with the meaning of the information being conveyed (Longweni & Kroon, 2016).

To explore the types of communication regarded as effective as indicated by managers and employees within selected South African organisations

Participants mentioned that the use of computer-mediated communication (CMC) is regarded as effective, especially with reference to emails, sms, WhatsApp, video conference and note

books. CMC can be defined as individuals communicating to one another by means of email, chat rooms, instant messages, social networks and WhatsApp (Watts, 2016). Due to the fact that organisations utilise CMC so much as an effect of technology, it is evident that managers and employees should know what it entails and how to communicate with it effectively (Watts, 2016). Some employees and managers mentioned that they prefer using CMC as it is a faster process for giving feedback and it can happen more regularly. This finding is supported by Muir, Joinson, Cotterill, and Dewdney (2017).

Another type of effective communication that was suggested by the participants included verbal and non-verbal communication. Verbal communication involves any form of communication in which words are utilised, while non-verbal communication include aspects such as body language and facial expressions (Longweni & Kroon, 2016). In some instances conveying message between employees and managers can occur via verbal and non-verbal communication (Longweni & Kroon, 2016). Face-to-face communication (which forms part of verbal communication) has been proven to increase team work, produce better problem-solving capabilities and higher productivity rates (Watanabe, Atsumori & Kiguchi, 2016). It also takes less time when communicating to others in the workplace and promotes the ability both of managers and employees to solve complex problems (Watanabe et al., 2016).

To explore the types of communication regarded as ineffective as indicated by managers and employees within selected South African organisations

Employees mentioned that ineffective types of communications according to them are CMC, specifically emails and mass mails - the reason being that not everyone has access to emails or they do not check their email on a regular basis. Literature adds to this finding by indicating that the use of CMC makes it more difficult to obtain physical feedback from employees in order to ensure whether they have received an email and whether they are working on it (Wilson et al., 2017). Participants further revealed that verbal communication is also an ineffective type of communication. Reasons for this include, that when having face-to-face conversations or speaking over the phone, one cannot always remember what was said, and also there is no record of what was discussed. It has only been provided that phone communication allows for a lack of asymmetry concerning the work discussed between managers and employees but also employees or managers deny the fact that they were spoken to or given the information (Nardi, Whittaker & Bradner, 2000).

To explore the influence of effective communication between managers and employees on organisational outcomes as indicated by managers and employees within selected South African organisations

Participants stated that the influence of effective communication on organisational outcomes brings about clarity on organisational operations and reaching organisational goals and organisational operations running smoothly. When effective communication takes place between managers and employees it allows for planning and clarification of projects to take place resulting in managers as well as employees reaching their deadlines and gaining constructive feedback (Kortz, & Van der Hoeven Kraft, 2016). This also grants employees an opportunity of resolving conflict and uncertainties they might have which would increase their productivity. Many of the participants further revealed that effective communication between managers and employees leads to an increase in productivity. According to Longweni and Kroon (2016), when managers communicate with employees they tend to have higher levels of productivity as they know what to do and how to do it as they interpret information correctly (Longweni & Kroon, 2016).

Participants further mentioned that when productivity increases it results in the financial performance of the organisation being improved and the organisation continuously improving. Findings revealed that participants are of opinion that effective communication leads to more innovative ideas being generated, minimises uncertainties, problems and conflict. Literature supports this finding. Effective communication does not only give way to improved innovation but also enhances the quality and consistency of messages, improves relationships which in turn improves and enhances team work, the decision-making process and the ability to resolve issues (Longweni & Kroon, 2016). Adding to this, effective communication produce an opportunity for managers and employees to work together more efficiently and effectively in becoming more innovative; thus giving organisations a competitive edge (Longweni & Kroon, 2016). Perspectives of participants show that effective communication not only results in increased morale and motivation but also to job satisfaction, feeling of value add and a sense of belonging within the organisation. Kortz and Van der Hoeven Kraft (2016) further explain and state that once employees become more motivated and interested in their jobs, job satisfaction increases, therefore giving employees the ability to grow and becoming even better.

To explore the influence of ineffective communication between managers and employees on organisational outcomes as indicated by managers and employees within selected South African organisations

The presence of ineffective communication would result in confusion, missed deadlines, and conflict according to the participants of this study. If managers don't communicate with the employees it can result in employees making mistakes and not being able to reach the goals of the organisation. These mistakes might include miscommunications, misunderstandings and using incorrect materials (Clark & Kenski, 2017). Perspectives of participants indicated that ineffective communication leads to decreased productivity and work not being of good quality. When employees are uncertain of what to do it, can result in valuable time being lost due to misunderstandings, which in turn can create conflict, frustration, deadlines being missed and not reaching organisational goals. Literature concurs with these findings. Frustration occurs due to unclear, in-direct and dishonest or inaccurate information being communicated or covered and in eventually produces conflict (Clark & Kenski, 2017). Furthermore, when poor communication takes place it increases the probability of employees and managers not being able to deliver quality end-products as mistakes can occur (Clark & Kenski, 2017).

Also, perspectives of participants revealed that when employees are unsure of what to do then they are unable to finish products for customers relating to unsatisfied customers and possibly a bad reputation for the company. Longweni and Kroon (2016) also confirm the findings of this study. According to these authors ineffective communication does pose a threat and has a negative influence on time being wasted by the workforce due to misunderstandings, errors in transferring and exchanging information, unsatisfied customers, poor reputation, low productivity and decreases in financial performance (Longweni & Kroon, 2016). Participants also mentioned that ineffective communication leads to the organisation not performing financially well, as only confirmed by Longweni and Kroon (2016).

To explore recommendations made by managers and employees to improve communication between managers and employees within selected South African organisations

Perspectives of participants showed that the roles and responsibilities of employees should be clearly indicated as well as the organisational goals of the organisation. To improve

communication managers need to convey clear messages of both the vision and the goals of the company and ensure that employees understand these to work together with managers to achieve these visions and goals (Lee & Lim, 2017). Participants further mentioned that regular meetings should be scheduled during which employees are granted an opportunity for receiving feedback and share their viewpoints with management. Feedback is very important with regard to communication as it strengthens the relationship between managers and employees and ensures that work or tasks are completed within the necessary time frames (Bright, 2017). It was also found that in improving communications regularly scheduled meetings are essential as it make it possible for managers and employees to meet and discuss issues before it poses any problems (Bright, 2017). For communication to improve, it was mentioned by participants that it is important to maintain healthy relationships between managers and employees. It was further mentioned that managers should care for the personal well-being of their employees, and also empathise with them. According to Lee and Lim (2017) it is important that managers implement a culture that provides a supportive work environment that will motivate and enhance the communication skills of their employees.

Findings of this study also revealed that training, workshops, interventions and team building activities should be provided within the workplace setup in order to improve communication between managers and employees. The work of Bright (2017) concurs with the findings. According to the author, incorporation of interventions and workshops will enhance and promote communication in the workplace (Bright, 2017). Bright (2017) further suggests that organisations should do an assessment of the satisfaction and dissatisfaction rates within the company and then consult with managers and employees alike, towards searching for new innovative ways of improving communication. Implementing more team work allows for performance to improve as ideas are shared among employees and it allows employees a long and better chance of sharing their opinions and ideas (Bright, 2017).

3.2 Limitations

The first limitation is the fact that only construction and manufacturing industries were utilised; thus the study can be mostly useful within these sectors. Yet it cannot be generalised to other industries as it has not taken other industries cultures or climates into consideration, which poses a problem. ‘

The second limitation is the fact the mostly men and white participants were used; hence it did not include a vast diversity of participant and could not include all cultures' backgrounds or perspectives. Access to participants was restricted in the sense that managers and employees are extremely busy and couldn't participate in the study.

The third limitation is the fact that some participants were not familiar with the terms *effective* and *ineffective communication*. Yet they were provided with clear definitions of the two terms based on request. Yet given participants a definition of effective and ineffective communication has limited them to explaining the terms in their own words based on their own perspectives and experiences. The quality of data would have been more valuable and insightful if they had given their own definition of the terms.

The last limitation is that of interviews and the recording device. Some participants were more up-tight and nervous when asked whether the interviews could be recorded. This could have influenced their judgement and answers given, as they were more stressed resulting in them forgetting some things and not being able to share openly, resulting in valuable information not being obtained.

3.3 Recommendations

Recommendations are provided for the organisations/ practice and future research opportunities.

3.3.1 Recommendations for organisations

In order to improve communication between managers and employees attentions should be given to the following four constructs within organisations (Curtis, Tzannes, & Rudge, 2011):

- *Personal consideration*: One should give attention to the state in which the person currently is. For example if the person is tired or angry when receiving information it may lead to the person ineffectively listening and receiving information (Curtis et al., 2011). It is not only related to whether the person is angry or tired but also to whether the person might be in a hurry or have a lot of stressors which may affect his or her listening abilities (Curtis et al., 2011).

- *Preparation:* Refers to an individual first organising their thoughts before making a statement to ensure that the quality of the information is structured and organised so that no misinterpretations are conceived (Curtis et al., 2011).
- *Structure:* Structure refers to whether all information that needs to be conveyed is planned ahead of time to ensure that no information is missed and that any communication errors are kept to a minimum (Curtis et al., 2011).
- *Assertiveness:* Assertiveness refers to taking the necessary steps to counter any communication problems that might occur or to allow members of an organisation to resolve any concerns through a structured step by step process in order to ensure that the validity and reliability of the communications channel are functioning effectively and efficiently (Curtis et al., 2011). By doing this it allows people to give rise to their opinions and concerns without anyone disrespecting each other; thus reducing conflict (Curtis et al., 2011).

When both managers and employees give attention to the four constructs above, it can lead to communication being better and more effective within the organisation.

Managers and employees alike should also bear in mind that communication is a healthy construct that needs to be done more often and holds many benefits and it creates a healthy balance in the organisations and in doing so creates more enthusiasm among members in an organisation to engage (Gilley et al., 2009). Another recommendation one can consider is to ask an individual whether it be a manager or an employee what form of communication he or she prefers and what type of communication works the best for them (Lee, 2010). Also, managers need to develop the right work environment for the staff members it occupies in order to promote productivity and quality of work that in the end leads to better communication and collaboration (Mishra & Mishra, 2009).

3.3.2 Recommendations for future research

Due to the fact that most if not all organisations in South Africa contain a diverse workforce it is very important to ensure that communications are functioning optimally as ineffective communication can lead to miscommunications, dysfunctional behaviours and create barriers between the diverse workforce such as language, poor relationships etc. (Al-Jenaibi, 2017).

This is where the research study becomes immensely useful in the sense that the findings are based on some degree of a diverse workforce.

Another recommendation is the fact that the research includes intercultural participants and having data of what participants perceive as effective, ineffective communication can be used to help other researchers build on this theory and expand it even further (Al-Jenaibi, 2017). This is extremely important as not only South African organisations consist of intercultural groups – intercultural groups are found at a global level. Having people from other cultures suggests that some recommendation is essential for future research as this data can be utilised upon and incorporated in current industries to produce more benefits in term of communication.

The third recommendation is that which managers and employees mentioned, namely that working with people speaking different languages poses a major problem; thus further researcher can look at new innovative ways in which they can incorporate weekly educational training calluses teach managers or employees other languages.

The fourth recommendation is that although the study is limited to certain industries, further researcher can use this study and its findings as building blocks in assisting them with other industries.

Other future qualitative research studies can be conducted pertaining to communications between managers and employees. The purpose of this research study was to define what managers and employees view as being effective and ineffective communication, what they regard as effective and ineffective types and what influence it holds for the organisational outcomes. This was a broad general, yet very influential and necessary study. Further researchers can utilise this information and commence in a more in-depth study into how the relationships between managers and employees effect communication as well as how they can expand on the current information in order to assist managers, employees and the organisation implement more effective ways of communication.

Lastly another recommendation is that of quantitative study where it includes a lot more statistical information based on findings. Most organisations want facts and figures in order to be convinced more of the issues or findings associates with communication. This is where the quantitative research study can be more applicable. Once they are provided with this

information based on statistics they can take immediate action in improving of correcting communications.

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