THE ROLE INTERNAL COMMUNICATION PLAYS AS A PUBLIC RELATIONS FUNCTION IN THE CORPORATE CULTURE OF UNIVERSITIES OF TECHNOLOGY.

by

ANNA MARIA GROBLER

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Supervisor: Mrs Deidre Porthen

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DECLARATION

I, Anna Maria Grobler, declare that the contents of this dissertation represent my own unaided work, and that the dissertation is has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

October 2014

Signed **Date**

ABSTRACT

According to George Bernard Shaw, “The main difficulty with communication is the illusion that it has been accomplished.” Effective internal communication is crucial for successful organisations as it affects the ability of strategic managers to engage employees and achieve objectives (Welch & Jackson, 2007:177).

According to Toth (2007:480), internal communication is one of the most important specialities of public relations, it is the force that develops “structures and cultures” within an organisation. Mersham and Skinner (2001:8) infer that communication permeates all activities in an organisation: it represents an important work tool through which individuals understand their organisational role and integrates organisational subunits.

According to Grunig and Hunt (1984:23) symmetrical public relations models will increase the likelihood of employee job satisfaction and their satisfaction with the organisation as a whole. In addition, Toth states that “satisfied employees are more likely to be loyal to the organization they can identify with” (2007:481). The author further propounds that “the more participative the culture, the more symmetrical system of communication”.

To augment the aforementioned statement, Kitchen argues that an organisation’s communication system and models are an important contributing factor for staff morale and productivity (2001:81). Employees tend to have higher morale and are more motivated in the workplace if all channels of communication are open. To extrapolate “open communication” systems, this paper will distil Grunig and Hunt’s (1984:21-31) symmetrical model of public relations as departure point to effective corporate communication, but also focus extensively on the internal communication matrix (Welch & Jackson, 2007:185) that will provide answers to the anti-luvial question on who communicates, to whom, in what way, with what content and for what purpose (Welch & Jackson, 2007:185).

A modern organisation cannot function effectively without a positive internal climate and well-functioning channels of internal communication. To research the goals of the organisation’s internal communication strategy it should be responsive to employee needs and concerns (Seitel, 2004:288). The author further propounds the importance of internal publics as a stakeholder by arguing that in the new information era, managers have realised that the assets of the institution lie very much in the hands of the employees (Seitel, 2004:288).

According to Garbarino (1977:32) the concept of culture is not new, as Ethnographers have studied the cultures of various societies since the 17th century. It is however only since the 1980's that the impact of culture on organisational processes is being studied by scholars (Smircich & Calas, 1987). Organisational-or corporate culture is understood to be the firmly implanted values and assumptions of the organisation (Ouchi, 1981; Schein, 1990).

Martin, Sitkin and Boehm (1985:99-124) identified two schools of thought regarding the question of cultural change. Cultural pragmatists argue that it can be changed due to the fact that it is a cultural efficiency managed to suit organisational goals set by the dominant coalition. Wilkins and Ouchi (1983:479) on the other hand argue that corporate culture is something that develops over time through unconscious evolution among a majority of people in the organisation, not through the dominant coalition. "Cultures specific to an organization evolve over time and influence the way in which individuals in the organization interact and react to the challenges posed by the environment" (Sriramesh *et al.,* 1992:584).

Sriramesh, Grunig and Dozier (1996) followed the lead of other organisational scholars (e.g. Wilkins 1983a) by using organisational culture to explain variables of primary interest to scholars in the field of public relations. They used corporate culture in particular to explain the nature of the communication system inside organisations. Grunig, Grunig and Dozier (2002:482) generated theoretical propositions about two distinct types of organisational culture which they contrasted as "authoritarian" and "participative" cultures in the Excellence study.

This study further aims to establish the importance of values, symbols, meanings, beliefs, assumptions and expectations as an integral part of corporate culture, and that there is a symbiotic, reciprocal relationship between culture and communication. According to Sriramesh *et al.* (1996:239) altering one "will facilitate a modification in the other".

Siehl (1985) emphasised, after looking at change of leadership in organisations, that "once the desired value system was identified and articulated, the entire workforce (not just the managers) may have to strive to change or manage the organisation's culture." (Sriramesh, Grunig & Dozier 1996: 237). Sorge and Warner (1997:09) argue that "the core of culture is values". Deal and Kennedy go so far as to say that they are of the opinion that successful companies succeed because their employees can "identify, embrace, and act on the values of the organization" (1982:21).

The aim of this study, based on theory, is that there is a reciprocal relation between internal communication and corporate culture based on open symmetrical communication at the Cape Peninsula University of Technology (CPUT) can potentially modify the organisational culture of the University.

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GLOSSARY

Artefacts	**The observable symbols and signs of an organisation's culture.**
Coercive power	**The ability to apply punishment**
Cognitive dissonance	**The conflict that occurs when people perceive an inconsistency between their beliefs and feelings and their behaviour.**
Dominant Coalition	**The dominant coalition can be seen as the person(s) responsible for running the Institution that has the power to decide upon strategic issues, influence organisational structure, culture and determine operational areas. In short, management.**
Downward Communication	**A means of directing information/messages to the subordinates. Messages include job instructions, individual expectations and evaluation (Barker & Gaut, 2002:182).**
Jargon	**The technical language and acronyms as well as recognized words with specialized meanings in specific organizations or groups.**
Publics	**An active stakeholder becomes a public (Steyn & Puth, 2000).**
PR/corporate communication	**Although the research study focuses on the discipline of corporate communication, the term public relations is often referred to within the literature, and therefore these terms are used interchangeably throughout the study.**
Stakeholders	**Any group or individual that/ who can affect or is affected by the achievement of the firms objectives (Freeman, 1984:25).**
Upward communication	**Defined as any message sent from a subordinate to the supervisor or manager (Barker, 2002:183).**

CHAPTER ONE:

INTRODUCTION AND NEED FOR STUDY

1.1 INTRODUCTION

According to Denison and Gibson (1990) and Invancevich and Donnely (1991), there is a link between culture and organisational effectiveness, the research also states that the study of culture in organisations are important. One of an organisation's greatest challenge is to ensure the wellbeing of its employees. Not only is the level of job satisfaction important for the wellbeing of the employee, but also the organisational culture and the goals set by leaders within the organisation as well as the individual (Argenti, 1998:34). The author further propounds "if a company has lost the faith and goodwill of its employees, it faces an uphill battle as it tries to correct its errors and rebuild credibility with the very ones who hold the future of most corporations in their grasp". According to Alvesson (1993), the study of organisational culture can add value for the following two reasons. Firstly, culture is a means of promoting more effective managerial action, and secondly, culture is a point of entry for a broader understanding of organisational life and work.

In today's world of work, change is immanent. Many influences on the organisation cause change to take place. Mergers and acquisitions are at the order of the day and many companies find it necessary to adapt to new circumstances or introduce new strategies. According to Schein (1990:112) the reason why organisational change initiatives fail is that organisations take no account of their culture.

An institutional climate survey was conducted at the Cape Peninsula University of Technology (CPUT) two years after the merger of two major tertiary institutions in the Western Cape. This survey was commissioned in 2007, by the Vice-Chancellor, Prof. Mazwi Tanga and was compiled jointly by the Transformation- and Institutional Research and Planning Offices. A total of 1540 surveys were sent to all permanent staff on all CPUT campuses. A final report was compiled in May 2008, which contained the findings and recommendations. This study was used as motivation to further explore and undertake this research.

The CPUT was established to comply with the transformation of higher education throughout South Africa. The process commenced in 2002 and was finalised in 2005. Through mergers and incorporations, the previous 36 South African Technikons and Universities have effectively been reduced to only 22 institutions. Prof. Kader Ashmal, the late Minister of Education was tasked to head this enormous multimillion rand challenge in terms of the Higher Education Act No 101 of 1997, as amended (CPUT 2005).

An organisational climate survey is different to a culture survey within an organisation. The climate survey attempts to gauge the perceptions of staff at that specific moment, whereas the culture survey concentrates on attempts to gain understanding on how an institution habitually conducts itself (Henkeman, Richter & Woodward, 2008:1). Climate and culture is interconnected and Scheider *et al.* (1996) argue that culture can be changed through climate. Altering the more tangible aspects such as everyday policies, practices, procedures, and routines of an organisation to reflect more accurately its less visible values, norms and assumptions may change employee perceptions in terms of dimensions such as fairness, trust, communication and autonomy (Scheider *et al.,* 1996). The focus of the study will centre on the concept of corporate culture as "the collective programming of the mind" (Hofstede, 2001:1).

The outcome of the climate survey conducted at the CPUT at the time reflected a "low" or negative climate (Henkeman *et al.*, 2008:2). Internal communication was highlighted as one of the major areas of concern. CPUT staff at the time felt that they did not have adequate channels to communicate upwards and that communication from executive management was poor. Another term for "upwards communication" can be translated into Grunig's models of public relations namely symmetrical or asymmetrical communication, where symmetrical allows employees to communicate upwards (Grunig & Hunt, 1984:21-23). According to the results of the survey, CPUT staff also felt that they were not well informed about future plans and directions (Henkeman *et al.,* 2008).

This study will attempt to explore the possible influence of effective internal communication with specific reference to two-way symmetrical communication on the communication climate and corporate culture of a much smaller group of employees namely the administrative staff at CPUT Cape Town campus. The study will not report on the tools, medium or methods of communication and it will also not be a comparative study assessing the prevailing corporate cultures at the time in relation to the corporate culture experience by CPUT staff five years later.

It will explore how “internal communication as an element of corporate communication and an instrument of Management’’ (van Riel, 1995:13) can be used to facilitate change through the confirmation of values, norms and assumptions.

Siehl (1981:130) evaluated the change in the organisation’s culture when the organisation’s leadership changed, especially when there is a difference in values between the different leaders. In this study the author propounds that during this transition the expression of cultural values could possibly be managed and “once the desired value system was identified and articulated, the managers and entire workforce may strive to change or manage the organisation’s culture” (1985:139).

A plethora of research has been done on corporate culture by an array of authors including Hofstede (1980), Schein (1985), Deal and Kennedy (1982). Peters and Waterman (1982) played an important role in the popularization of this concept by publishing their book *In Search of Excellence*. The two authors concluded that “excellent US companies were characterized by strong, dominant, coherent cultures in which people way down the line know what they are supposed to do in most situations because the handful of guiding values is crystal clear” (1982:76).

In the book *Excellent Public Relations and Effective Organizations*, Grunig, Grunig and Dozier (2002) has shown how public relations must be organised and managed to be able to make a contribution to organisational effectiveness. In short, their study can be encapsulated as how and why public relations add value to an organisation. Achieving organisational effectiveness is the ultimate aim of most managers.

Sriramesh, Grunig and Dozier (1996:233) extrapolate two very important questions that relate directly to this research. Firstly, can culture be managed? Secondly, is there a relation between culture and communication? The answer to both questions after 321 organisations in the United States, Canada and the United Kingdom were researched, is yes. The research identified that culture can be managed and there is a relation between culture and communication. Sriramesh, Grunig and Dozier conclude “Not only does culture define the nature of communication in an organization, but communication is one of the ways by which organizations develop and maintain their cultures. Therefore, changing the communication systems of an organization may be one of the ways of changing the culture of the organization” (1996:238).

1.2 MOTIVATIONAL BACKGROUND AND RESEARCH PROBLEM

Achieving organisational effectiveness is the ultimate aim of most managers. Grunig, Grunig and Dozier (2002:480) explored the organisational context in which public relations is supposed to function with specific reference to the system of internal communication. This is discussed at length under the systems theory in chapter two.

An important factor for this study is the author's deduction that "without internal communication, organizations would not develop structures and cultures". Internal communication, therefore, is the "force that produces the context in which a public relations department must function" (2002:480).

According to Grunig, Grunig and Dozier (2002:482) culture and structure have a strong influence on the nature of the communication system. The system of internal communication is both a public relations programme and an important component of the organisational context that shapes public relations. Symmetrical systems, with reference to Grunig's four models of public relations, typically increase the likelihood that employees will be satisfied with the organization and with their jobs. "Symmetrical communication also has a reciprocal relationship with participative culture: The more symmetrical the communication the more participative the culture: and the more participative the culture the more symmetrical the system of communication" (2002:481).

To distil the need for this study, the CPUT institutional climate study published in 2008, allude to a low or negative corporate climate experienced by employees of the CPUT (Henkeman *et al.,* 2008). Internal communication, with specific reference to the system of symmetrical internal communication may hold the key to attempt to change the prevailing CPUT culture.

1.2.1 Corporate Culture and Corporate Climate

Corporate culture and corporate climate is often seen as synonymous to each other and is often used interchangeably, yet a myriad of research augment the differences. Corporate culture refers to the firmly implanted values, norms, beliefs, attitudes and assumptions of an organisation Ouchi (1981:99) and Schein (1990:110). Armstrong propounds …"they may not

have been articulated, but it shapes the way in which people behave and this gets things done" (2003:203).

Hofstede (2001:392) states the following differences

- Climate can be seen as a subset of culture but not vice versa.
- Climate has an evaluative connotation whereas culture can be different without one being objectively better than another.
- Climate is derived from social psychology, whereas culture is derived from anthropology.
- "…climate is more closely linked with individual motivation and behaviour than culture, which resides entirely at the organizational level" (Hofstede, 2001:392).

Corporate climate is seen as more conscious, tangible, observable, here and now rules, regulations, communication models and other key factors that speak to the emotional and knowledge needs of employees (Sopow, 2007).

The climate of an organisation refers to "those aspects of the environment that are consciously perceived by organisational members" (Armstrong, 2003:205). Some researchers go as far as arguing that up to eighty percent of organisational climate is influenced by deeply embedded organisational culture, or "the way things get done around here" (Deal & Kennedey, 1982:4).

Schein (1985:17) suggests that an organisation's culture develops in order to help it cope with its environment. The author further contends that many of the problems confronting leaders today can be traced back to their inability to analyse and evaluate organisational cultures resulting in the unsuccessful implementation of new programmes and projects.

The presence of sub-cultures within the broader corporate culture makes corporate culture even more complex. Cauldron (1992:60) state"…corporate culture isn't a single engine driving the boat: it more closely resembles a collection of oars paddled by employees who have conflicting ideas about the daily course of business".

According to Schein (2004:12), culture is the most difficult organisational attribute to change, in comparison to products, services, founders, leadership and all physical attributes of an organisation. This organisational attribute should thus be managed effectively. Sriramesh *et al.* (1996:229) argues that not only does culture define the nature of communication in an

organisation, but communication is one of the ways by which organisations develop and maintain their cultures. The findings expressed by Sriramesh *et al.* (1996) emphasise the premise of this study namely, that organisational culture and communication have a symbiotic relationship and changing one will most likely facilitate a modification in the other.

In reference to the institutional climate survey of the CPUT (Henkeman *et al.,* 2008), this symbiotic or reciprocal relationship between culture and communication potentially holds the answer to facilitating a positive change in the existing corporate culture of the University.

1.3 PROBLEM STATEMENT

The CPUT institutional climate survey conducted by the Institutional Research and Planning as well as the Transformation Office of the CPUT in November 2007 revealed the CPUT's employee corporate climate as alarmingly low. These results referred to a negative corporate climate. When the research was concluded, the CPUT, prior to the implementation of the survey results, implemented the four most likely reasons for a low or negative corporate culture as identified by Robbins (1993:625) namely:

- a dramatic crisis such as a merger
- turnover in leadership (a new Vice-Chancellor)
- a young culture (a natural phenomenon after a number of institutions merged)
- moving from a strong culture to a weak culture (previous institutions both had strong cultures)

Sriramesh *et al*. (1992:592) propound this argument by stating "Public relations managers will be most likely to change the model of public relations practised in an organisation when organizational culture is changing" as "when a founder passes from the scene, when an organization's culture is misaligned with its environment, when the environment changes, when the organization performs poorly, or when the organization expands, grows rapidly, or is devastated".

The report on the survey was made public in 2008 and poor communication between management and its internal publics augmented the communication problem as one of the major

concerns that needed to be addressed. The following quote was taken from the CPUT communication strategy document with reference to the CPUT institutional climate survey.

"There is an urgent need to develop a strategy to address the endemic issue of poor communication in the institution. There is a widespread perception that communication from executive management is poor and that the staff is not well informed about future plans and directions. Staff also feels that they do not have adequate channels to communicate upwards" (CPUT Communication Strategy Document, 2012:2). "Upwards" is the essence of this study, referring to the flow of communication with reference to Grunig's models of public relations. Grunig developed four models of public relations that "typify the public relations strategies and activities of organisations" (Sriramesh *et al*., 1996). The author distinguishes between symmetrical and asymmetrical communication and argues that a symmetrical system strives to resolve conflict between the organisation and its publics, with the intent to benefit the organisation and publics equally (Grunig & Hunt, 1984). Effective communication within an organisation plays a crucial role. In respect of this study, effective communication will refer to a system, or model of communication.

After the report of the survey was made public, the CPUT's dominant coalition reportedly instructed Deans, Heads of Departments and Managers on all levels to attend a workshop on effective communication, presented by an external consultant in the very same year (CPUT 2008). According to Mr Rob Woodward the then Director of Institutional Planning and Research who led the research team and discussed the findings with the Institutional Strategic Planning Committee, the issues were reportedly further cascaded to Faculties, Strategic Units and Departments. The survey results motivated the executive management (EM) who instructed its Marketing and Communication Department (MCD) to increase channels of communication with the institution's internal publics. The first "Letter from the Vice-Chancellor" was published in April 2008. This "Letter" was an attempt to share the views of the Vice-Chancellor with the employees. Only two of these "letters" were published before they were suspended by the end of November in 2008 (Appendices C & D).

Mersham and Skinner (2008:8) state that communication permeates all activities in an organisation; it represents an important work tool through which individuals understand their organisational role and integrates organisational sub-units. "…changing the communication

system of an organization may be one of the ways of changing the culture of the organization" Sriramesh *et al*. (1996:238).

Although the word "public relations" is included in the heading of this study, it needs to be stated that corporate communication, internal communication and public relations will be used interchangeably as these are all communication entities. A cornucopia of definitions and arguments for and against the word public relations gave rise to uncertainty about what it is supposed to be, with some authors urging scholars to rather look at what public relations does (function) instead of what it is (Steyn & Puth, 2002:2).

According to the authors (2002:3) corporate communication is a more accurate term to describe the public relations management discipline. Public relations is defined as the "management of communication between an organisation and its internal and external publics" Grunig and Hunt in Sriramesh *et al*. (1996:238). These authors view public relations as a communication activity and argue that public relations are both a product of culture and an agent of culture. The discipline of "public relations", "corporate communication", internal communication or even "employee communication" will be discussed at length in chapter two.

The premise for this study is the focus on how public relations should be practised as a system of communication, open or closed, symmetrical or asymmetrical and what represents effective internal communication. Effective internal communication is crucial for successful organisations and affects the ability of strategic managers to engage employees and achieve objectives (Welch & Jackson, 2007:177).

This statement informs on the strategic role of public relations, comprehensively researched by a number of scholars. "The substantiation of a strategic role for PR is to be found in the fundamental shift that has been taking place in the relationship of business to individuals and to society as a whole" (Verwey, 1998). The changing role of business in society has major implications for the role to be performed by the public relations function, providing a window of opportunity for strategic role-playing. Public relations can no longer be seen as the function of a technician, but forms part of strategic functioning aligned to organisational objectives. The Corporate Communication Practices and Trends survey indicated that the biggest challenges facing public relations include "building trust with all internal and external stakeholders, managing reputation, counseling top management on satisfying the societal demand for greater

transparency and disclosure, fulfilling expectations for organizations to be good citizens, and understanding transparency as a best practice strategy for reputation management" (Goodman 2006:198). In South Africa, Steyn (2000c, 2007) conceptualized the public relations strategist as a "strategic role at the top management or societal level, contributing toward the development of the organization's enterprise strategy; redefined the historic PR manager as a middle management role at the functional level, developing PR strategy; and redefined the historic PR technician as an implementation role at the operational level, developing implementation strategy. The PR strategist is the information acquisition role of the boundary spanner, while the PR manager and technician roles form the information disposal role (Steyn, 2009:520)".

In lieu of above mentioned conceptualization of the strategic role of public relations, the public relations management discipline is better understood and the foundation for the research questions is prepared.

1.4 RESEARCH QUESTIONS

The main focal area of this study is to ascertain the following:

1.4.1 What is effective corporate communication and how does it relate to Grunig's four models of public relations (Grunig, 1992:289)?

Van Riel defines the field of corporate communication as " an instrument of management by means of which all consciously used forms of internal and external communication are harmonised as effectively and efficiently as possible, so as to create a favourable basis for relationships with groups upon which the company is dependant" (1995:26). The authors' approach describes the common starting points for communications activity as strategy, image and identity and identifies three types of corporate communication namely;

a. management communication
b. organisational communication and
c. marketing communication (1995:13)

Internal communication is seen by van Riel as one of seven facets of communication along with public relations, public affairs, environmental communication, investor relations, labour market communications and corporate advertising (Welch & Jackson 2007:181).

Effective internal communication can be summarised as a function that "manages internal communications within and between groups in the organization by systematically addressing structure, flow, content, and climate with a view to improving the implementation of the organization's strategic goals" (van Riel & Charles, 2007:189).

Grunig identified four public relations models namely the press agentry model, the public information model, the two-way asymmetrical model and the two-way symmetrical model (Grunig & Hunt, 1984:21-23). These models are discussed in chapter two. In an attempt to define symmetry, it could be expressed through a model. A symmetrical model represents "a flow of communication whereby all parties are communicating with each other as equals, seeking to maintain a relationship based on mutual understanding and needs" (Toth, 2008:67). The author encapsulates an asymmetrical model as a relationship that is tipped toward one of

the relational parties that is found in the traditional superior-subordinate organisational communication literature.

1.4.2 Which public relations model is most commonly used by the CPUT to communicate with employees?

This study seeks to determine which public relations model is mostly used at the CPUT as perceived by the sample group. With reference to the internal communication matrix in chapter two, the author will attempt to determine the flow of communication. Who communicates with to whom, in what way and with what content? Grunig defines two-way symmetrical communication as a model of public relations which "attempts to balance the interest of the organization and its publics, is based on research, and uses communication to manage conflict with strategic publics…" (Grunig *et al.*, 2002:15).

The CPUT institutional climate survey final report published in 2008, expressed that employees felt they could not communicate "upwards" and that they were not informed about issues of importance by management (Henkeman *et al.,* 2008). This report identified asymmetrical, one way communication exists and that employees at the CPUT are frustrated by that. The CPUT institutional climate survey of 2008 resulted in a communication workshop that was attended by members of EM, Deans and Directors. Long discussion reportedly produced some data that covered the challenges that effective communication at the CPUT posed. An action plan was devised and one of the points of the action plan refers to the system of communication. "Bottom up communication: hearing from stakeholders …" (CPUT, 2012:3).

1.4.3 What is a healthy or strong corporate culture and how does it relate to Sriramesh *et al.* as "participative" or "authoritarian" culture?

An explanatory factor analysis (principal components axis, varimax rotation) of 48 items describing organisational culture in the research done by Sriramesh *et al.* (1996:229-261), "…initially produced 10 factors with eigen-value greater than 1.0" (1996:248). The author propounds that based on the small eigen-values and low percentage of variance explained by factors extracted after the first two, the authors concluded that "the variance produced in the correlation matrix of 48 cultural items could be explained well by two dominant factors", namely authoritarian and participative cultures. For the purposes of this study the aforementioned two

types of corporate culture will reflect, to a more or lesser extent, all the organisational and cultural characteristics that exist.

Organisations with participative cultures emphasize collective responsibility, decision making, and values, and the employees in these cultures separate their personal goals from the organisational goals. According to Sriramesch *et al.* (1996:284) the "employees advance on the basis of performance" and emphasize innovation as a value, where authoritarian cultures value tradition. In authoritarian cultures, employee's advancement depends on who they know. On an organisational level, authoritarian cultures emphasize the individual values and responsibilities. Authoritarian organisations make decisions on trial and error and use authority as the basis for their decisions (Sriramesch *et al.,* 1996:252).

1.4.4 How does internal communication influence corporate culture?

"Internal communication is the shadow lurking behind everything attempted during a re-engineering/culture change project. Poor internal communication has been identified as one of the single most destructive elements in an environment undergoing change Holtman (1994), Kotter (1995) cited in Nelson and Coxhead (1997).

According to Sriramesch *et al.* (1996: 257), the relation between culture and the communication system in any organisation is one of the least studied aspects in public relations and arguably one of the most important aspects to prove. The authors argue that the correlation data in his study cannot show whether participative culture produces symmetrical communication or if symmetrical communication produces participative culture, "but these data do suggest a reciprocal relationship" (2006:257). The authors distil this argument to say "in a reciprocal relationship, one can intervene at any point and affect the process", meaning that communicators can basically intervene most easily by changing the nature of internal communication rather than trying to manage cultural change through other means.

1.5 AIMS AND OBJECTIVES OF THE STUDY

1.5.1 Introduction

This study aims to investigate the influence of internal communication as a public relations function on the corporate culture of the CPUT. This study will firstly determine by means of a survey on the prevailing communication system or model at the CPUT and argue, based on well researched theory, that there is a reciprocal relation between communication and culture.

1.5.2 Primary Objectives

In this study, there are four primary objectives that will inform the result of this study.

1.5.2.1 Objective One: To determine the difference or similarities of public relations and corporate communication. Is it the same thing?

The term corporate communication is increasingly being used in practice to describe the management function that is still referred to as public relations in academic literature (Groenewald, 1998:58). Tilley (2005:1-10) argues that the term public relations has been tarnished to the extent that ”it needs to be replaced with a title reflecting transparency, consistency and responsiveness of managers (TCRM) to better reflect the needs for open communication, consistency of internal external messaging, and the organisational athleticism to respond to stakeholder requirements”.

According to Steyn and Puth “Corporate communication is a more accurate term to describe the corporate communication management discipline” and ‘’that it can largely be defined as the management of strategic relationships with both internal and external stakeholders of an organisation’’ (2002:3). Van Riel propounds that corporate communication can be defined as the “integrated approach to all communication produced by an organisation, directed at relevant target groups” (1995:24) and distinguishes between three types of corporate communication namely management, organisational and marketing communication (1995:13).

To position internal communication within the corporate communication matrix, this study will focus on van Riel's definition of internal communication as an element of organisational communication (1995) within the model of overall corporate communication.

The term internal communication will be used throughout this study as it is preferred by corporate communication theorists (van Riel, 1995:13; Forman & Argenti, 2005:1) to the alternatives used in literature such as internal relations (Grunig & Hunt 1984:240), employee communication (Argenti, 1996:94; Smidts *et al.,* 2001:1051), internal communications (Cornelissen, 2004:189) employee relations (Grunig & Hunt, 1984:240; Argenti,1996:94; Quirke, 2000:198) internal public relations (Jefkins, 1988:287; Wright, 1995:182) and staff communication (Stone, 1995:115).

Internal communication is seen as one of seven facets of organisational communication along with media relations, public affairs, environmental communication, investor relations, labour market communications and corporate advertising (Welch & Jackson 2007:181).

1.5.2.2 Objective two: To determine which model of public relations is mostly practised at the CPUT.

Grunig's (Grunig & Hunt, 1984) four models of public relations refer in essence to the nature of the public relations. In the excellence study commissioned by the IABC in 1995, almost all the respondents were advocates of the two-way symmetrical models of public relations. Most respondents were also able to enact it or were working towards that model as a goal (Toth, 2008:14). One of the respondents referred to two-way symmetrical public relations to the overall management philosophy of his company and described it as the "organization's mindset" (Toth, 2008:13). With blogs and new media, this model of communication is also perceived as "getting easier" to do.

The question remains what model of communication is perceived to be used mostly by the chosen sample group, and is this model of public relations written into strategy, reflected in programmes, policies and procedures. Is this public relations model used to communicate and reflect the CPUT core values, mission and vision? Most of all do CPUT employees feel informed and heard or are they voiceless entities who are unable to communicate upward or downward as we have seen in the CPUT institutional climate survey final report (Henkeman *et al.,* 2008)? With

no feedback as alluded to in the survey, symmetrical communication does not exist. “For two-way symmetrical public relations to occur, feedback must, by definition occur” (Toth, 2007:77).

Grunig (1984) further developed the aforementioned models by identifying variables of direction and purpose. Direction referred to one-way communication also called monologue, and two-way communication refers to an exchange of communication or dialogue.

This study aims to determine how the sample group at the CPUT experience communication based on Grunig’s initial four models, which will be deduced to only symmetrical and asymmetrical communication for purposes of this study.

1.5.2.3 Objective three: To determine what constitutes a strong or healthy culture on the basis of two pre-determined dimensions of corporate culture namely authoritarian and participative cultures.

Hofstede (2001:1) defined culture as “the collective programming of the mind: it manifests itself not only in values, but in more superficial ways: in symbols, heroes, and rituals”. With “culture” the author refers to a national or social culture, but goes further by arguing that “organizations are symbolic entities; they function according to implicit models in the minds of their members and these models are culturally determined” (2001:375).

Tinchy (1982:69) stated that organisations are social entities that are held together by “normative glue” typified by the sharing of certain important beliefs by members within the organization. Consequently it is of the utmost importance to establish what norms and values should be communicated and more critically, by whom to whom?

For purposes of this study, the definition of culture that will be used will be the definition Grunig *et al.* (2002) use namely, “Culture is the sum total of shared values, symbols, meanings, beliefs, assumptions, and expectations that organize and integrate a group of people who work together”. The authors argue that organisations with authoritarian cultures, decision making tend to be centralized and entrusted to a few high level managers and the CEO. Authoritarian cultures are normally closed, non-participative and resistant to external ideas from outside the organisation.

In organisations with participative cultures, there is a common value namely teamwork. (Grunig *et al.,* 2002) All departments in such an organisation work together and support one another. Agendas match the overall goals of the organisation similar to the dominant coalition argue the Excellent Study authors. The notion of two distinct corporate cultures is mostly derived from Ouchi (1981) with reference to the work the author has done on managerial styles.

1.5.2.4 Objective four: To determine if there is a symbiotic and reciprocal relationship between internal communication and corporate culture.

Sriramesh *et al.* (1996) identified 48 cultural dimensions and distinguished these into two main dimensions and in so doing were able to determine the value of culture as well as its unique relationship with communication. The authors found that culture can be an important variable that may help to explain the corporate communication of organisations. If an organisation's culture cannot be changed or managed, then little can be done other than to explain why organisations have the communication systems they have. If culture can be managed on the other hand, then it is possible to change its communication system in order to make the organisation more effective. Sriramesh *et al.* therefore argues that "changing the communication system of an organization may be one of the ways of changing the culture of the organization" (1996:238). In essence they reason that culture and communication have a symbiotic relation and changing the one will facilitate a modification on the other".

The system the authors are referring to is a two-way symmetrical system of internal communication. They argue, based on research done by Grunig *et al.* (2002) that two-way symmetrical internal communication will increase the likelihood that employees will be satisfied with their jobs and by implication, be more loyal to the organisation. The more symmetrical the communication of an organisation, the more participative the culture within that organisation (2002:481).

Grunig *et al.* (2002) argue further that a symmetrical system of internal communication might be "the straw that breaks the camel's back" (cited in Sriramesh *et al.,* 1996:257), referring to the intervening variable that communicators can use as a departure point in the long road toward excellent communication and effective organisations.

1.6 OVERVIEW OF THE STUDY

This research will look at conceptualizing corporate culture and internal communication as a public relations function and the symbiotic relation between the two aspects. Welch & Jackson distil the overview of this research by expressing "Effective internal communication is crucial for successful organisations as it affects the ability of strategic managers to engage employees and achieve objectives" (2007:177).

The myriad of extant definitions on the concept of corporate culture in literature and descriptions will be studied and consensus is found in one single definition propounded by Grunig *et al.* (220:483) namely " Culture is the sum total of shared values, symbols, meanings, beliefs, assumptions, and expectations that organize and integrate a group of people who work together". A strong organisational culture, based on values and ethics might be one of the ways the CPUT dominant coalition can achieve their objectives. "Not only does culture define the nature of communication in an organisation, but communication is one of the ways by which organizations develop and maintain cultures." Sriramesh *et al*. (1996:238). In essence culture and communication have a symbiotic relation and changing one will facilitate a modification in the other.

Not only will this study inform on the fact that organisational culture can be changed and or managed, but it will also explore methods of cultural change. Sriramesh *et al.* (1992:592) argue that "Public relations managers will be most likely to change the model of public relations practices in an organization when organizational cultures are changing" as "when a founder passes from the scene, when an organization's culture is misaligned with its environment, when the environment changes, when the organization performs poorly, or when the organization expands, grows rapidly, or is divested".

The "model of public relations" Sriramesh *et al.* (1992:592) refers to, is Grunig's four models of public relations namely the press agentry model, the public information model, the two way asymmetrical model and the two-way symmetrical model (Grunig & Hunt, 1984:21-25). This study will explore the different models and how a two-way symmetrical model, based on symmetrical concepts such as trust, credibility, openness, relationships, reciprocity, network symmetry, horizontal communication, feedback, adequacy of information, employee entered style, tolerance for disagreement, and negotiation pervade the literature (Grunig,1992:558).

Changing the model of public relations can possibly be the instrument of change to modify organisational culture at the CPUT.

1.7 SUMMARY

Grunig's study of internal communication, a sub discipline of corporate communication, examines how people communicate in organisations (Grunig, 1992). This study also evaluated effective communication systems. According to Dozier, Grunig and Grunig (1995:47) state, the two-way symmetrical model provides "the framework for ethical communication practises, without making moral or ethical judgements about organizations themselves. Communicators practising the two way symmetrical model play key roles in adjusting or adapting behaviours of dominant coalitions, thus bringing publics and dominant coalitions closer together" (1995:47).

It aims to clarify the complexity of organisational culture as a multifaceted and complex phenomenon encompassing a variety of forms and determined by a myriad of influencing factors. Therefore, the corporate communication manager, with the support of the dominant coalition must focus on using two-way symmetrical internal communications to share, reinforce and sometimes even establish organisational values, attitudes and beliefs with its internal publics. The summary of this study is augmented in the words of Olins (1991:17) "The most important audience for a company is its own staff. I cannot understand how people can say that the most important audience they have is the consumer. Because if you cannot train your own staff in what you are (culture), in what you think (communication), in how to behave (climate), and in what your moves and precepts are (culture), how the hell can you expect to train your customer?"

CHAPTER TWO:
THEORETICAL GROUNDING

2.1 INTRODUCTION

This chapter will explore the theoretical framework in order to understand the importance of internal communication on an organisation. Various theoretical approaches have been used to contextualise internal communication and its effectiveness in an organisation. The theoretical perspectives will include literature and fundamental public relations theories including the stakeholder theory, situational theory, organisational theory and the systems theory. It will look at the alchemistic attributes of corporate communication. The nature of internal corporate communication and the nature of public relations will give greater insight into this dichotomy or lack there off.

Theory explains practise and therefore helps improve it. The two should not be seen as contradictory, but rather as complementary to each other (Hodge & Anthony, 1979:6).

The theoretical composition according to Van Heerden (2004:37) is the most important grounding or axis of any academic discipline. The author reiterates the fact that it guides the student about the practise of the particular discipline in real life. The theoretical grounding and very premise of this study is encapsulated in Grunig's (1982) four models of early day's public relations practises namely the Excellence theory, the Situational theory, Systems theory and the feminist theory. Three of the four theories bare relevance to this thesis and impacted on the practise of public relations over the past twenty years.

2.2 GRUNIG'S FOUR MODELS OF PUBLIC RELATIONS

Internal communication or employee communication will be discussed at length in this study. In order to understand communication as a whole, it is imperative to understand Grunig's different types of communication which in turn form part of his extensive model of communication. The four public relations models (Dozier *et al.,*1995:13; Grunig & Grunig, 1989:30; Grunig & Hunt, 1984:21-43; Leichty & Springsteen, 1993:328) depict four historical eras, stages and world views of evolution of the corporate communication function. Looking at the model, the developmental stages of public relations can be better understood. Grunig (1992:286) explains that this model

is viewed as a set of principles and patterns in order to describe the behaviour that is characteristic of any approach taken by any individual or public relations department. Not only do these four models describe an evolutionary development of public relations in the last century, but it also represents the four ways in which public relations is practised today.

Table 2.2: Four models of public relations

Model Name	Type of Communication	Model characteristics
Press agentry/publicity model	One-way communication	• Uses persuasion and manipulation to influence audience to behave as the organisation desires. • It is synonymous with promotion and publicity • It strives to get the particular organisation well mentioned in the media
Public Information model	One-way communication	• Uses press releases and other one way communication techniques with the intention to inform • Public relations practitioner is often referred to as journalist in resident
One-way asymmetrical model	One-way communication	• Uses persuasion and manipulation to influence audience to behave as the organisation desires. • Does not use research to find out how the public(s) feel about the organisation.
Two-way symmetrical Model	Two-way communication	• Uses communication to negotiate with publics to resolve conflict • Promotes mutual understanding and respect between the organisation and its public(s) and they adjust to each other.

Source: (Grunig & Hunt, 1984:21-25)

The purpose of each of the four communication models as propounded by Grunig and Hunt (1984:21-23) are the following:

In the archival press agentry publicity model, corporate communication serves as a propaganda function where the public can easily be “fooled”. The main aim is to gain maximum favourable exposure ideally in the mass media devoid from truthfulness. “It serves as a propaganda function and spreads the faith of the organisation involved, often through incomplete, distorted, or half true information” (Grunig & Hunt , 1984:23). During the period where this model was very popular, public relations lost a lot of credibility in the business world and are sometimes still accused of “spin doctoring”. Press agentry was the first of the four models of communication to be used widely and had its heydays in the period 1850-1900 (Grunig & Hunt, 1984:21-25).

The public information model is a model that is recognised to persuade audiences. The purpose of public relations is to inform audiences and to disseminate information but not to persuade. This model represents an era of “the public be informed” (Steyn, not completed). In this model the practitioner is usually a “journalist in residence” who puts out relatively objective information about an organisation to the public, often through the mass media and controlled media such as newsletters and brochures (Grunig & Hunt, 1984:21). The press agentry and public information model can both be seen as one-way models of communication where information is given, but the organisation does not seek information from its stakeholders (Grunig & Hunt, 1984:23).

The two way asymmetrical model is a “model that can best be described as scientific persuasion” (Steyn, n.d.). The scientific persuasion stems from this information being used to persuade the publics to accept the organisation’s views. This was done by identifying the messages most likely to produce the attitudes and behaviours desired by an organisation. Grunig and Hunt (1984:22-25) called this model a selfish one because “the organization that uses it believes it is right (and the public wrong) and that any change needed to resolve a conflict must come from the public and not from the organization”. This model developed in the 1920’s and can be viewed as a two-way model (Botan & Hazelton, 1989:29) where information flows between the organisation and its stakeholders, but is imbalanced in favour of the organisation (Grunig & Hunt, 1984:22-23). This model was seen as the dominating model until the last model was deduced, namely the two way symmetrical model (Grunig & Hunt, 1984:25).

The final model sees practitioners serving as mediators between an organisation and its publics and can be described as benefiting both the organisation and the stakeholders. It is also the very first model where information was both disseminated and received reflecting direction as well as

purpose and can be referred to as dialogue. Grunig and Hunt (1984:25) “I can think of a few instances whereby a concept has had such a profound and lasting effect in a communication discipline as has the two-way symmetrical model” Toth (2007:27). “This model has spawned scholarly work such as best public relations practices”. Toth argues that the public relations discipline will be “pragmatically poorer without the articulation of the two-way symmetrical model of organizational public relations” (2007:27).

Evaluative research is also conducted to establish if a public relations effort has improved mutual understanding of management and publics (Grunig & Hunt, 1984:25). This model originated in the 1960’s and 1970’s but cannot yet be regarded as the most widely used model, although many professional associations have incorporated it into their respective codes of professional conduct.

In terms of research, Toth introduces two different approaches to two-way symmetrical research. “The first seeks to describe the actual communication paths as a sociological approach to ‘who says what to whom’ “(2008:68). The second looks at communication relationships between agents or agencies of interest. By implication the first model quantitatively maps the flow of communication between organisations and publics, and the second ads to that map by examining the relational variables of interest and testing them for effect.

In the two-way symmetrical model, communication consists more of dialogue than monologue (Grunig & Hunt, 1984:23) with the main objective to improving understanding with key stakeholders. According to Dozier *et al.* (1995:13), the organisation is adjusting to fit its environment. This requires conflict resolution, bargaining, negotiating and bringing symbiotic changes in the ideas, attitudes and behaviours of the organisation and its stakeholders (Botan & Hazelton, 1989:29). Toth argues that the public relations discipline will be “pragmatically poorer without the articulation of the two-way symmetrical model of organizational public relations” (2007:27). “This model has spawned scholarly work such as best public relations practices” (Toth, 2007:27).

The four public relations models lie at the heart of this research as it will provide insight into the direction of communication at the CPUT. Research will provide clear evidence on the perceived model of communication frequented at the CPUT and through well documented theory, allude to the perceived corporate culture relevant to the CPUT.

2.3 SITUATIONAL THEORY

It has been almost 40 years since the situational theory of communication behaviour was developed. This theory was originally developed in the United States which is considered to have the most developed public relations, academic and practitioner communities (Toth, 2007:527). The theory has subsequently been changed, empirically tested and "reconceptualised in order to adequately and correctly represent the elements of the process of communication, and the behaviour that is a result of this process" Toth (2007:529).

The Situational theory expresses how communication behaviour can be used to segment the general public into smaller groups. It further predicts behaviour and the cognitive effects of communication, as well as public attitudes. It is connected to certain types of communication and certain types of publics or stakeholders Toth (2007:529). One of the important considerations in stakeholder management is to identify and classify stakeholders that are important to the organisation and who should be considered within the organisational environment. According to Mitchell, Angle and Wood (1997), organisations need to define and clarify "what and who really counts". According to Freeman and Liedka (1997:858) stakeholders with similar values, concerns and issues should be identified and the organisation should systematically take interest of those groups that can affect the organisation. With reference to the CPUT, the Situational theory implies that it is of utmost importance that that management will find mechanisms to add value to its strategic stakeholders and value staff as an important interest group. Although students remain the client of the institution, staff members can affect the organisation in a positive or negative manner.

According to Grunig and Hunt (1984:148), Situational theory states that "the communication behaviour of publics can be understood by measuring their perceptions against the situation that affect them directly like the quality of products". Active information seeking and passive processing communication are the two dependent variables according to Grunig and Hunt (1984:149). The latter constitutes information publics stumble upon, without putting an effort into sourcing the information. Active communication will be the opposite, where publics source the information in order to determine their behaviour.

Apart from the two dependant variables, the situational theory also comprises of three independent variables (Grunig 1982, 1983, 1992, 1997; Grunig & Hunt , 1984) They are:

- *Problem Recognition*: this is when publics detect a problem and realise that something should be done to find a solution to the prevailing problem. Grunig argued that people will actively seek additional information in situations where they recognise a problem (Grunig, 1983,1997).

- *Constraint Recognition:* the second variable was developed through Grunig's research of the decision making process and communication behaviour during the late 1960's and 1970's. Grunig (1997) This is when publics perceive that there are a number of obstacles preventing or limiting their ability to address the problem and plan their behaviour.

- *Level of involvement:* this refers to the extent to which people connect themselves with a situation through their communication behaviour. Although all employees of the CPUT are directly involved and linked to the situation at hand, only some seem to try and overcome the constraints that prevent them from communicating their behaviour about the problem. Others seem to see it as part of the corporate culture or way things are done there, and accept it.

The situational theory is based on the premise that people will seek and process information more often when the level of involvement is high, when problem recognition is high and when constraints recognition is low (Grunig, 1983). The level of involvement has a smaller influence on information processing than on information seeking (Toth, 2007:532). It is very uncommon for people to actively search for information that is of no concern to them. That said, it often happens that they stumble upon information even though they were not actively looking for it.

"The Situational theory of public is based on the assumption that publics will form around issues, situations, or topics that are a result of the behaviour of the organization" (Toth, 2007:534). This theory was applied to the CPUT Cape Town Campus in an incident that occurred; a racial incident. A CPUT student posted a racist comment on the sound media online site Facebook and by doing so, augmented the diversity issue at the CPUT. The Vice- Chancellor sent an instruction to all publics to refrain from speaking to the media due to the media hype that erupted almost immediately. In this case the situational theory could have been used effectively to distinguish between active, only one single problem publics and all issue publics, from apathetic publics arising around a set of related issues such as diversity issues. Grunig (1997:13) also defines a hot-issue public as one that is "active only on a single problem that involves nearly everyone in the population and that has received extensive media coverage. The staff members,

who used the media to voice their views about the fact that the student was expelled with immediate effect, can be classified as one of Grunig's "hot-issue publics". None of these staff members were known for their activism on any level with regard to issues related to the CPUT, but it seemed as if this issue prompted them to act.

The importance for exploring Situational theory in this study is twofold. Firstly, it offers an explanation as to why people communicate and when the possibility of communication is the highest. Secondly, the theory explains how the prediction of communication behaviour can be used for dividing the population into smaller publics (Toth, 2007:540). These publics will be based on who communicates one or more of the situational issues. This will also distinguish between active groups and passive groups, in other words it predicts communication behaviour. The theory lastly alludes to practitioners targeting publics in an attempt to stimulate them to communicate as "people under the influence of messages they do not even want to process" (Toth, 2007:540).

2.4 SYSTEMS THEORY

According to Spicer (1997:57), an organisation exists in a dynamic environment whereby it modifies the internal process and restructures itself in response to the changing environment. Organisations and institutions, like the CPUT, are dynamic structures. This implies that it is ever changing and influenced by a number of internal and external factors. Spicer also states that the systems theory is extremely important to public relations. It helps to understand the context of management within an organisation, whereby interaction between all the departments is vital in order to position the right image to the publics (1991:57).

According to Littlejohn (1983:29) a system is "a set of objects or entities that interrelate with one another to form a whole". The System view is a very useful framework to conceptualise organisations. The organisation is seen as a whole with independent parts. It prevents lower level members of an organisation from seeing themselves as isolated from the rest of the organisation. The System view helps view organisations as stable patterns and actions within boundaries and explore why organisations are resistant to change (Hodge & Anthony, 1988:50-51). This helps to recognise the important role the environment plays on an organisation.

2.4.1 Closed systems

According to Robbins (1990:12) organisational theorists have identified two different types of systems namely open and closed systems.

The closed system is influenced by physical sciences, and is seen as self-contained. This view ignores the fact that the environment can have any effect on the system. Robbins augments the essence of a closed system by saying that "A perfect closed system would be one that receives no energy from an outside source and from which no energy is released to its surroundings" (1990:12-13). Organisations obtain raw materials and human resources from outside sources, produce products, provide services, interact with banks, pay taxes etc.

2.4.2 Open systems

An open system recognises the dynamic interaction of a system with its environment. According to van Heerden (2004:39), an open system is highly needed in any organisation in order to properly manage the relationship with all its stakeholders.

Environmental scanning is a type of corporate communication research and is the process by which the organisation's environment is monitored to analyse and evaluate opportunities and threats as they arise (Steyn & Puth, 2000:158). Open systems exchange information with their environment and the public relations practitioner helps with this exchange (van Heerden, 2004:39).

Cutlip, Center and Broom (1994:212) state that the organisation relationships with its publics can change in response to environmental pressure. If they do not change, old relationships become dysfunctional because the organisation acts and reacts in ways inappropriate to the new circumstances. Mergers, change of leadership and a new corporate culture or the lack thereof, are only some of the environmental influences the CPUT had to face over the past 7 years. Public relations programmes should sufficiently pre-empt, detect and manage changes (Cutlip *et al.,* 2000:239) and adjustments should be referred to as pro-active public relations programmes. According to van Heerden (2004:39), an open system is highly needed in any organisation to properly manage the relationship with stakeholders. Open systems give room to the two way-symmetrical model of communication which focuses on shared meaning that will have

organisational and behavioural consequences. Some public relations programmes are routinized to a point that regardless of the problem and without regard to environmental conditions, the same programme will be followed. In other words, the response is both predetermined and applied indiscriminately from one situation to another Cutlip *et al.* (2000:239), and is not a characteristic of an open system.

2.4.2.1 Characteristics of an open system

Robbins (1990) identified eight characteristics of an open system relevant to the study of organisations.

- Environment awareness. A system recognises its symbiotic relationship and interdependency with the environment, from which it is separated by a boundary. Changes in the system affect the environment and *visa versa.*

- Feedback. Open systems feed on information from their environment, helping the system to adjust and to rectify deviations from its assigned course.

- Cyclical character. Open systems are further characterised by cycles of events. The outputs of a system supply the means for new inputs into the system, thus enabling the repetition of the cycle (Hunter 1997:69).

- Negative entropy. To extrapolate this meaning the term entropy refers to the propensity of a system to run down or disintegrate. An open system in contrast with a closed system cannot run down because it does not get any energy. An open system is characterised by negative entropy that can repair itself, that can grow and can even import more energy than it discards.

- Steady state: This refers to a steady flow of inputs into the system and a constant outflow. Looking at the balance of the system, the character of the system remains the same.

- Movement toward growth and expansion. As systems become more complex and attempts to counteract entropy they will move towards growth expansion. The ideal is that the quantity of the system changes, but the quality needs to remain the same.

- Balance of maintenance and adaptive activities. Maintenance activities are aimed at preventing rapid changes that may unbalance the system, thus threatening its existence whilst adaptive activities can adjust to variations in internal and external demand.
- Equifinality. The objective of this system is that varied inputs and transformation processes can be accomplished. Organisational goals for instance can be reached from a number of different starting points. Using the CPUT as an example, it can be reached through ethical leadership, efficient internal communication, good corporate governance, strong ethical culture or even from internal publics (different starting path).

The CPUT can be identified as a complex open system, and although as stated by Dozier and Grunig's "no structure for the public relations function will be ideal for all organizations and all environments" (1992:402), the systems theory suggests certain requirements for public relations as a component of the adaptive system. The most important fact stated by Dozier and Grunig (1992:402) is access to the dominant coalition. The managerial subsystems must heed continued inputs' from the adaptive subsystems as more decisions have consequences and implications for interpenetrating systems.

According to Clark (2000:1) tertiary-education institutions world-wide are developing a disturbing imbalance with their environments. Clark (2000) alludes to the fact that tertiary institutions need to enhance their response capacity and contain more effectively the demands made upon them. In South Africa, tertiary institutions are under extreme pressure for mainly three reasons. Firstly, the author argues that the demand to tertiary education increased from "elite to the mass to universal" (2000:4) with an accompanying sense of entitlement of young people to receive tertiary education. Secondly, the author argues that tertiary education does no longer provide the exact requirements of knowledge for occupations, and thirdly, that government and private sector increasingly exhort tertiary-education institutions to solve societal problems on a broad spectrum. Looking at above- mentioned environmental influences and issues, the CPUT will have to ensure an open system by adhering to all eight characteristics of an open system, in order to properly manage the relationship with all its stakeholders (van Heerden, 2004:39).

2.5 EXCELLENCE THEORY

According to Grunig (1992:3) the IABC "excellence project" reports on three most relevant questions. It posed the questions why, what and to what extent does communication affect the achievement of organisational objectives. The programme of research known as the Excellence Theory began in the 1960s with J. Grunig's research on publics found among Colombian farmers. Research then followed on the role of public relations in organisational decision-making, the symmetrical model of public relations, public relations measurement, and how the structure and environment of organisations shape public relations behavior.
Grunig (1992:2) further propounds the fact that the Excellence Theory is a result of the integration of a number of theories in literature of expert fields such as public relations, communication, organisational psychology, feminist studies, political science, decision making and management.

According to van Heerden (2004:44) the excellence theory is aimed at providing an idealistic framework of how public relations should be practiced in order to save public interest.

In its totality, The Excellence study was exploring two fundamental questions (Moss & Warnaby, 1997:61) namely

- How, why and to what extent does public relations make an organisation more effective and how much is that contribution worth in a monetary sense?

- Which characteristics of the public relations function in an organisation increase the contribution that communication management makes to organisational effectiveness?

Excellence in public relations describes the ideal state in which well-informed communicators seek symmetrical relations through management of communication with key stakeholders (Dozier, Grunig & Grunig, 1995:4). According to Dozier *et al.* (1995:4) the foundation of Excellence Theory in public relations is summarised in trying to find out on one hand how the organisation benefits from public relations and the need for effective communication efforts from the practitioners on the other. Van Heerden (2004) argues that in order to be successful, any organisation needs to practise excellent public relations with its stakeholders which are embedded in a symmetrical model of effective communication.

Touching on world views, the dominant world view for corporate communication is the asymmetrical view that corporate communication is a way of getting what an organisation wants without changing its ethical behaviour (Grunig, 1989). Asymmetrical world-views steer corporate communication practitioners toward actions that are unethical, socially irresponsible and ineffective. According to Grunig (in Grunig, 1992:39, 43-44) excellent organisations adopt the view that corporate communication is a symmetrical process of compromise and negotiation.

2.5.1 The value of Public Relations in relation to the Excellence Theory.

According to Toth (2007:276) the excellence theory demonstrates that the value of public relations can be studied at four levels.

- The level of specific public relations programmes
- The level of public relations functions, directly related to this dissertation.
- The level of contributing to organisational effectiveness
- The societal level

The excellent study can be summarized in only five key words namely; *managerial, strategic, symmetrical, diverse and ethical* (Grunig *et al.,* 2002). Toth propounds that "excellent" public relations departments are "two way and symmetrical in interacting with publics" (Toth, 2007:176) and their practice is ethical. These departments conform to the outputs of the excellence theory. Ethical, open and accountable communication enhances the value that public relations departments add to organisational effectiveness. Although this study will not focus on organisational effectiveness *per se*, it will report on the fact that research has established that long-term relations with stakeholders and publics are often the result of consistency in the ethical behaviour of organisations (Toth, 2007:181).

The value of ethics is arguably the most significant at the societal level and public relations is the one tool that can assist organisations to become socially responsible. Public relations also perform the ethically responsible role of exchanging information with its publics so that an informed society can make reasoned judgements (Toth, 2007:276). This gives rise to the field of corporate governance as a function of corporate communication discussed later in this chapter.

2.5.2 What is communication excellence?

Dozier *et al.* (1995:5) reiterate the notion that communication excellence should be looked at as what it is not, rather than what it is. The authors argue that it is not a manual and an easy step by step implementation programme that needs to be followed. They state that it runs deeper than that. “With compelling logic that is at once more elegant and less cluttered than any ten step, how to guide” (1995:4). Since the notion of strategic management had become popular in literature as a result of the excellence study, many corporate communication departments have tried to implement some of the elements of the excellence theory.

Dozier *et al.* (1995:5) also argue that “you cannot have communication excellence if you do not have a shared understanding with senior management about communication and its function within the organisation”. No empirical research has been done within the CPUT in order to present findings of the aforementioned shared understanding between the dominant coalition and the communication agents. Although the Director Marketing and Communication reports directly to the Vice Chancellor, shared understanding cannot be assumed. The most recent institutional climate study published in 2008 (Henkeman *et al.,* 2008) did allude to what can be interpreted as symmetrical communication- lack of up and downward communication. It is not known if the dominant coalition is aware of the communication function within the CPUT. What is known is that the CPUT staff members find that there is not sufficient communication between them and management, and that there is inadequate communication “upwards” (Henkeman *et al.,* 2008:6).

The excellence theory provides sufficient structure to address corporate communication interventions on all levels at the CPUT. It also acts as a theoretical guide to determine the efficiency of the CPUT communication agents and that of the dominant coalition when it comes to communication.

2.6 STAKEHOLDER THEORY

Mitchell, Angle and Wood (1997:853) argue that for more than a decade the stakeholder approach to understanding the organisation in its environment has been a powerful heuristic device, intended to broaden management's vision of its roles and responsibilities beyond the profit maximization function to include interest and claims of non- stockholding groups. "Stakeholder Theory, in contrast, attempts to articulate a fundamental question in a systematic way: which groups are stakeholders deserving or requiring management attention, and which are not" (Mitchell *et al.,* 1997:853).

Different groups have different amounts of power. This depends on the organisation's needs or dependency on the particular stakeholder group. Other influences are the degree of access the group has to political processes, as well as access to mass media. Issues are therefore, and due to a lack of resources, sorted on the basis of perceived importance of the stakeholder group that is behind the issue. By implication, an issue without a group to support it becomes a non-issue (Mitchell *et al.,* 1997:854).

2.6.1 What is a stakeholder?

Before addressing the question of "what a stakeholder" is, it is imperative to determine what a "stake" is. It is on the basis of "stake" that "what counts" is ultimately decided, argues Mitchell *et al.* (1997:856). A stake is something that can be lost. Without the element of risk there can- not be a stake. The use of risk to donate stake appears to be a way to narrow the stakeholder field to those with legitimate claims regardless of their power to influence the organisation or the legitimacy of their relationship with the organisation (Mitchell *et al.,* 1997:856).

Freeman's stakeholder approach defines stakeholders as "any group or individual who can affect or is affected by the achievement of the firm's objectives" (Freeman, 1984:25). From the onset scholars and practitioners struggled with the broadness of the afore mentioned definition. A number of questions arose namely which stakeholders warrant a manager's attention; which stakeholders have a moral claim; who can affect; who is affected? These questions have subsequently driven stakeholder scholarship for at least the last 20 years Toth (2007:28).

In literature, a clear distinction can be made between broad and narrow stakeholder view scholars. Freeman and Reed (1983) knew from the onset that there was going to be serious differences of opinion amongst broad and narrow stakeholder theorists on the issue of "who or what really counts". The author's broad definition of a stakeholder as an individual or group who "can affect the achievement of an organization's objectives: (1983:91) is almost identical to Freeman's 1984 definition namely "any group or individual who can affect or is affected by the achievement of the organizations objectives" (1984:46). And their narrow definition reverted to the language of the Stanford Research Institute (1963), defining stakeholders as those groups "on which the organization is dependent for its continued survival" (Freeman & Reed, 1983:91).

In contrast to Freeman, Reed and Clarkson offers a narrow definition of stakeholders as voluntary or involuntary risk bearers, Mitchell *et al.* (1997:856). Voluntary stakeholders bear some risk as a result of having invested some form of capital or something of value into the organisation. Involuntary stakeholders are placed at risk as a result of the organisation's activities.

Freeman (1984:216) had difficulty with the use of the term "internal stakeholder", or the author perceived it as opposing the externally focused strategic management stakeholder approach. Freeman later cautioned that organisations should keep their focus on external stakeholders and "internal stakeholders must be seen as the conduit through which managers reach other external goals'' (1984:218).

2.6.2 Strategic stakeholders

Strategic stakeholders are those that are "critical, crucial, essential, important, or vital for an organisation in the accomplishment of its mission" Grunig and Pepper, (in Grunig 1992:123). One method for the identification of key stakeholders is to analyse strategic linkages that are crucial in the survival of an institution like the CPUT, or an organisation. Grunig and Hunt (1984:140-142) identified the following:

- Enabling linkages are with groups that provide authority to, and control the resources of the organisation (In the case of the CPUT this will be the national government as well as the CPUT Council and donors).

- Functional linkages are with the groups that provide inputs to the organisation (e.g. employees, labour unions, students).

- Normative linkages are with the professional or industry associates (e.g. other universities, universities of technology or colleges).

- Diffused linkages are connections to groupings or individuals who are not part of any organisation (e.g. media relations, environmental relations, minority relations and community relations).

According to Welch and Jackson (2007:184) ..."differentiating stakeholder groupings is imperative for the survival of organisations". Organisations in different sectors will have different employee groupings depending on the particular purpose. The stakeholder theory in essence encourages managers to consider different groups with different stakes in an organisation. Welch and Jackson (2007:184) argue that applying this to internal communication results in the identification of participants representing different stakeholder groups at different levels in organisations; i.e.

- all employees
- strategic management: the dominant coalition, top management or strategic managers (CEOs, senior management teams)
- day to day management: supervisors, middle managers or line-managers, heads of departments, team leaders, division leaders, the CEO as line manager
- work teams (departments, divisions); and
- project teams (internal communication review group, company-wide e-mail implementation group)

2.6.3 Organisational functioning can impact stakeholder perceptions

Bechan (2007:5-6) augment that ''as a result of the changing communication environment, businesses today are accountable to a larger set of stakeholders and their issues, than at any other time in history". Many of the big organisations have done reputational damage to themselves and have their ethical practices questioned and scrutinised by various stakeholders" (Bechan, 2007:5-6).

The media presented various articles in credible publications that had affected the reputation of the CPUT. The scrutiny on ethical practices was revealed in an expose article in the investigative publication, Nose Week (Welz, 2006:25). The article states, “the professed professor: lessons from an academic cabal on how to get your candidate made vice- chancellor- even if she fails to make the grade” (Welz, 2006:25). Apart from her aqueous qualifications and skills to run a tertiary institution, the article writer makes a number of allegations regarding interference during the appointment process, settlement packages and Judge Desai, a then member of council, being “bamboozled into believing a black women being appointed was an absolute necessity” (Welz, 2006:25).

Material of this nature can be detrimental and can cause irreversible damage to the image of an institution. This article was preceded a month prior by another article on Judge Hlope (Judge President in the Western Cape) and his stake in a South African asset management corporation. The article stated that in 2000 the Peninsula Technickon invested R 300 million in Oasis and in February 2003 Judge Hlope became their chancellor (2006:19). In this article called “Judge Hlope and friends: a profitable academic study” the current Vice-Chancellor but the then pre- merger Dean of Students at Peninsula Technikon is implicated as a board member of Oasis.

In 2009 the CPUT made the headlines for all the wrong reasons once again. Student protest and unrest brought the CPUT to a standstill when buildings were flooded and property damaged by angry students at the institution’s Cape Town campus. Police had to disperse the grounds with rubber bullets when they damaged buildings and robbed the student cafeteria in the student centre. (Van den Heever, 2009:4).

Bechan (2007:2) states “... that the reputation of an organisation can take years to build and only a few seconds to destroy” (2008:2). This became evident when the CPUT Student Representative Council (SRC) initiated mass action during the orientation day welcoming event in February of 2011, in full view of hundreds of parents and a great number of journalists. These incidences can arguably be one of those “few seconds” it took to further destroy an already tarnished University reputation. The researcher witnessed parents uttering their disgust with the rambunctious behaviour of the students and had to be treated for inhalation of teargas on the spot due to the intervention of security in an attempt to protect the parents.

Internal communication (IC) as a method to grow stakeholder groups has four interrelated elements of internal communication that can be considered as dimensions of internal communications (Welch

& Jackson, 2007:184). They are internal line manager communication, internal team peer communication, internal project peer communication and lastly internal corporate communication. Understanding the dimensions of internal communications, will make the stakeholder approach on IC clearer. Welch and Jackson's table (Table 1) is imperative to this study as a clear distinction is made between line management communication, internal peer communication, project peer communication and corporate communication. The researcher also made these distinctions clear in the questionnaire issued to the sample group. The direction of communication between the dimensions of communication forms the very essence of this study.

Table 2.2: Internal Communication Matrix (Welch & Jackson, 2007:185)

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

2.6.3.1 Stakeholder approach to internal communication

According to Welch and Jackson (2007:183), if internal communication is the strategic management of interactions and relationships between stakeholders at all levels within organisations, these stakeholders need to be identified. From this perspective flows pivotal information which internal communication practitioners should be cognisant of:

- Internal communication authors have received a lot of criticism from L'Etang (2005:522) for treating employees as a single stakeholder. This is substantiated by complexity theory writers and followers. With reference to Freeman's own definition of stakeholders as "any group or individual who can affect or is affected by the achievement of the firm's objectives", it needs to be noted that Freeman himself battled with the use of the term internal stakeholder. Freeman (1984:218) emphasises the need for organisations to keep an external focus as "internal stakeholders must be seen as the conduit through which managers reach other external stakeholders".

- Taken together, all of the above, namely stakeholder group, organisational level and participants suggest a series of interrelated dimensions of internal communication. Welch and Jackson propound that interrelated dimensions (Table 1) include internal line management, manager communication, internal project peer communication and internal corporate communication. These four can also be considered as four dimensions of internal communication.

- Internal communication specialists should always ask who communicates to whom, in what way, with what content, and for what purpose (Welch and Jackson, 2007:185)?

2.6.4 The effects of the Internet on communication with and between stakeholders.

The advent of the internet and world wide web in particular revolutionised the way in which firms communicate with their stakeholders (De Bussy, Watson, Leyland & Michael, 2000:140) and increases the importance of the corporate communication function. Corporate communication can be seen as the net effect of communication with and between its publics.

Information technologies, such as the internet, is a powerful new tool with the promise of revolutionising corporate communication and marketing, bringing the organisation closer to customers, speeding up transactions, and improving management decisions (Oliva, 1997:8). Managers need to realise what the capabilities of these new mediums are, mainly because of the impact on the communication by influencing communication channels, corporate stakeholder identification, communication, mediums , message content, feedback, shared meaning of messages , strategic information sharing and lastly corporate identity (Ihator, 2001:199).

An organisation's website should be designed around the corporate business goals and not around the technology (Curry, 1996:54). Ideally, the internet should be integrated into the strategy of the organisation. It is only within its context of organisational strategy that the full potential of the internet can be realised. According to Cilliers, Steyn and Grobler (2004:3) the internet cannot contribute to the bottom line of the organisation on its own.
With reference to the CPUT communication strategy, the website is relatively effective when it comes to the dissemination of information to its stakeholders (a-symmetrical communication), but at the same time does not offer a platform where the stakeholder can communicate with

CPUT management. In 2012 the first ever survey poll was published on the CPUT website and the first opportunity arose for staff and students to vote on the official CPUT website on a “new shuttle survey” which the university planned to launch in 2013. This study on the influence of corporate communication at the CPUT, will also explore the perceptions of the sample group on above -mentioned poll. It also aims to ascertain their view on whether this poll is to “listen” to them and to allow upwards or symmetrical communication between management and its stakeholders. Although the poll reached an 89 per cent voting average (CPUT 2012) after only nine weeks, it can- not be argued with certainty that the staff members and students who partook in the survey, are convinced that they engaged in symmetrical communication and that their voices are “heard” by the dominant coalition. Although polls of this nature have the potential to establish two way symmetrical communication between CPUT management and its stakeholders, the researcher would suggest that more pertinent questions related to job satisfaction, merger issues and even culture would have a bigger impact on staff rather than more superficial polls pertaining to shuttle services and so forth. Core issues and core values can be addressed through the internet and Newsflash (intranet) to create the idea of symmetrical communication between management and staff.

2.7 ORGANISATION THEORY

In order to understand corporate communication, the phenomenon, it is of utmost importance to understand the concept of an organisation, its structure, its functions, what contributes to its success and where and if corporate communication forms part of it. Before we explore organisations and its structures, however, the term “organisation theory” needs to be defined and understood. Organisation theory refers to both the descriptive and prescriptive aspects of the discipline. According to Robbins (1990:7) “it describes how organizations are actually structured and offers suggestions on how they can be constructed to improve their effectiveness”. The author defines an organisation as a “consciously coordinated social entity, with relatively identifiable boundary, that functions on a relatively continuous basis to achieve a common goal or set of goals” (1990:4). If it is a social entity that functions, structure is implied.

2.7.1 Organisational structure

According to Robbins, organisational structures can be analysed on two levels, namely horizontal and vertical structures. The latter referring to the relationship of organisational units to each other, and horizontal structures relating to the organisation within an organisational unit.

2.7.1.1 Vertical structures

According to Robbins (1990:5) three components of an organisation’s vertical structure can be identified namely centralisation, complexity and formalisation. Grunig and Hunt (1984) identified a fourth component namely stratification (1984:100). Robbins argues that the extremes of components are nothing more than two end points on a continuum on which the organisation lies, and that some organisations will be more formalised and some more centralised than others (1990:6).

In a nutshell, formalisation refers to the degree to which the organisation relies on rules and procedures to direct behaviour of employees (1990:6). Complexity describes the level of differentiation within an organisation including the number of levels in the hierarchy (1990:5). Grunig and Hunt argue that complex organisations are found in complex environments (1984:100). The CPUT can be classified as such an environment where the organisation has more specialised roles with higher educated employees.

Centralisation relates to where the focus of decision making lies. A highly centralised organisation will have problems elevated upwards to - in the case of the CPUT- the executive management, where they - the dominant coalition will make the decisions. Centralisation correlates with the constraint felt by people of the various hierarchical levels within the organisation. In this research, a clear distinction is made between executive management, line management and project management to establish the flow of communication. Two questions pertaining to centralisation namely, “I have a say in decisions that affect my job” and “Important decisions at the CPUT are generally made by a few administrators rather than by people throughout the organisation” was included in the questionnaire. The results show a clear high level of centralisation where less autonomy is given to staff members throughout the organisation.

Stratification relates to the relative importance of a role in comparison to other roles, according to Grunig and Hunt (1984:99-100). The highest prestige will go to the staff filling the most important roles in the organisation and they will also be those that receive the highest remuneration, e.g. the Vice-Chancellor of the University.

2.7.1.2 Horizontal structures

Horizontal structures defines the clear division of tasks and responsibilities on the same level of a system, for instance in a public relations department. Two public relations scholars namely Grunig and Hunt were the first to present a model to introduce the categorization of horizontal structures (1984:102-103).

The different categorisations will briefly be named, but only one of them relevant to this study will be discussed.

In no specific order they are:

a. Structure by geographic reason meaning one unit of the department is responsible for each location.
b. Structure by organisational sub-systems for instance members of the department are assigned to serve the various sub systems and is often found in government and educational institutions like the CPUT.

c. Structure by management process where the public relations department is organised according to the management process such as planning, evaluation or research.
d. Structure by publics, where public relations departments are divided into sub-structures'
e. Account executive system that is mostly found in consulting firms who assign different employees to each of their clients.
f. Structure by communication technique where units within an organisation are responsible for major communication techniques such as press services and publications. Such structures can mostly be found in press agentry/publicity and the public information models of public relations. Such organisations also tend to have an above average vertical structuring and usually operate in static environments.
g. Combination of structures. Grunig and Hunt (1984) are the first to argue that when studying public relations departments in reality, it almost immediately becomes apparent that most organisations practise a combination of the models presented. Looking at the CPUT public relations department, called marketing and communication, it seems to be a combination of structure by organisational subsystem, coupled with structure by communication technique that is followed. Grunig and Hunt propound that the last technique is often found in complex environments where the dominant coalition has equipped the public relations department with little or no power at all (1984:101-102).

2.8 CORPORATE COMMUNICATION AND PUBLIC RELATIONS

Derived from the Latin “corpus” meaning “body” or “whole”, corporate communications adopt a corporate point of view (van Riel & Charles, 2007:22). Corporate communications encapsulates marketing communications, management communications and organisational communications. By corporate communication, the authors argue they “mean a coherent approach to the development of communications in organizations, one that communication specialists can adopt to streamline their own communications activities by working from a centrally coordinated strategic framework” (van Riel & Charles, 2007:22).

Under the corporate communications heading, the researcher will explore the corporate communication phenomenon, the types of communication, key tasks of corporate communication and also explore where public relations fit into the social science mix.

2.8.1 What is in a name?

According to Tilley (2005:1-10), the “name public relations is so tarnished that it needs to be replaced with a title reflecting transparency, consistency and responsiveness of managers (TCRM) to better reflect the needs for open communication, consistency of internal external messaging, and the organisational athleticism to respond to stakeholder requirements”.

Van Riel argues that corporate communication can be defined as the “integrated approach to all communication produced by an organisation, directed at relevant target groups” (1995:24).

According to Cornelissen, “Corporate communication demands an integrated approach to managing communication. Unlike a specialist frame of reference, corporate communication transcends the specialties of individual communication practitioners (e.g., branding, media relations, investor relations, public affairs, internal communication, etc.) and crosses these specialist boundaries to harness the strategic interests of the organization at large.

Richard Edelman, CEO of Edelman, the world’s largest independent PR agency, highlights the strategic role of corporate communication as follows: “we used to be the tail on the dog, but now communication is the organizing principle behind many business decisions”. The general idea is that the sustainability and success of a company depends on how it is viewed by key stakeholders, and communication is a critical part of building, maintaining and protecting such reputations” (2014:5).

This study will use corporate communication as the “integrated approach” of all communication as argued by van Riel (1995:24). Corporate communication addresses the fulfilment of the organisational objectives and is seen as the overall corporate communication strategy for an organisation. Public relations according to PRISA is “the management through communication of perceptions and strategic relationships by an organisation and its internal and external stakeholders.” (PRISA, nd.). By implication communication is the “tool” to manage perceptions and relationships within an organisation. With reference to Groenewald, van Riel and PRISA’S arguments and definitions, public relations and corporate communication will be used interchangeably as the functions are aligned.

Corporate Communication encapsulates internal and external communication as well as all aspects of communication commonly viewed as public relations. Argenti (1996:94) refers to a paucity of definitions of internal communication especially to Frank and Bronwell‘s (1989) definition of internal communication as ‘the communications transactions between individuals and/or groups at various levels and in different areas of specialisation that are intended to design and redesign organisations, to implement designs, and to co-ordinate day to day activities” (Frank & Bromwell, 1989:5-6).

2.8.2 Types of Communication

Van Riel and Charles, refer to this definition of corporate communication and propound that internal communication is an element of corporate communication and makes a clear distinction between marketing communication, management communication and organisational communication. The latter encompasses public relations, public affairs, investor relations, corporate advertising, environmental communication and internal communication (2007:20). This study will inform on the use of corporate communication to encapsulate the diverse attributes of the discipline and explore the different types of communication alluded to by van Riel and Charles (2007:14).

2.8.2.1 Management Communications

Van Riel and Charles, (2007:15) distinguish between three principle clusters of task related communication activities within an organisation namely, management communication, marketing communication and organisational communication.

The authors argue that of all the clusters mentioned, management communication is possibly the most important type of communication (van Riel & Charles, 2007). The management level of communication encapsulates communication upwards, downwards, sideways, with employees, stakeholder's internal and external publics. Management can, constantly reinforce and reiterate the organisation's goals, and by so doing, fulfil a very important skill that is expected of all managers, namely motivation and guidance.

Management communication is not only a task that takes place at the top of the organisation. All levels rely on communication in order to (Pinctus *et al.,* 1991:23):

- Develop a shared vision of the company within the organisation
- Establish and maintain trust in the organisation's leadership
- Initiate and manage the change process
- Strengthen the identification of employees within the organisation.

Management communication is of utmost importance. Managers are often of the opinion that they are au fait with this skill but research has shown that organisations should not take communication skills for granted. "Although all management layers do have to communicate, top management has a special role to play in representing the organization to internal and external audiences" (van Riel & Charles, 2007:16). Apart from writing skills, knowledge on media issues, corporate culture, threats, challenges, strong points and weak points of the company, the manager should also be skilled in research methodology, presentations, and written reporting.

2.8.2.2 Organisational Communication

According to Baskin and Aronoff (1988:2), "Public relations is a management function that helps define organizational objectives and philosophy". The definition adopted by the Institute for Public Relations and Communication Management of South Africa (PRISA) is, "Public relations is the management, through communication, of perceptions and strategic relationships between an organisation and its internal and external stakeholders" (Skinner, Von Essen & Mershamm 2001:4). Exploring both definitions, the deduction can be made that corporate communication can have strategic value for an organisation.

Clampitt and Downs undertook a wide review of the evidence on the effects of communication on organisations and concluded that some of the benefits obtained from effective communication

included improved productivity, a reduction in the number of strikes, higher quality of services and products, a reduction in absenteeism and a reduction in costs (1993:22). Kanter (1988) propound a higher level of innovation can be achieved by good communication within and between organisations and sections of organisations. Kanter explores the widespread involvement of organisational goals and the creation of a supportive climate for innovation as some of the outcomes of effective organisational communication (Kanter, 1988:509).

According to van Riel (1995) organisational communication encapsulates public relations, investor relations, public affairs, corporate advertising, internal communication as well as environmental communication. Van Riel attributed four characteristics to this group of communication activities namely:

- That it is aimed at corporate audiences or publics.
- That it is not necessarily "the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favourable starting points with stakeholders on whom the company depends" (van Riel & Charles, 2007:25)
- That organisational communication is normally initiated by external stakeholders.
- That it applies a different style of communication for instance marketing communication (van Riel &Charles, 2007:20).

The term internal communication will be used throughout this research because it is preferred by corporate communication theorists (van Riel, 1995:13; Forman and Agenti, 2005:1). Alternatives are also used in literature, sometimes interchangeably, and include internal relations (Grunig & Hunt, 1994:240), employee communication (Argenti, 1996:94) internal communications (Cornelissen, 2004:189), staff communication (Stone, 1995:115) employee relations (Grunig & Hunt, 1984:240) as well as internal public relations (Wright, 1995:182).

The definition most frequently used by authors to describe internal communication is "the communication transactions between individuals and/or groups at various levels and in different areas of specialisation that is intended to design and redesign organisations to implement designs, and to co-ordinate day-to day activities (Brownell, 1989:5-6). Brownell's (1989) definition, however, refers to organisational communication as a field of study and practice, not internal communication or employee communication as part of integrated corporate communication. Van Riel's definition of internal communication on the other hand describes

internal communication as an element of organisational communication. "..an instrument of management by means of which all consciously used forms of internal and external communication are harmonised as effectively and efficiently as possible, so as to create a favourable basis for relationships with groups upon which the company is dependant" (1995:13). So the question that needs to be asked is if internal communication and organisational communication is the same thing, and if they are not, how can internal communication be defined, where might it be positioned, who might be involved and what might be the purpose (Welch & Jackson, 2007:179)? To address some of the questions, internal communication should first be positioned (see paragraph 2.9). The discipline of organisational communication focuses on the context of the organisations and their communication process (Miller, 1999:1), in other words an approach to communication as a phenomenon (Deetz, 2001:5).

According to Cheney and Christensen (2001:231) internal communications can be defined as "employee relations, statements of missions and organizational development". To conclude, a review of definitions and fields of study resulted in a perspective that organisational communication is concerned with communication, in the abstract, as a communication phenomenon, while corporate communication is seen as being concerned with communication as an instrument of management (Welch & Jackson, 2007:181).

2.9 POSITIONING INTERNAL COMMUNICATION

The organisational communication field of study looks at communication and organisational behaviour and can be seen as both "… a way to describe and explain" organisations (Deetz, 2001:5). Organisational communication scholars argue that communication is part of the integrated whole. On the one hand, Cheney and Christensen (2001:231) argue that internal and external communication no longer exist as separate fields since they have been superseded by the notion of fuzzy boundaries. The fuzzy boundaries are derived from the valid questions such as when does internal communication become external. If the Vice-Chancellor of the CPUT sends an email to any other stakeholder other than an internal public, is this internal or external communication? To clarify this, some authors propound the use of "external organisational communication"' for clarity and then go on to define it as public relations, marketing and issues management''. They define internal communication as "employee relations, statements of mission and organisational development'' (Cheney & Christensen, 2001:231).

Organisations are increasingly creating an Employee Relations (ER) function within their companies. It is expected from ER specialists to fulfil one or more of the following four roles (Krone *et al.,* 1987:38).

- Efficiency: Internal communication is used primarily to disseminate information about corporate activities.
- Shared meaning: Internal communication is used to build shared understanding among employees about corporate goals.
- Connectivity: Internal communication is used mainly to clarify the connectedness of the company's people and activities.
- Satisfaction: Internal communication is used to improve job satisfaction throughout the company according to van Riel (2007:188)

An array of definitions for internal communication have found their way into academic literature but no exclusive, all encapsulating, descriptive and bona fide discretion is found. Authors seem to differ on issues of common starting points (van Reil, 1995:13), different views on the concept of internal communication,(Argenti,1996:77) boundaries of internal communication (Cheney & Christensen, 2001:231) and even methods of internal communication (Cornelissen's, 2004:189). Welch and Jackson argue that they derived a definition that closes most of the attempts to address gaps in the literature by propounding internal communication as the strategic management of interactions and relationships between stakeholders at all levels within organisations (2007:183). To assess effectiveness, we therefore recommend distinguishing four different types of activities that will resort under a professional internal communications practitioner namely structure, flow, content and climate.

Structure entails the formal and informal channels through which internal messages are conveyed. Flow implies the process through which internal communications move vertically, horizontally, and laterally in the company. Content implies the specific content of the communication and lastly climate implies the emotional environment of the organization (van Riel & Charles, 2007:189).

2.10 CORPORATE GOVERNANCE

Cadbury argues that *"Corporate Governance is concerned with holding the balance between economic and social goals and between individual and communal goals. The aim is to align as near as possible the interest of individuals, corporations and society"* (2000:7-15). Dedication towards discipline, transparency, responsibility, accountability, independence, social responsibility and fairness are all indicators of effective or good corporate governance.

In an attempt to regulate corporate governance within South Africa the government commissioned Advocate King to explore principles. These were released as King I, II and III reports respectively. King III report released in 2009, represents a significant milestone in the evolution of corporate governance in South Africa, and brought with it significant opportunities for organisations that embrace its principles.

The King I and King II reports, which were respectively launched in 2009 year and year 2010, together with the King III Committee endeavours to be at the forefront of governance internationally. The King III report has broadened corporate governance in South Africa which is the core philosophy revolving around leadership, sustainability and corporate citizenship.

2.10.1 Corporate citizenship and the role of public relations

According to Fitzpatric (1996:251) the public relations professional is trained to look at both the managers point of view and the public's. The author further expanded the statement by stating that the public relations professional is also able to find out what the public is thinking, relay that to management and formulate communication programmes to increase public understanding toward the organisation or issue.

According to Grunig and Hunt (1984) corporate responsibility is one of the most prominent themes in the field of public relations. A narrow relationship between the practice of public relations and corporate responsibility can be observed. Public relations itself can be considered a legitimating practice for organisations in the eyes of society from both functionalist (Holmstr¨om, 2003) and poststructuralist. In 2004 Waddock augmented the fact that companies have" progressively assumed responsibilities beyond their own economic activities within the social sphere" (2004:10). In 2010 CPUT opened a Civic Engagement Unit on the Cape Town

campus. This unit is responsible for the coordination and where possible the funding of all corporate social responsibility projects and programmes. Although the Civic Engagement Unit does not report to the PR Manager, the two Departments work closely together to report on Corporate Social Responsibility (CSR) programmes the CPUT embark on. These activities also impact directly or indirectly on CPUT stakeholders.

The relevance of this chapter is the concept of corporate citizenship and the responsibility of public relations to either drive the organisations commitment or to communicate its commitment to internal and external stakeholders. As argued by Waddock, the concept of corporate citizenship has acquired relevance in the past decade to incorporate a global focus and the concrete approach of the stakeholder theory into corporate social responsibility (CSR) (2004:9). Waddock explains that corporate citizenship involves "the strategies and operating practices a company developing operationalising its relationships with and impacts on stakeholders and the natural environment" (2004:9).

The very existence of corporate social responsibility (CSR), corporate citizenship (CC) and sustainable development (SD) is based on "the stated commitments of an organisation and its relationship with its different kinds of publics in the fulfillment of its economic, social, and environmental duties; in the fulfillment of its commitments to information transparency and ethical behavior; in the management of the company; in the development of its products, services, and business; and in the evaluation and control of the fulfillment of these commitments. In this way, the communication function is at the heart of CSR/CC/SD management" (Capriotti & Moreno, 2007:85).

The King Report (King Committee, 2009:4) brought it to the attention of companies in South Africa that it needed to be aware of its environment in totality and be good corporate citizens. This responsibility rests firmly on the corporate communication departments within organisations.

2.10.2 King Report on Leadership (The Board).

In the summary of the Report on Governance for South Africa 2009- King III (King Committee, 2009:6), the role and functions of the board of directors in relation to the promotion of ethical corporate culture are expressed as follows:

- Ethical conduct should be promoted
- Integrity should permeate all areas of the company
- Ethical conduct should be evident in the company's relationship with society and the natural environment
- Ethical standards should be involved and followed in all aspects of the company's business.

The philosophy of the report revolves around leadership, sustainability and corporate citizenship. For purposes of this study the author will augment the importance of effective leadership. "Good governance is essentially about effective *leadership*. Leaders should rise to the challenges of modern governance. Such leadership is characterized by the ethical values of responsibility, accountability, fairness and transparency and based on moral duties that find expression in the concept of Ubuntu" (Institute of Directors, 2009).

The relevance of good leadership at the CPUT with reference to ethical behaviour, or the lack there off, can potentially impact negatively on image of the University. The Noseweek articles (Appendix E and Appendix F) published in 2006 suggests unethical behaviour by the dominant coalition and in particular the then Vice Chancellor can potentially affect internal and external stakeholders. According to the King Committee, the dominant coalition is expected to

- behave ethically and create an ethical corporate culture
- follow ethical standards
- take the interest of stakeholders into account when decisions are made
- conduct of individuals should improve moral values
- business activities should be conducted with integrity, fairness and vision,
- fair competition practices are followed
- poor performance is never blamed on exercise of good ethical standards (King Committee 2009:21).

The role of the dominant coalition and ethics will further be explored in the section corporate culture.

2.11 CORPORATE CULTURE

2.11.1 Introduction

It was Elliot Jaques who in 1952 first came up with the phrase “Culture” in relation to work organisation. (Linstead, Fulop & Lilley, 2004: 96). During the years that followed a number of organisational psychologists and sociologists such as Chris Argyris (1964) and Alvin Goulder (1950) did some research on how people made sense of their social situations as well as the importance of unspoken rules.

Ethnographers have studied societal cultures since the 17th century (Gabarino, 1977). It is, however, only since the 1980’s that cultural scholars started assessing the impact of culture on organisational processes (Sriramesh *et al.*, 1996:230). Related to the emphases on the work of the non-obvious, and the importance of the implicit and taken-for granted in forming our experience of organisations, some social psychologists involved in organisational change, who called themselves Organisational Development (OD) specialists, began to recognise the significance of the unsaid barrier of transformation and other aspects of social life that could today be encapsulated under corporate culture studies (Linstead *et al.,* 2004:97).

Deal and Kennedy (1982:15) argue that managers tend to underestimate the power of culture within a company and that people are without a doubt a company’s most valuable resource as “they have stories to tell not just profits to make”. In an organisation where there is a strong culture, the authors argue, people will know exactly what is expected from them in any given situation. In a weak culture, employees will take lots of time just to determine what to do and how it should be done. Therefore, the impact on productivity in a weak culture is huge. A strong culture by implication is nothing other than a form or system of unwritten rules, or “the way things are done around here” (Deal & Kennedy, 1982:16). Deal and Kennedy further argue that a strong culture enables employees to work harder just because they feel better about what they are doing (1982:16). By ignoring the importance of culture in an organisation, CEO’s and managers might leave out one of the most important ingredients in the mixing bowl of successful companies.

Schein (2009:21) warns that the biggest danger in trying to understand culture is oversimplifying it. “It is tempting to say that culture is just ‘the way we do things around here” or the ‘rites and

rituals of our company" etc.". The author argues that the different definitions about culture are all manifestations, but what is important is to imagine culture that exists on "several levels going from visible to tacit and invisible" (Schein, 2009 :21).

Figure 2.1: Three levels of Culture (Schein, 2009:21)

2.11.2 Definitions

There are a myriad of definitions for corporate culture but yet no consensus regarding the definition. Most authors will agree that the organisational or corporate culture refers inherently to something that is holistic, difficult to change, soft, constructed, historically determined, related to things anthropologists study (rituals and symbols) and socially constructed (Sorge & Warner, 1997). The authors also argue that a distinction can clearly be made between authors who see organisational culture as something an organisation *has* or something an organisation *is* (Sorge & Warner, 1997:13).

Hofstede (2005:282) agrees to the fact that there is no standard definition of the concept of culture, but that authors and academics will probably agree on the following aspects of corporate culture, namely that it is

- Holistic: referring to a whole that is more than the sum of the parts.
- Historically determined: in a way reflecting the history of the organisation

- Related to the things that anthropologists will study: symbols and rituals
- Socially constructed: established and preserved by a group of people who together can be called the organisation.
- Soft
- Difficult to change: no consensus on how difficult.

Although as previously perceived, no agreement exists on the definition of the concept, it is important to look at some of the existing definitions in order to fully understand the concept.

Table 2.3: Definitions

Definitions	Author(s)	Year
A pattern of basic assumptions- invented, discovered, or developed by a given group of as it learns itself to cope with its problems of external adaptation and internal integration- that has worked well enough to be considered valid and correct way to perceive, think and feel in relation to those problems.	Schein	1985:9
Organisational culture is not just another piece of the puzzle, it is the puzzle. From our point of view a culture is not something an organization has; a culture is something an organization is.	Pacanowsky and o'Donnell-Trujillo	1983:126
Organizational culture is the collective programming of the mind which distinguishes the members of one organisation from another.	Hofstede	1991:5

(Linstead, Fulop & Lilley, 2004:98)

When theorist connect a malleable concept such as culture which have so many diverse definitions, they inevitably produce complex theories and semantic confusion (Shein 1985). Looking at the definitions in Table 2.3, the common belief is that corporate culture is not tangible but has to do with thinking and feeling more than the obvious. Organisational culture "…comprises of the deep basic assumptions and beliefs, as well as the shared values, that define

organizational membership, as well as the member's habitual ways of making decisions, and presenting themselves and their organizations to those who come into contact with it" (Clegg, Kornberger & Pitsis, 2011:221).

Organisational culture can consist of artefacts such as furniture in a person's office to the physical structure of buildings to where employees park reflecting manifested power. This can be referred to as level one according to Clegg *et al.* (2011:221). Level two is called espoused values and reflects upon the non-visible facet of culture that manifests in norms and beliefs of employees. The third level of organisational culture the authors infer to be the deepest and most difficult to change form of culture, is the so called basic assumption culture. "*It includes the basic assumptions that shape organizational members' worldviews, beliefs and norms which guide their behaviour without being explicitly expressed"* (Clegg 2011:222). With reference to the very specific question in the questionnaire, the author will touch two of the three level in the statement "These differences can be seen in larger offices, quality of furniture, parking spaces etc." (See Appendix G).

2.11.3 Corporate culture vs. corporate climate

Research revealed that the exploration of the word corporate climate preceded corporate culture. The latter only really became popular in the English language in 1980 when authors like Pettigrew, Schein, Deal and Kennedy started referring to "corporate climate", already popular since 1950 as "corporate culture" (Sorge & Warner, 1997). An earlier concept used since 1950 was called organisational climate. The authors argue that there is still no consensus in literature over the differences between culture and climate, but it is safe to say that culture tends to be viewed as a longer, more stable and deeply rooted character of an organisation whereas climate will be viewed as more a inter changeable characteristic and by implication more short term. Climate refers mostly to the recurring patterns of behaviour, attitudes and feelings that characterize life in the organisation. According to Hofstede (2001:383) although culture and climate are related, the latter proves easier to assess and to change.

The author further explores the following differences:

- Climate is more closely linked with individual motivation and behaviour than culture.
- Culture to his knowledge resides entirely on the organizational level.

- Climate can be seen as a subset of culture.
- Climate is derived from social psychology, culture from anthropology.
- Climate has an evaluative connotation. There are wholesome and unhealthy climates, and it overlaps with satisfaction. Cultures on the other hand can be different without one being better than the other (2001:392).

The author further propounds that culture tends to be treated as the personality of the organisation, a long-term, stable characteristic of the organisation, and climate can be seen as the mood, a short term, more changeable characteristic.

2.11.4 National culture in relation to corporate culture

According to Scholtz (1987:79) corporate culture has to be kept strictly apart from similar looking concepts like the corporate identity, organisational climate or national culture. The author argues that corporate culture is the implicit, invisible, intrinsic, and informal consciousness of the organisation which guides the behaviour of the individuals and which shapes itself out of the behaviour.

According to Hofstede (2001:403) one cannot fully understand corporate culture (where membership is partial and voluntary) without looking at national or social culture. Culture in general can be defined as "the collective programming of the mind which distinguishes the members of one group or category from people of another" Hofstede (1991:5) and where membership is permanent and involuntary.

Corporate- and national culture are not identical. A nation is most certainly not an organisation, at the same time; an organisation is not a nation (Hofstede, 1991:6). "Organizations will not often, if ever, reach the depth and richness of socially shared understanding of the paradigmatic cultures studied by anthropologists…" (Wilkens & Ouchi, 1983:479 cited in Hofstede 2001: 393). The two cultures differ inherently and they are two complete different phenomena. Hofstede argues that the national culture influences corporate culture. "Culture as collective programming of the mind" manifests itself in different ways such as symbols, rituals, heroes and values only to mention a few (Hofstede, 2001:393). "These can be imagined as the skins of an onion, symbols representing the most superficial and values the deepest manifestations of culture, with heroes and rituals in between" (Sorge & Warner, 1997:195). Heroes, rituals and symbols can

collectively be called “practices” visible to an outsider to be observed whilst their cultural meaning is meaningless to the outsider. Two large research projects on national and organisational culture differences (Hofstede *et al.*, 1990 cited in Sorge & Warner, 1997) showed that national cultures differ mostly at the level of values, while organisational cultures differ mostly at the level of more superficial practices: symbols, heroes and rituals. Another interesting fact is that corporate culture is not learned through socialising at the workplace. A logical phenomena is that you enter your workplace as an adult with your values already firmly in place (Hofstede, 2001:393).

Sriramesh and White (1992:599) have argued that corporate culture cannot help but be affected by external culture. It needs not to be consonant with societal/external culture, but it most definitely will be affected by it. Societal culture imposes a world view upon an organisation; by implication a regional or local culture can affect organisations directly because an employee resides and are acculturated outside, as well as inside organisations (Adler, 1991:3; Sriramesh & White, 1992d).

2.11.5 Four cultural dimensions

Hofstede (1984) identified four cultural dimensions and these were the same dimensions used to review literature on societal culture in the Excellence Study. According to Toth (2007:509) Hofstede in 1991 added a fifth dimension that he first termed confusion dynamics and later re-named it to long-term orientation. This study will distil all five dimensions.

- Power distance**:** This can be encapsulated as the extent to which the less powerful members of the family accept and expect that power is distributed unequally. In small power distance societies, hierarchy means inequality of roles, established for convenience. In a large power distance society, hierarchy means existential inequality. Here subordinates expect to be told what to do and the ideal boss is a benevolent autocrat. In a small power distance society subordinates expect to be consulted and the ideal boss is a resourceful democrat.

- Individualism vs. collectivism**:** This reflects the degree to which individuals are integrated into groups. In some societies individuals must fend for themselves and his or her immediate family. Other societies like African societies and Japanese societies, form strong cohesive groups from birth. Here the interconnectedness plays a big role and the typical Ubuntu phenomenon of “I am

because you are" comes into play. Another good example of the latter will be that in a collective society, the relationship prevails over the task. In an Individual society, the task prevails over the relationship. One can then easily see how complex societies can become when you have societies within societies, like and by implication, cultures within a culture evident in the rainbow nation, South Africa.

Sorge and Warner (1997) argue that most real cultures will be somewhere in-between the two pendulum extremes and use the sociological categories of particularism and universalism to confirm the "how". Particularism is a way of thinking in which standards for the way a person should be treated depend on the group or category to which the person belongs. Universalism in turn is a way of thinking in which the standards for the way a person should be treated are the same for everybody.

- Masculinity vs. femininity**:** This in short refers to the roles of sexes. The assertive pole will be called *masculine* and the caring, modest pole *feminine*. Women in feminine countries have the same modest, caring values as men and in masculine countries they are more assertive and competitive. Other feminine qualities in feminine societies are things like underselling oneself, stress about the quality of life and strong intuition. In masculine societies there is a lot of stress about careers, a lot of over selling of one-self and decisiveness. Hatch (1999) cited in McShane & Von Glinow (2003) refers to this dimension as achievement versus nurturing orientation. Achievement orientated cultures (masculine) will value assertiveness, competitiveness, and materialism. In feminists or nurturing orientated cultures the well-being of other people, human interaction and compassion is essential.

- Uncertainty avoidance: This dimension is also seen as man's search for truth. It describes the feeling of comfort or discomfort in unstructured situations. In weak, uncertainty avoidance societies, there is a dislike of rules, less formalization and standardisation and a tolerance of deviant persons and deviant ideas. On the opposite scale, there is an emotional need for rules, more formalization and standardisation and a complete intolerance of deviant persons and ideas.

2.11.6 Can cultures be changed?

Hofstede (2001:409) states that those who want to change or manage organisations' cultures should take Burrel and Morgan's (1979) warning to heart.

"Like organizational structure, culture is often viewed as a set of distinct variables, such as beliefs, stories, norms, and rituals that somehow form a cultural whole. Such a view is unduly mechanistic, giving rise to the idea that culture can be manipulated in an instrumental way…Managers can influence the evolution of culture by being aware of the symbolic consequences of their actions and by attempting to foster desired values, but they can never control culture in a way that many management writers advocate" (Burrel & Morgan, 1979:139)

The most discerning work on cultural change was done by Sriramesh *et al.* (1996:229-261) who measured two dimensions of organisational culture namely, participative and authoritarian culture, and their relationship to public relations extensively. The authors argue that if the corporate culture of an organisation cannot be managed or changed, there would be no link. On the other hand the authors argue that if culture can be changed, it is possible to change its communication system in order to make the organization more effective" (1996:238). The author argued that corporate culture can be an important variable that may help explain the communication and public relations activities of organisations. They reason, therefore, that culture and communication have a symbiotic relation and that changing one will facilitate a modification of the other.

2.12 VALUES AND ETHICS AS THE CORNER STONE OF CORPORATE CULTURE

According to Sorge and Warner (2004: 58) the core of culture is formed by values and can be seen as one of the very first things children will learn unconsciously before the age of ten. Sorge and Warner (2004:59) argue that because values are acquired at such an early stage of our lives, many values remain unconscious and therefore they cannot be discussed nor can they easily be observed by outsiders. Sriramesh *et al.* (1996) argue that the dominant coalition is not always in a position to impose their values on the organisation. By referring to Finet's (1993) study of the impact of boundary spanning on organisational legitimacy, the author debates the reality that a CEO (low credibility by virtue of not having a communication link to critical publics) can clash with the boundary spanning lower level manager (high credibility).

According to Joyce (1991:44) values represent stable, long lasting beliefs about what is important in a variety of situations. Values are nothing other than evaluative standards essential for us to define what is good or bad, right or wrong. Values dictate our priorities, our preferences and our desires. Deal and Kennedy (1982:21) devoted an entire chapter known as "Values: The

core of culture". In the book Deal and Kennedy start this chapter by stating that "values are the bedrock of any corporate culture" (1982:21).

In order to understand values, the knowledge of how cultures manifest themselves in society must first be understood. Hofstede and Hofstede (2005:112) explain this principle by using an onion as a metaphor. The outer skin of the onion represents the most superficial manifestation, followed by heroes, rituals and in the core of the onion, values. According to Hofstede and Hofstede (2005:112) the following are elements within corporate culture.

Symbols include:

- gestures
- objects
- words
- pictures that carry particular meaning
- jargon
- dress style
- hairstyles
- flags and
- status symbols

Heroes include:

- persons, alive or dead
- imaginary or real
- someone who possesses certain characteristics such as Piet Retief, Jan van Riebeeck and Nelson Mandela

Rituals include:

- collective activities
- ways of greeting
- meetings and get together
- discourse
- communicating beliefs

Values represent:

- evil vs. good
- irrational vs. rational
- abnormal vs. normal
- decent vs. indecent
- forbidden vs. permitted
- dangerous vs. safe
- dirty vs. clean
- paradoxical vs logical
- unnatural vs. natural

According to Schein (1992) shared values are individuals' preferences regarding certain aspects of the organisation's culture and that values can also be distinguished by the different levels at which they operate. A differentiation between cultural values, personal values and, organisational values can be made. The author propounds that cultural values are acquired or learned first and that cultural values are dominant values held by society collectively.

Personal values on the other hand are influenced by past experiences and interaction with others. Organisational culture is acquired only once a person starts working, and forms the basic pattern of shared assumptions, values and beliefs considered the correct way of thinking about and acting on problems and opportunities facing the organisation" (McShane & Von Glinow, 2003:98-99).

2.12.1 Values at work

When theorists dissect an extremely malleable concept such as culture, which has so many diverse definitions, they inevitably produce complex theories and semantic confusion (Schein 1995). An array of concepts is produced in an attempt to define organisational culture.

Deal and Kennedy posited that core values determine organisational activities ranging from which products are manufactured to how workers on different levels are treated. They further argue that "we think that often companies succeed because their employees can identify, embrace and act on values of the organization" (1982:21). They feel that managers often do not pay a lot of attention to values as it is not something as tangible, hard and fast as for instance

operational matters, procedures, budgets and marketing for instance. It is often also just handed down to employees accompanied with a threat should it not be adhered to.

Shared values and core values are often encapsulated in slogans. We often see slogans such as “simpler, better, faster” Standard Bank South Africa or “Strive for Technical Perfection” Price Waterhouse & Coopers. In the case of the CPUT, the University proclaims “To be at the heart of technology, education and innovation in Africa”. Phrases that often translate into so -called “core values” that can in turn be translated into corporate identity. Identity is very much in the eye of the beholder: what you see depends on where you stand. (Schultz, Hatch & Larsen, 2000). Most of the research and analysis of identity in the “culture” tradition has relied on qualitative methodologies to reveal identity elements (van Riel, 2006). “Research suggests how positivistic analysis can help assess the antecedents and consequences of identity for various organizational outcomes such as identification and morale” (van Riel & Charles, 2007:64).

The CPUT identified eight core values namely, integrity, respect, excellence, democracy, accountability, ubuntu, innovation and equity. (CPUT, 2010).These core values may sound utterly platitudinous to external and even internal stakeholders and can easily become just that, phrases or slogans if there is no belief in them. Deal and Kennedy argue that “...these slogans are only the most visible part of a very complex system that includes a whole range of beliefs on how the organisation should achieve success” (1982:24). In other words a company should live their values.

Deal and Kennedy (1982) found that most successful companies have placed a lot of emphasis on values and that the most successful companies share three common qualities:

- They stand for something. By implication they have a clear philosophy about how they aim to conduct business.
- The dominant coalition invests a great deal of time and effort to determine and fine tune these values in order for them to conform with business and economic environments and to ensure that; and this is imperative for this study, that they are communicated to the internal publics.
- Lastly, that these values are known and shared by all people who work for the company-from dominant coalition to the blue collar worker (1982:22).

The core values of the CPUT stipulated above, should be embedded in the day to day running of the Institution, known and shared by people. In 2004, before the start of the merging process and when the then Cape Technikon's acronym was "Cats" (Cape Technikon students), there was a strategic intervention from the Marketing and Communications Department driven by Suzaan Fick, to establish "core values" of the CPUT under its internal publics. This took the form of a sketch about a Cat (animated) depicting a specific value and a small description of that value. This was communicated via posters, flyers, desk pads, bookmarks, the student paper as well as a monthly newsletter reporting on the values and what they represent. This endeavour unfortunately lasted for less than a year before the merger was implemented. The values as far as could be established, stayed the same and became new CPUT instrumental values. No further effort was made to transform them into the personality of the institution.

Not all experts in the field of corporate culture are necessarily keen on the establishment of core values. Manning (1991:56) argues that values are propaganda. The author says that a growing number of managers believe they should involve their people in developing the firms "shared values" in order to ensure ownership. The downside of such an effort is that it can "take forever for people to agree about what counts around here and the result is a real mush." Manning argues "A company is not a social club, it has a business purpose" (Manning, 1991:56). Twelve years later (Manning, 2003) raises the question of what exactly the definition of value is.

The concern is whose definition of values should be followed as values mean different things to different people, for example:

- To the customer value is a perceived level of quality or performance at an acceptable price
- To stakeholders, value is a real financial return
- To employees, value is a secure job, income, training and development
- To suppliers, value is regular orders, satisfied buyers, etc.
- To society value is a clean environment, jobs, healthcare, etc.
- To government, value is taxes, job creation, training, etc.

Values are not new to corporate culture, what changed though is the popularity of the topic. A number of reasons for this increased popularity is cited in Mc Shane and Von Glinow (2003: 331). Globalisation forced upon us by new media and technology brings with it a new awareness and sensitivity of different values across the globe and across all cultural boundaries.

Secondly, the author argues that corporate leaders are looking for better ways to guide employee decisions and behaviour due to a more educated and informed workforce. Values represent a potentially powerful way to keep employees decisions and actions aligned with corporate goals (2003:99).

Thirdly, organisations are now under increasing pressure to engage in ethical practises. According to the King I Report ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad. The King III report augments this very important statement and represents not only a significant milestone in the evolution of corporate governance in South Africa but also worldwide. Ethical practice and leadership can be extrapolated as the key elements of the King reports.

Deal and Kennedy concur (1982:196) that when times get tough, the strong cultured companies "can reach deeply into their shared values and beliefs for the truth and courage to see them through".

2.12.2 Ethics, Heroes and Rituals

The authors of the excellence study argue that ethics is the most crucial of all excellent factors because it unifies and promulgates all of the other factors of excellence (Toth, 2007:275). The excellent study already demonstrated that the value of public relations can be studied on four levels namely, the level of specific public relations programmes, the level of function, societal level as well as contributing to organisational effectiveness. None of the mentioned levels can function without ethical considerations.

Ethical communication is whereby all stakeholders know that ethical decisions will constantly be made by the organisation, will result in cost reduction and revenue generation paradigms. Grunig *et al.* concludes that "we show that the value of public relations comes from the relationships that communicators develop and maintain with publics" (2002:xi).

2.13 CORPORATE CULTURE AND RECIPROCAL RELATION BETWEEN CULTURE AND COMMUNICATION.

Many authors have taken a communication perspective to organisational culture (Bormann, 1985; Edelstein, 1983; Glaser, 1994). These theorists viewed organisational communication as a cultural performance and explored the view that organisations are mere theatres in which the same members perform various roles based on situation, their status, and their responsibilities (Sriramesh *et al.,* 1996). Above -mentioned authors further contended that organisational performances were dialogues staged by multiple actors and organisational communication was a cultural performance that led to rituals, sociality, politics and passion. Borman (1985:100) augmented this view by defining communication as "the human social process by which people create, raise, and sustain group consciousness"

Not only does culture define the nature of communication in an organisation, but communication is also one of the ways by which organisations develop and maintain their cultures. The authors argue further that changing the communication systems of an organisation may be one of the ways of changing the culture of an organisation (Sriramesh, Grunig & Dozier, 1992:238). For the purpose of this study, the researcher would like to argue that changing not only the communications system (seen as a difficult exercise) but also changing the organisation's communication content, may inherently change the culture of the organisation. Communication and public relations is both a product of culture and also an agent of culture (Sriramesh *et al.,* 1996:239).

2.13.1 Dimensions of culture

The literature on "dimensions of corporate culture" is many. For the purpose of this research, the researcher will mainly explore the two dimensions used in the study by Sriramesh *et al.* (1996) namely authoritarian and participative dimensions of culture. This research was administrated to 4,631 employees in 321 organisations in the USA, Canada and the UK. Factor analyses from 48 initial dimensions produced indices of the above-mentioned two dimensions of organisational culture. Results in this study suggest that culture is neither a necessary nor a sufficient condition for excellence in public relations. Scrutinising dimensions of culture, the authors correlated the cultural differences with characteristics of internal communication and other characteristics of

organisations and of communication with external constituencies in an exploratory analysis of the impact of corporate culture on the public relations activities of organisations.

In the above-mentioned study, “a symmetrical system of internal communication, organic structure, and job satisfaction, suggesting that symmetrical internal communication may be the entry point for public relations practitioners to affect organisational culture and in turn, to begin an incremental process towards excellence in public relations”(1996:230).

Grunig (1992) identified eight research traditions in the literature and in the study found that throughout the eight traditions symmetrical communication were present. Grunig concluded that “symmetrical concepts such as trust, credibility, openness, relationships, reciprocity, network symmetry, horizontal communication, feedback, adequacy of information, employee-centred style, and tolerance for disagreement, and negotiation pervade the literature”. Grunig (1992:558) concluded that as long as employees understood how their jobs fit into the bigger organisational goals and objectives, they were happy. The author also found that employees, especially in the upper echelons of the organisation, expressed preference for open communication with top management (symmetrical communication). In contrast, asymmetrical communication in organisations is seen as a top-down approach and constructed to control employee behaviour. This communication system is prevalent in mechanical organisations where the dominant coalition of the organisation strives to withhold power from the employees and enhance their own power. The other three factors not to be discussed in detail are teamwork, reward and recognition and training and development.

2.14 Conclusion

This chapter aimed to explore and understand the term corporate culture in its totality. To understand the definitions of corporate culture, to see how culture and climate is can be defined as two related but at the same time completely different concepts, to theoretically explore how corporate culture is influenced by national or societal culture, to understand the corner stones of culture and most importantly, to extrapolate the reciprocal relation between corporate culture and corporate communication, the very premise of this study.

The author started by reviewing the literature on organisational culture, identified the idiosyncrasies of the concept as well as the importance of understanding organisational

activities. The dimensions of culture as argued by Sriramesh *et al*. (1996:231) namely shared values, collective responsibility, style of decision making, holistic concern for people, importance of values and tradition and authoritarians versus participation is explored. Finally the correlation between cultural differences and organisational characteristics of internal communication as well as other characteristics of organisations and communication was identified that would impact on public relations activities in organisations.

Public relations is a communication activity and like other forms of communication, public relations is both a product of culture and an agent of culture (Sriramesh *et al.,* 1996:239). The public relations model chosen by the dominant coalition, with reference to Grung's four model of public relations discussed previously, is based to a large extent on the potential of the public relations department to practise different models and the culture of the organisation (Grunig, 1992a). Corporate culture "thus influences public relations by providing a broad base of a world view, meaning, and values affecting all decisions in the organization-including the choice of a model of public relations and the development of a schema that defines public relations and its purpose" (Sriramesh *et al.,* 1996:240). For public relations to maintain its status as a profession, it relies heavily on academics and practitioners to add to the discipline's body of knowledge by engaging in research. Without theory and research practice becomes inflexible and inactive (Mc Cammond, 2006). For purposes of this study, information was drawn from previous chapters to construct a framework which was used to explore the influence of internal communication on the corporate culture of the CPUT.

CHAPTER THREE:
SURVEY RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

"If a map shows a different structure from the territory represented … then the map is worse than useless, as it misinforms and leads astray- Alfred Korzybski (Hofstee, 2006:107). The author uses this metaphor to distil the importance of a dissertation statement and method as imperative to the success of a dissertation. "A result can only be accepted, rejected, checked, replicated or even understood in the context of how you got there (2006:107). Lotter (2003:83) defines research as the "systematic, methodical search for scientific information about a precise, defined theme". For the purpose of this study, information cited within previous chapters, are used to create a framework to explore the method and effectiveness of internal communication at the CPUT. This chapter addresses aspects of empirical research in order to inform the hypothesis and research objectives. It will further provide better insight into methods used in gathering data for the empirical part of the study and will primarily focus on aspects such as survey design, sampling, data collection, ethics, instrument techniques and measures used to conclude the study.

3.2 Aim of the Study

The aim of this study is to explore the model of public relations (communication) most often used by the CPUT as experienced and perceived by administrative staff at the CPUT Cape Town campus. Chapter one provided the meaning of some of the concepts deemed to be important for the better understanding of the study. It is clear that various authors attempted to define culture as well as communication as explored in chapter two. Apart from looking at the phenomenon of culture and communication, the reciprocal relationship between the two entities is also explored in this study. Although reference is made to a CPUT Climate Survey commissioned by the Vice-Chancellor of the Institution in 2007 (Henkeman *et al.,* 2008), this study does not explore the prevailing climate or corporate culture at the CPUT. It will focus on the preliminary literature review on culture and communication and how symmetrical communication can potentially influence the culture of an organisation or institution like the CPUT.

3.2.1 Research Problem

Does internal communication play a role in the corporate culture of the CPUT? The internal communication process as a public relations function has not previously been researched at the CPUT. The latest research that aligned research on this discipline was published in 2008 by Henkeman *et al.* (2008). The recommendations published encapsulated the need to address poor communication in the institution. “There is an urgent need to develop a strategy to address the endemic issue of poor communication in the Institution. There is widespread perception that communication from executive management is poor and that staff are not well informed about future plans or directions. Staff also did not feel that they “have adequate channels to communicate upwards” (2008:24).

The “channels to communicate upwards” relates directly to this survey regarding effective communication through symmetrical instead of asymmetrical communication as suggested in Grunig’s four models of public relations (1985). Effective symmetrical communication not only relates to more effective corporate culture, but also to organisational effectiveness as a whole.
To distil the statement problem, the CPUT internal communication strategy goal one, section 1.3, sets out as a strategic objective… “Create a platform for bottom up feedback”. This strategic goal augments the lack of communication channels by staff members with management and suggests the creation of a platform for the upward flow of communication to happen. A practical example would be the use of a survey poll or survey polls on the website or intranet like the shuttle service survey poll launched in 2012 by MCD on the official CPUT website. The shuttle service survey poll ran for almost nine weeks and staff and students could vote on the new shuttle service survey stating “Executive management would like to know how...” It was the first survey poll of its kind run by the CPUT where internal stakeholders, staff and students, could voice their opinion regarding a matter of interest to all of them and possibly the beginning of the creation of bottom up communication at the CPUT. According to Vassos (1996:1) the Internet started as two-way communication, but became one-way communication when it was commercialised-used mainly to disseminate communication. Because of the interactive nature of the Internet some organisations are fostering dialogue through various methods. A need exists to crystallise a message to individuals in one-to-one communication and build relationships at the same time (Heilbrunn, 1998:9). A shuttle service survey poll on the Internet can be seen as a typical method to achieve two-way communication.

CPUT employees, students (internal stakeholders) and parents (external stakeholder) were requested to vote online on a daily basis. As stakeholders visited www.cput.ac.za, the home page would open (see Figure 3.1). On the right hand side of this page it read “New Shuttle survey” and “target votes 33 000”. With two simple clicks stakeholders were able to not only to vote in support of the service, but also vote on the price of this service. An alarming 33 000 people voted within the first four weeks of the launch of the shuttle service survey poll. A survey poll on a website can be viewed as a form of symmetrical communication where there is a flow between management as well as stakeholders. The question to be asked is if CPUT Staff at the CT campus view this shuttle survey poll as an attempt by management to create effective communication through symmetrical instead of asymmetrical communication as suggested in Grunig’s four models of public relations (1985).

Figure 3.1: Survey poll (CPUT, 2012)

3.3 Methodology

3.3.1 Study definition

Quantitative and qualitative data are the most commonly used data types used by researchers in various fields to answer research questions. According to Monette, Sullivan, and Dejong (2011), the choice to use qualitative or quantitative study is based upon two factors: the familiarity of a particular subject and the researcher's position concerning human social behaviour.

To further justify the need to use quantitative research rather than qualitative research is further explained by the following table addressing the main differences between qualitative and quantitative research methods as suggested by VanderStroep and Johnson (2010).

Table 3.1: Main characteristics of qualitative and quantitative research

Characteristic	Quantitative research	Qualitative research
Type of data	Phenomena are described numerically	Phenomena are described in a narrative fashion
Analysis	Descriptive and inferential statistics	Identification of major schemes
Identification of major schemes	Specific questions or hypotheses	Broad, thematic concerns
Primary advantage	Large sample, statistical validity, accurately reflects the population	Rich, in-depth, narrative description of sample
Primary disadvantage	Superficial understanding of participants' thoughts and feelings	Small sample, not generalizable o the population at large

VanderStroep and Johnson (2010).

The selection of a quantitative approach was deemed appropriate because of the following reasons. Apart from the fact that very specific questions were asked, the author also deemed it necessary to target a relatively large sample group. A further justification for the use of quantitative research is the expression in the form of variables. Monette, *et al*. (2011:37) argue that the concepts in quantitative research methods are usually expressed in the forms of variables, while the concepts in qualitative research methods are expressed in motives and generalisations.

Although it can be argued that the role of internal communication at the CPUT plays in the corporate culture of the Institution could easily have been a qualitative study, …according to Monette *et al.* (2005:428) "…abstraction and generalisation as a matters of degree… may be less important in some studies", typically like in this study.

Two so called 'open questions" were asked and only one of the two can be viewed as an quantitative question. The first question gave respondents the opportunity to add any additional information they might deem important and that might add to the study. The second open question merely requested respondents to indicate whether they needed any feedback on the outcome of the questionnaire. Only eight per cent of respondent completed the two open questions. In order to understand open questions better, ATLAS.ti, a computer program used mostly, but not exclusively, in qualitative research or qualitative data analysis can be used. (ATLAS.ti:The Qualitative Data Analysis & Research Software, n.d).

3.3.2 Defining the target population

Hofstee (2006) suggests that in the case of a quantitative study, it is of utmost importance to describe the characteristics of the entire population before discussing the sample. Questions like how the researcher got to the sample, what the entire population size is and how representative the sample is of the population, must be addressed (Hofstee, 2006:117).

The population is the complete group sharing common characteristics which are relevant to a particular study (Zikmund, 2003:369). The total CPUT staff population, including all campuses, amounts to more than 2500 people. The CPUT staff contingent at the Cape Town campus amounts to more than 1000 people. For purposes of this study, the researcher focused on administrative staff on the Cape Town campus only.

The sample group indicates all CPUT Cape Town campus administrative staff but excluding the administrative staff of the six Faculties.

Administrative staff included:

- administrative assistants and clerks
- accounts clerks and assistants
- clerical assistants

- cashiers
- clerks
- library assistants
- exam assistants and coordinators
- committee officers
- non faculty secretaries
- receptionists
- typists
- switchboard operators
- residence supervisors
- drivers
- general service assistants
- units administrative staff such as Disability Unit, HIV Aids Unit, Fundani
- all Student support services staff including student counselling and student affairs. (Henkeman *et al.*, 2008)

3.3.3 Sampling design

A sample frame refers to a list of all sample units available for selection at a particular stage in the sampling process (Aaker, Kumar & Day, 2001:367). According to Zikmund the process of sampling involves using a small number of items or parts of the population to make conclusions about the whole population and its purpose is to enable the researcher to estimate some unknown characteristics of the population (Zikmund, 2002:462).

3.3.4 Sample procedure

There are mainly three types of sampling namely, probability, non-probability and accidental sampling (Czaja & Blair, 1996:108). In probability sampling every element in the population has a known non-zero probability of the selection i.e. each element has a known probability of being included in the sample (Struwig & Stead, 2001:112). In non-probability sampling, the probability of any particular member of the population being chosen is unknown. The selection of sampling units is arbitrary as the researcher relies heavily on personal judgement (Struwig & Stead, 2001:111).

For purposes of this study, non-probability sampling was used and more specifically incidental sampling. Welman and Kruger (2002:62) define accidental sampling as the collection of members of the population that are near and readily available for research purposes. Hence the decision to focus on CPUT administrative staff members on the Cape Town campus and more specifically those who do not form part of the six Faculties, but to select those staff who mostly reside in the administration building and Student Centre. The list of administrative staff members was obtained from CPUT Human Resources (HR) Department and included the entire population of administrative staff on the Cape Town Campus.

3.3.5 Sample size

Determining the sample size, the variance of the population-also referred to as the standard deviation-needs to be considered (Struwig & Stead, 2001:118). The more alike the population is, the smaller the sample needs to be. As a general rule of thumb, for factor analysis, the sample size should be larger than 100 and there should be at least five times as many observations as there are variables to be analysed (van Heerden, 2004). For example, if a questionnaire consisted of 24 measurement questions, the ideal number of responses would be 120 (5 x the number of items/measurement questions). Welman and Kruger (2002:64-65) provided four guidelines to follow when selecting a sample size.

- The desired sample size does not depend on the size of the population only but also on the heterogeneity of variables.
- If each stratum is highly heterogeneous and the population is relatively homogeneous, a relatively small sample size may be sufficient.
- When selecting a sample size, the researcher should bear in mind the population size as the smaller the population is, the larger the sample should be to achieve satisfactory results.
- In determining the size of the sample, the researcher should bear in mind that the number of units of analysis from which he/she will obtain usable data at the end may be smaller than the number drawn originally as some individuals may not be willing to participate in the research. There is also a possibility that others may not provide the necessary information the researcher needs.

The sample size, with the exclusion of Faculty based administrative staff, initially came to 267. Upon further investigation, some of the staff on the list provided by HR, moved to the Bellville

campus, leaving the sample size at 200. From the 200 questionnaires distributed, 101 (50.5%) questionnaires were returned. In spite of the fact that the researcher requested staff members that the questionnaires would be collected in person, some unfortunately indicated that they had made use of the CPUT internal mail system. This fact could not be verified as a maximum of 34 questionnaires arrived at the researcher through the CPUT internal postal system.

3.3.6 Validity and reliability of research results

Miller defines reliability as "the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials. In short, it is the stability or consistency of scores over time or across raters. Keep in mind that reliability pertains to *scores* not people" (Miller, n.d). The author uses the analogy of judges in a platform diving competition and argues that the extent to which they agree on the scores for each contestant is an indication of reliability. Miller also alludes to the fact that a measure can be perfectly reliable and yet not be valid. Here he uses the analogy of a bathroom scale that weighs an individual five lbs. heavier than his or her true weight. This scale, though invalid as it incorrectly assesses weight, he argues is perfectly reliable as it consistently weighs the individual as five lbs. heavier than the true weight.

In order to establish the role internal communication plays as a public relations function in the corporate culture of the CPUT, valid questions should be asked alluding to the issue at stake.

Of the three identified aspects of reliability namely equivalence, stability and consistency, the latter is of importance for this study. Consistency or homogeneity refers to "the extent to which items on the test or instrument are measuring the same thing" (Miller, n.d). Part II of the questionnaire, questions 1 to sixteen systematically addresses the issue of symmetrical and asymmetrical communication, involvement in decision making and feedback. The questionnaire was designed ensuring that each question addresses the same thing namely communication or communication related issues such as freedom to communicate. A case in point is question five "Management encourages differences in opinion".

Validity as briefly mentioned above, is the extent to which the instrument measures what it purports to measure. There are a number of identified types of validity according to Miller. Content validity, face validity, criterion-related validity, construct validity, factional validity,

concurrent validity, to mention only a few. (Miller, n.d) Without discussing each of these types in detail, the importance of validity is to measure what is supposed to measure, in this case, communication at a University of Technology.

3.3.7 Survey Research Design

A survey research design was utilised for the purpose of this study in order to assess the validity and the reliability of the data. Terreblanche and Durrheim (2002:29) maintain that a research design is a strategic framework for action that serves a bridge between research questions and the execution or implementation of the research.

According to Hofstee (2006:113) the research design section is where the researcher discusses the overall approach that will be used to test the thesis statement and this should include "techniques" (research designs) that were used e.g. surveys, case studies, field experiment, content analysis, etc." (2006:114).

This section describes the research design that was used to test the problem statements of this study. Research designs are plans that guide the arrangement of conditions for collection and the analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Terreblanche & Durrheim, 2004:29).

The research was undertaken within the discipline of corporate communication. For purposes of this study, the definition of corporate communication used mostly is that of Grunig and Hunt, (Steyn & Puth, 2002:3) namely "The management of communication between and organisation and its publics". Steyn and Puth (2002:3) distil the definition by arguing the fact that "The essential objective of corporate communication should be to make the organisation more effective through mutually beneficial communication between the organisation and all its stakeholders".

The study is embedded within the quantitative research domain, although qualitative research was also considered. Quantitative research is used when numbers and large samples are used to test theories (Sobh & Perry, 2006:194). Qualitative research is more subjective and focuses on smaller sample groups (Bechan, 2008:12). It is for this reason that the researcher decided that it will be more suitable to use a questionnaire embedded within the quantitative discipline of

study. A questionnaire measure's and quantify the responses of respondents. The importance of well-constructed questions cannot be underestimated. Zikmund (2002:330-331) states that a survey is only as good as the questions that are asked.

The design of the research instrument was non-standard. The questionnaire was designed through a combination of questions derived from the excellence study (Toth, 2007:501) with special reference to the ten questions focusing on asymmetrical and symmetrical communications, as well as self-designed questions.

The purpose of the design instrument is to get clear and concise information not leaving any room for misinterpretation. Literature identifies qualitative research as based on perceptions, opinions, knowledge and experiences of individuals (Bechan, 2008:12). With quantitative instruments perceptions and opinions are not admissible.

According to Cherry, there are a number of advantages and disadvantages of using survey research design.

a. surveys are less expensive than any other data collection techniques
b. surveys can be created quickly and administered easily
c. surveys can be used to collect information on a wide range of things, including personal facts, attitudes, past behaviours and opinions.

The disadvantages on the other hand are:

a. poor survey construction and administration can undermine otherwise well designed studies.
b. the answer choices provided on a survey may not be an accurate reflection on how the participants truly feels
c. while random sampling is generally used to select participants, response rates can bias the results of the survey (Cherry, 2014)

3.3.8 Research Questions

According to Prasad, Roa and Rehani, most research projects share the same general structure, which could be represented in the shape of an hourglass. The authors explain by suggesting that the survey designer begins with very broad questions, then narrow them down, focus in, operationalize, analyse data, research conclusions and then generalise back to questions (2001).

This study aims to develop a knowledge base on the model of communication most often used by the CPUT when communicating to staff. Part two of the questionnaire contains well-designed statements to aid in the exploring of staff members' perceptions, starting from one to 16.

- Statement 1: I am comfortable in talking with my line manager about my performance.
- Statement 2: Most communication between managers and employees at the CPUT can be said to be two-way communication in the sense that I don't only receive information from management, but I can also communicate with management.
- Statement 3: The CPUT encourages differences in opinion
- Statement 4: The purpose of communication at the CPUT is to help managers to be responsive to the problems of employees.
- Statement 5: Management encourages differences in opinion.
- Statement 6: I am usually informed about major change in policy that affect my job before they take place.
- Statement 7: I am comfortable in talking to my line manager when things are going wrong. Statement 8: I seldom get feedback when I communicate with my line manager.
- Statement 9: I seldom get to communicate with Executive Management (EM) regarding issues concerning my work.
- Statement 10: We have regular departmental meetings where issues pertinent to the institution are discussed.
- Statement 11: I seldom get to communicate with EM regarding issues concerning my work.
- Statement 12: I feel that the survey poll on the CPUT website is an attempt from management to listen to employees.
- Statement 13: I have a great deal of freedom in making decisions about my work without clearing those decisions that affect my job with people at higher levels of the organisation.
- Statement 14: I have a say in decisions that affect my job.

- Statement 15: As an employee of the CPUT, most of the policies and procedures have been communicated to me.
- Statement 16: Important decisions at the CPUT generally are made by a few administrators alone rather than people throughout the organisation.

3.4 Questionnaire design

This section deals mainly with survey research and explores the fact that surveys are usually descriptive research and quantitative in nature (Zikmund, 2002:218). The author further explains that surveys are the most common method of generating primary data. Booysen (2003:128) augments this statement but goes further to warn that it requires a high standard of systemic planning and implementation of research. According to Zikmund (2000:66) a survey is a research technique in which information is gathered from a sample of people by means of a questionnaire. For purposes of this study, no survey could be found addressing the model of public relations most commonly used by the CPUT to communicate with stakeholders. Therefore, the researcher designed a survey encapsulating all the aspects of communication, the models and the flow of communication between management and staff.

The survey questionnaire was divided into two main parts (see appendix E). Part one dealt with eight questions related to the respondents demographic, educational, experience and monthly income information. Part II includes 20 statements which sought respondents' perceptions on the issues revolving around communication and what models of public relations are most commonly used to communicate at the CPUT. All the questions in part two are Likert scale close ended statements designed to measure using a five point Likert type scale, with a neutral central category where

- 1 =strongly agree
- 2 = agree
- 3 = unsure
- 4 = disagree
- 5 = strongly disagree

According to Du Plooy (2002:137) this scaling technique uses statements that require the respondent to indicate the extent to which they are in agreement or disagreement with the statement and thereby determining their attitude (Du Plooy, 2002:137). According to Aaker *et al.*

(2001:277), a Likert scale is one of the many ways to present the respondents with a continuum of numbered or verbal statements representing a range of attitude judgements.

All the statements comprised in the Likert scale were derived from literature reviewed in chapter two, specifically the study by Sriramesh *et al.* (1996:254) and the indexes used dealing with systems of communication, organic structure (decentralized, less formalized, less stratified, more participation) as well as issues of individual job satisfaction within the organisations.

Apart from the statements on communication in the questionnaire, a "satisfaction" section of mainly three questions was included in the survey. The statements were:

- It is difficult for a person who begins in lower ranks to move up to an important administrative or supervisory position.
- In the organisation there are clear and recognized differences between management and subordinates
- These differences can be seen in larger offices, quality of furniture, parking spaces etc.

The aim of these statements was to explore the level of satisfaction as experienced by the respondents, also alluding to aspects of corporate culture namely "the way things are done around here" (Deal & Kennedy, 1982:16).

3.4.1 Description of Questionnaire

The questionnaire comprised of four pages with an introductory letter that was attached to the front. The questionnaire was estimated to take only 10 minutes to complete and was divided into two parts. Part I dealt with the demographical component of the questionnaire and consisted of just more than two pages. Part II spanned over two pages and dealt with statements made on "communication" as well as "satisfaction". The introductory letter provided respondents with some background information on the research such as the research title as well as the purpose of the study. Taking into consideration that all respondents would not be *au fait* with the use of the wording "public relations model" the researcher used "the flow of communication" in the title.

3.4.2 Research Questionnaire with cover page

Cape Peninsula
University of Technology

To whom it may concern

QUESTIONNAIRE ON THE FLOW OF COMMUNICATION EXPERIENCED BY CPUT ADMINISTARTIVE STAFF AT THE CPUT CAPE TOWN CAMPUS.

You are kindly requested to complete the attached questionnaire in order to enable me to adhere to the requirements for the fulfilment of a Masters Degree in Public Relations Management.

The aim of this research is to determine how the Administrative staff members of the CPUT Cape Town campus experience Corporate Communication with specific reference to one-way and two-way communication, also known as the upward and downward communication or symmetrical or a-symmetrical communication.

The premise of this research is that Corporate Communication and Corporate Culture has a symbiotic relation and that changing the one will facilitate change in the other.

Ethical clearance has been given and proof of the certificate/documentation can be obtained from the researcher.

Thank you for your time.

Miss Anette Grobler
Researcher: Masters PR Management
Staff Number: 30005406
Telephone number: 021 460 3499

Research Questionnaire

PART 1

Please place an "**X**" in the appropriate box and type in the answer on question 9 of this part.

1. RESPONDENT AGE

20 & under	21-30	31-40	41-50	51-60	60 & over

2. RESPONDENT GENDER

Male	Female

3. RESPONDENT MARITAL STATUS

Single	Married	Divorce	Widowed

4. WHAT QUALIFICATION DO YOU HOLD?

Certificate	
Diploma	
Bachelors Degree	
Honours Degree	
Masters Degree	
PHD	
Other (please specify)	

5. IN WHAT EDUCATIONAL DISCIPLINE HAVE YOU RECEIVED YOUR QUALIFICATION?

Education	
Business Administration	
Marketing	
Communication	
Public relations	
Applied science	
Other (please specify)	

6. I AM PART OF

Executive Management	Middle Management	Line Management	Portfolio Management	None of the mentioned

7. HOW MANY YEARS HAVE YOU BEEN WORKING AT THE CPUT CAPE TOWN CAMPUS?

Less than 1 year	1 to under 3 years	3 to under 5 years	5 to under 10 years	10 years and over

8. WHAT IS YOUR GROSS MONTHLY INCOME?

Below R5000	
Between R5000 and R10 000	
Between R10 000 and R20 000	
Between R 20 000 and R30 000	
More than R30 000	

9. CHOOSE THE ROLES MOST APPLICABLE TO YOUR APPOINTMENT

	Yes
1. Administrative assistant and clerk	
2. Accounts clerk and assistant	
3. Cashier	
4. Faculty officer	
5. Faculty assistant	
6. Library assistant	
7. Exams assistant	
8. Student Affairs and services practitioner or assistant	
9. Secretary	
10. Residence supervisor or assistants	
11. Switchboard operator and telephonists	
12. Administrative officers and coordinators	
13. All receptionists	
14. Caretaker	
15. Security officers	
16. Mail room workers	
17. Maintenance	
18. Gardens	
19. Printing	
20. Drivers	
21. General workers	
22. Cleaning	
23. Artisans	
24. Other	

If none of the above roles best describes your appointment, please specify your category.

PART II

- Please use this scale provided to indicate the extent to which you agree or disagree with the following statements.
- The scale consists of five variables: strongly agree **(1)**, agree **(2)** unsure **(3)** disagree **(4)** and strongly disagree **(5)**
- Place an "**X**" in the block, which corresponds to your perception about the statement.
- Please respond to all statements.
- The first section aims to establish the effectiveness of one and two way communication, and the second section aims to establish hierarchy.

STATEMENTS	Strongly agree **1**	Agree **2**	Unsure **3**	Disagree **4**	Strongly disagree **5**
COMMUNICATION					
1. I am comfortable in talking with my Line Manager about my performance.					
2. Most communication between managers and employees at the CPUT can be said to be two- way communications in the sense that I don't only receive information from Management but I can also communicate with Management.					
3. The CPUT encourages differences in opinion.					
4. The purpose of communication at the CPUT is to help managers to be responsive to the problems of employees.					
5. Management encourages differences in opinion.					
6. I am usually informed about major change in policy that affect my job before they take place.					
7. I am comfortable in talking to my Line Manager when things are going wrong.					
8. I seldom get feedback when I communicate with my Line manager.					
9. I seldom get to communicate with middle management about issues that are of importance to my work.					
10. We have regular Departmental meetings where issues pertinent to the institution are discussed.					
11. I seldom get to communicate with Executive Management regarding issues concerning my work.					
12. I feel that the survey poll's on the CPUT Website is an attempt from Management to listen to employees.					

STATEMENTS	Strongly agree 1	Agree 2	Unsure 3	Disagree 4	Strongly disagree 5
13. I have a great deal of freedom in making decisions about my work without clearing those decisions that affect my job with people at higher levels of the organisation.					
14. I have a say in decisions that affect my job.					
15. As an employee of the CPUT, most of the policies and procedures have been communicated to me.					
16. Important decisions at the CPUT generally are made by a few administrators alone rather than by people throughout the organisation.					
HIERACHY					
17. It is difficult for a person who begins in the lower ranks to move up to an important administrative or supervisory position.					
18. These differences can be seen in larger offices, quality of furniture, parking spaces etc.					

COMMENTARY

1. Please use the following lines to provide any other comment you would like to add to the above information.

2. If you would like any feedback on the research, please write your email address below.

Thank you very much for taking the time to complete this research document. Although the sample group is extremely small and the results are not representative of the flow of Communication of the CPUT Community, it will possibly incite other researchers to do more comprehensive research in future.

3.5 Administration of the survey instrument

The questionnaire was first sent to the researcher's supervisor, as well as the Institutional research and planning unit of the CPUT for scrutiny and approval. For this study, the questionnaire was set in English as staff at the CPUT is expected to be proficient in English.

While waiting for approval of the questionnaire, the researcher made arrangements to meet with some of the staff members at the CPUT Disability Unit who are visually impaired administrative staff members. A date and time was set for interviews. Upon approval of the questionnaire, telephonic appointments were scheduled with respondents as far as possible for the personal delivery of the questionnaire. Respondents were given three weeks to complete the questionnaire. According to Czaja and Blair (1996:35) a mail survey is usually eight to 10 weeks. The authors argue that time must be allowed for the questionnaire to be received, studied and returned. In this case the questionnaire was not sent by post but hand delivered, allowing a full 15 days for completion.

Respondents were also requested to complete the questionnaire themselves and to call the researcher for collection once it was completed. After the proposed completion date, many questionnaires were still outstanding and follow up arrangements had to be made. A few questionnaires were sent via the internal CPUT mailing system, in spite of requests not to send. Provision could nonetheless be made for questionnaires received later than the proposed date.

3.5.1 Advantages and disadvantages of survey method

With reference to some of the advantages of the survey method, Booysen (2003:11) argues that respondents are much more willing to answer self-administered questions and that they are less keen on a commitment to meet an interviewer at a certain time. Booysen further states that the chances of the respondent giving more thought to answers when he or she is left alone with a questionnaire is better (2003:11).

According to Zikmund (2000:220) surveys are inexpensive, quick, and accurate and an efficient means of accessing information about a population. The author argues that respondents should be allowed to complete the questionnaire in their own time and not within a specific time as in the case of an interview.

Distributing the surveys by hand was also inexpensive and the researcher made an effort to meet the respondent in person so as to discuss the importance of his or her contribution towards the survey. It made the process more personal.

With reference to the disadvantages of the survey method, the process of distribution and collection is time consuming. In both cases respondents were not always available and the process had to be repeated.

Although the personal distribution of questionnaires was cheaper than using a postal system, the mere fact that the questionnaires had to be printed makes it more expensive. On the other hand emailed questionnaires have their disadvantages. It is more impersonal, and according to Bourque and Fielder (1995:9) all respondents are not *au fait* with the use of Microsoft Word and that answering questionnaires can be difficult.

3.6 Data analysis

Descriptive statistics were used during data analysis. The latter is a method of presenting data quantitatively and describing it in a manageable form (van Heerden, 2004:158). It is the transformation of raw data into a form that can easily be understood and interpreted. This is usually the very first form of analyses where averages are calculated, percentages awarded and frequency distributions given.

The researcher collected the questionnaires in person from each staff member that participated in the research. An Excel spread sheet was created and all the questionnaires were collated meticulously. This process was repeated in order to ensure that no mistakes were made the first time.

Once the spread sheet was completed, this information was captured into the Statistical Package for the Social Sciences (SPSS). The latter is a statistical analysis and data management software package capable of taking data from almost any type of file and using it to generate tabulated reports, charts, and plots of distributions and trends, descriptive statistics, and conduct complex statistical analyses.

As mentioned earlier under questionnaire design, the five point likert scale was used in reporting on the statistical results. The decision to use a five point scale is based on international best practice in survey techniques. While this scale is prone to central tendency it does allow for respondents to make a choice between a positive or negative response and uncertainty. Given this the report makes relevant comments on uncertain responses where appropriate.

The very last question, requesting respondents to provide any additional information they would like to provide that in their view might add to the research, provided a cornucopia of non-related feedback. The feedback ranged from personal attacks on the Dean of Student's to other matters relating to career pathing and salary discrepancies. It was not possible nor necessary in the view of the author to use the Atlas ti programme as a tool to translate the feedback into understandable data as it was a single question and the feedback did not relate to communication or corporate culture per se.

3.7 Ethical considerations

According to Fitzpatrick and Gauthier (2001:196) in research, a number of values should be upheld including honesty, openness, integrity, forthright communication, respect and fair mindedness. The authors further contend that the public relations code of ethics generally hold cross cultural and universal moral principles, the concept of honesty, fairness and not harming others as seen in the IPRA endorsement of the Code of Athens.

In this study, the researcher ensured that the data collection process adhered to ethical principles. In order to get access to a name list of CPUT administrative staff of the Cape Town campus, the Department Human Resources required an ethical clearance certificate. A research ethics review checklist from the Faculty of Informatics and Design was obtained and signed by Mr Jay Barnes five weeks after approval was requested. Human Resources provided the data required in less than a week (See appendix A).

Anonymity was ensured by not requesting the names of the respondents. It was important for the researcher to get an honest response from the sample group regarding upwards and downwards communication. A respondent could be honest about the fact that his or her line manager did not communicate with them, without the fear of being exposed.

3.8 Summary

The aim, problem statement, methodology, research questions and population definition was discussed at length in this chapter. The population and sample size were defined as well as the procedure. The questionnaire is set based on various communication issues at the CPUT and towards the end of the chapter the advantages and disadvantages of the survey method were discussed. The next chapter provides a description of data and presents the results received by analysing and discussing the results.

CHAPTER FOUR:
DISCUSSION OF FINDINGS

4.1 Introduction

This chapter discusses and presents the results obtained from the survey conducted. The data collected for this study was subject to statistical analysis using Statistical Programme for Social Sciences (SPSS 21.0).

The survey was conducted during September/October 2012 and yielded a response rate of 50.5% (101 out of a possible 200 Cape Town administrative staff members. The anonymity of respondents was preserved throughout the survey).

The high response rate is indicative of a correspondingly *high* level of confidence in the responses. This implies that the researcher is confident that the high response rate from the sample group was sufficiently representative of the population in order to make the conclusions made in the study. The survey thus represents an accurate and reliable set of responses to the questions posed and can be regarded as reflecting the authentic voice of all Cape Town administrative staff.

4.2 Rate of realisation

The collation was conducted in three phases. Where possible, the researcher contacted respondents via the telephone to make an appointment for consultation. In the conversation the respondents were asked if they would be willing to partake in the research. All the participants contacted indicated that they were willing to participate, yet all the participants could not be reached. The reason for this is that in many cases their telephone numbers had changed or they could not be reached.

The second phase was to hand deliver the two hundred questionnaires to respondents. The first questionnaire was hand delivered between the periods 20 July 2012 up until the middle of September 2012. During delivery the respondents were briefly informed about the origin and purpose of the survey. They were also requested to call the researcher once the survey was completed or alternatively to make use of the internal postal service of the CPUT to return the questionnaire.

The first questionnaire was collected on 20 September and 36 questionnaires were sent via the internal mailing system. During this time the researcher had to call and follow up on the completion of the questionnaires as many respondents did not attend to the request within the given period of two weeks communicated verbally. The rest of the questionnaires were all collected from the respondent in person, or from the frontline officer of the particular Department.

A total of eight respondents requested to return the questionnaire via the CPUT Internal mail service once they had completed it. All eight questionnaires were received. Contributing to the high response rate is the fact that the researcher has been working at the CPUT for 15 years and is *au fait* with the CPUT structure and personally knows many staff members.

4.3 Results of the study

According to Cooper and Schindler (1998:413) coding is a technical process of assigning numbers or symbols to answer from questionnaires in order to group a limited number of categories. By using the Statistical Programme for Social Sciences (SPSS 21.0) variable sheet, the questionnaires were entered into this sheet to generate codes to all variables automatically. The 101 questionnaires received were screened in order to distinguish those valid for use in the study from those that were unusable. Correctly completed questionnaires were numbered and dates attached to those numbers. The date reflected the day the questionnaire was received and is only of use to the researcher.

The results of the 101 questionnaires will be disclosed in the following section namely the demographical section. This section is accompanied by charts and tables and presents statistical results such as gender, marital status, qualifications, monthly income, managerial status and period of employment of the staff member at the CPUT. The second section addresses the Likert scale results on how staff members perceive communication at the CPUT, followed by variables, comments and an overview of the finding.

4.4 Demographic profile of the respondents

4.4.1 Question 1: Respondent's age

In order to make the results more interpretable, respondents were requested to state their age group. The age was divided into five categories indicated in figure 5.1. It is clear from the figure that the largest group of respondents were between the ages 51-60 (33 per cent), followed closely by the age group 41-50 with 32 per cent. The smallest group was the age group 21-30 with a mere 11 per cent.

Table 4.1: Respondents age

Age

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	21-30	11	10.9	11.0	11.0
	31-40	22	21.8	22.0	33.0
	41-50	32	31.7	32.0	65.0
	51-60	33	32.7	33.0	98.0
	60 & over	2	2.0	2.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

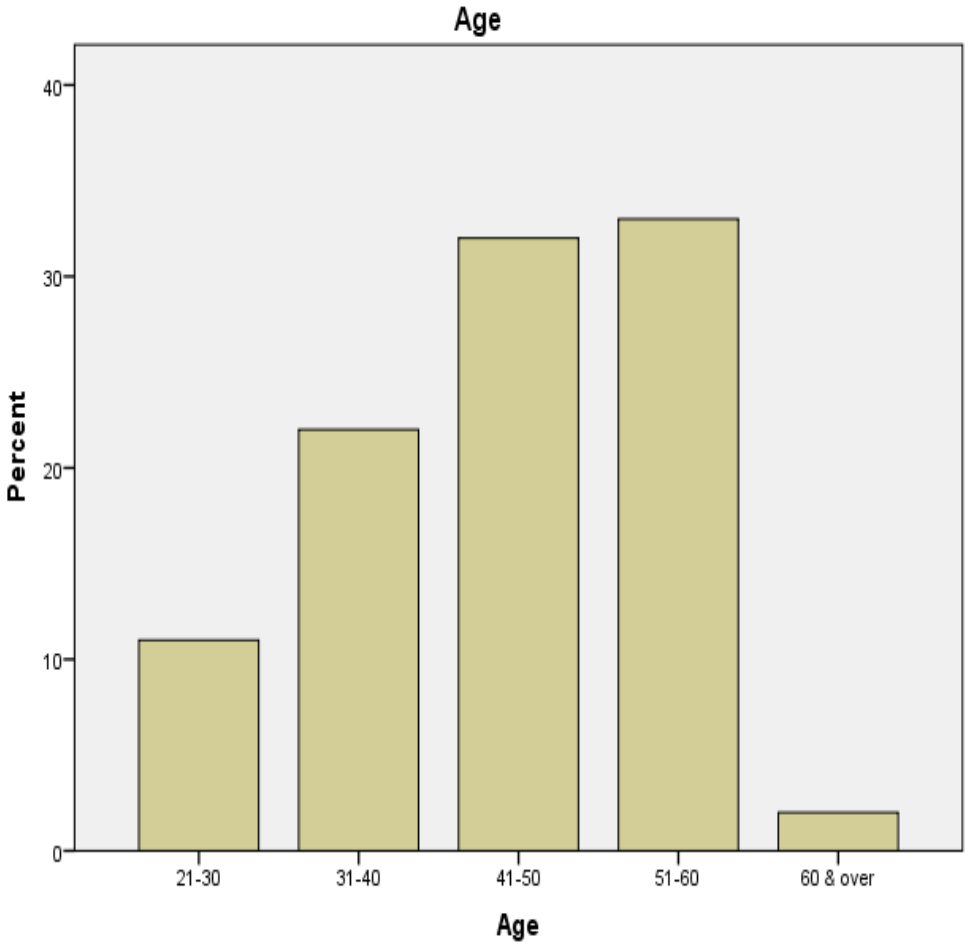

Figure 4.1: Respondent's age

4.4.2 Question 2: Respondent's gender

Table 4.2: Total number of respondent's gender

Gender

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Male	36	35.6	35.6	35.6
	Female	65	64.4	64.4	100.0
	Total	101	100.0	100.0	

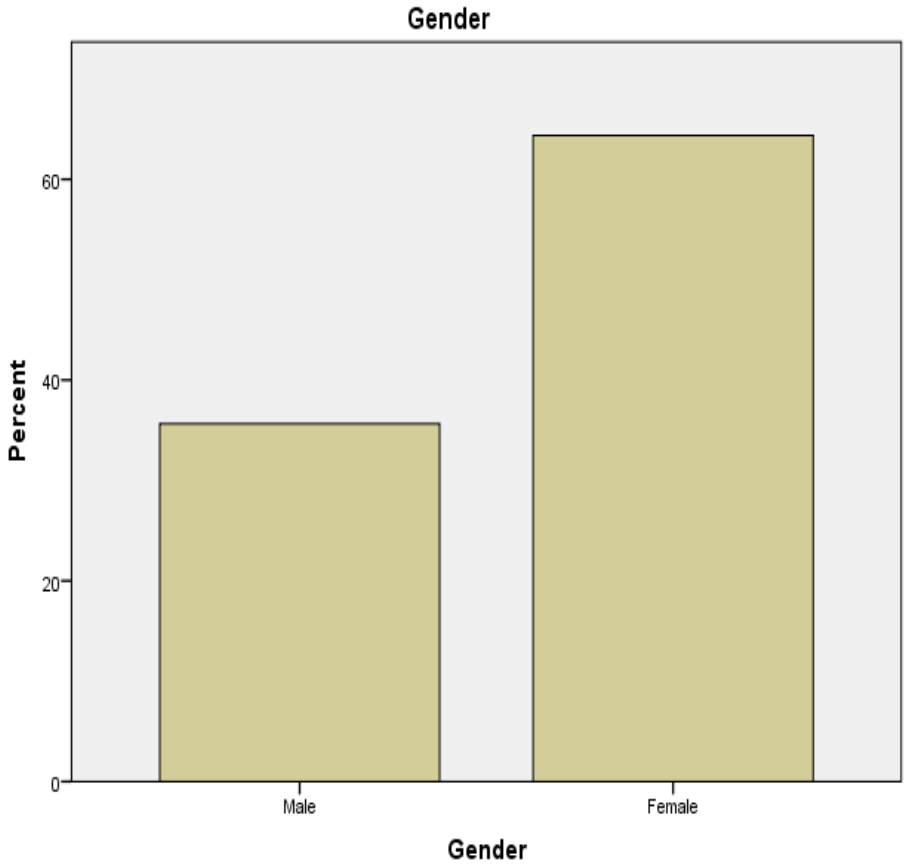

Figure 4.2: Respondent's gender

The results indicate that 64 per cent of respondents are female as shown in Figure 4.2. Traditionally administrative staff would mostly consist of female staff with males mostly forming part of academic lecturing staff. This is due to what can be seen as years of unfair practice when it came to the appointment and promotion of females in the old, more patriarchal South Africa. Looking at the age of most of the respondents, it makes sense that there are more female staff

in administrative positions than male staff members as most female are also older than 40 years of age.

4 .4.3 Question 3: Respondent's marital status

Table 4.3: Total number of respondents' marital status

Marital Status

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Single	15	14.9	15.8	15.8
	Married	57	56.4	60.0	75.8
	Divorce	19	18.8	20.0	95.8
	Widowed	4	4.0	4.2	100.0
	Total	95	94.1	100.0	
Missing	System	6	5.9		
Total		101	100.0		

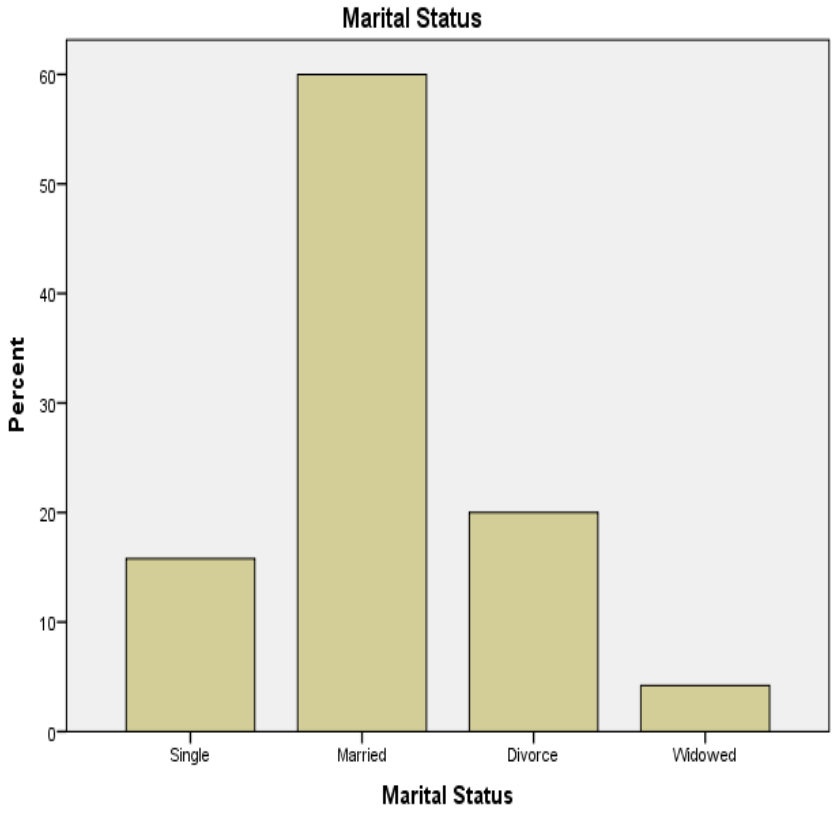

Figure 4.3: Respondent's marital status

Marital status was divided into four categories and has been presented in Figure 4.3. The results indicated that the largest group of respondents fall in the category of married people with sixty percent followed by divorced with 20 per cent. The smallest group of respondents fall in the category widowed with 4.2 per cent.

4.4.4 Question 4: Respondent's Qualification

Table 4.4: Total number of respondent's qualification

Qualification

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Certificate	22	21.8	21.8	21.8
	Diploma	29	28.7	28.7	50.5
	Bachelors Degree	16	15.8	15.8	66.3
	Honours Degree	14	13.9	13.9	80.2
	Masters Degree	14	13.9	13.9	94.1
	PHD	3	3.0	3.0	97.0
	Other	1	1.0	1.0	98.0
	Matric	2	2.0	2.0	100.0
	Total	101	100.0	100.0	

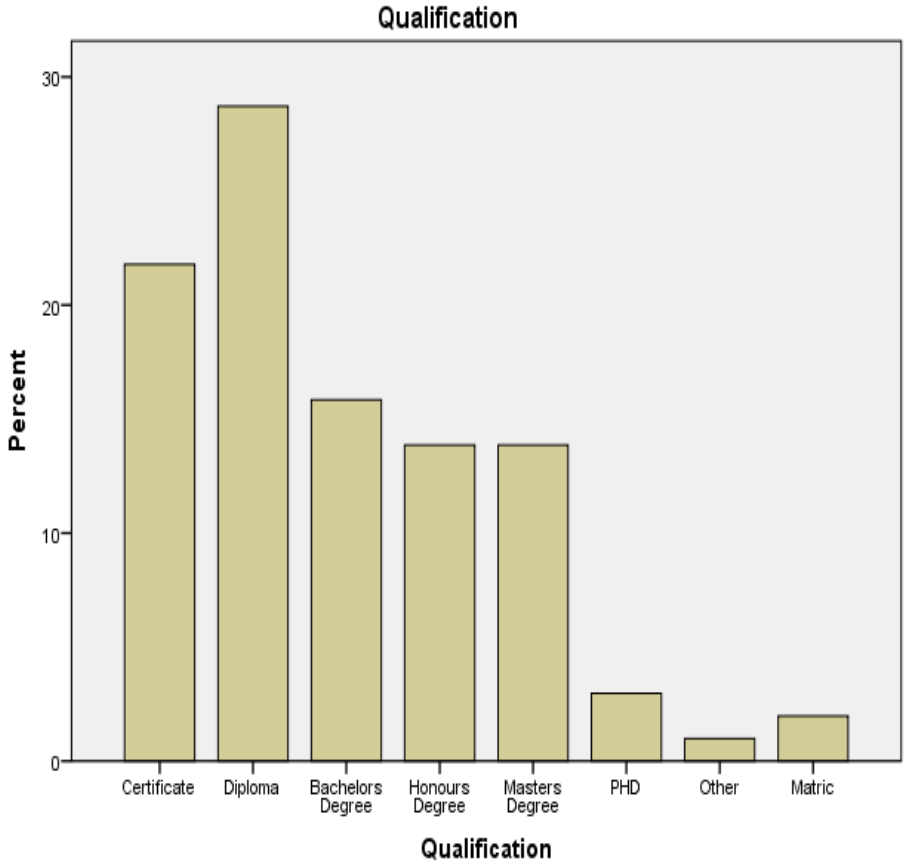

Figure 4.4: Respondent's Qualification

A total of eight categories were presented as indicated in Figure 4.4. Respondents with a diploma reached a total of 28.17 per cent represented the largest group of respondents and staff members with a matric (Grade 12) represented the lowest group of respondents with only 2.0 per cent. The same amount of respondents in possession of a master's degree namely 13.9 per cent, are also in possession of a honours degree. What occurred under this category is that respondents would often indicate all the qualifications namely a diploma, honours and masters, instead of just indicating their highest qualification. Most of the respondents are in possession of a qualification higher than matric and 3.0 per cent of respondents even had a Ph.D. The deduction can be made that the majority of respondents studied after they had matriculated.

4.4.5 Question 5: Respondent's educational discipline

Table 4.5: Total number of responses to educational discipline

Educational discipline

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Education	13	12.9	13.3	13.3
	Business Administration	27	26.7	27.6	40.8
	Marketing	2	2.0	2.0	42.9
	Communication	5	5.0	5.1	48.0
	Public Relations	7	6.9	7.1	55.1
	Applied Sciences	1	1.0	1.0	56.1
	Other	23	22.8	23.5	79.6
	Arts	1	1.0	1.0	80.6
	Social Sciences	1	1.0	1.0	81.6
	Research and Technology	1	1.0	1.0	82.7
	Security	3	3.0	3.1	85.7
	Office Management and Technology	3	3.0	3.1	88.8
	Humanities	1	1.0	1.0	89.8
	Disability	1	1.0	1.0	90.8
	Public Management	3	3.0	3.1	93.9
	Psychology	1	1.0	1.0	94.9
	Military	1	1.0	1.0	95.9
	Maintenance	1	1.0	1.0	96.9
	Finance	1	1.0	1.0	98.0
	Police	1	1.0	1.0	99.0
	Exams	1	1.0	1.0	100.0
	Total	98	97.0	100.0	
Missing	System	3	3.0		
Total		101	100.0		

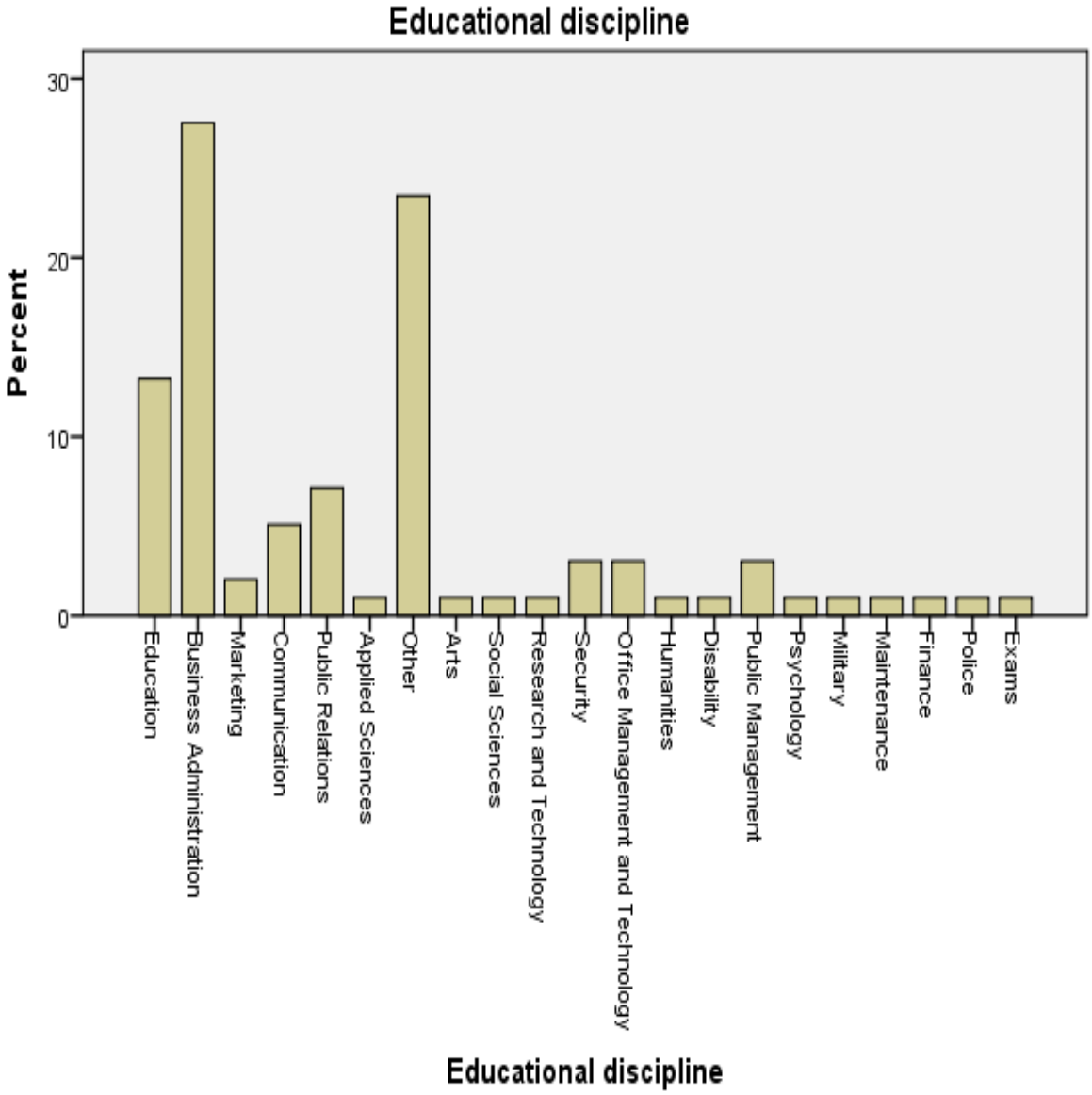

Figure 4.5: Respondent's educational discipline

According to figure 4.5 the highest number of respondents 27.6 per cent, studied Business Administration, followed by "other" with 23.5 per cent of respondents. Respondents were given the opportunity to list "other" and many respondents did unfortunately not use the opportunity to stipulate their other field of study. One per cent of respondents listed "military" and "police" as educational discipline.

4.4.6 Question 6: Respondent's management level

Table 4.6: Total number of responses on management level

Management level

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Executive Management	1	1.0	1.0	1.0
	Middle Management	6	5.9	6.0	7.0
	Line Management	16	15.8	16.0	23.0
	Portfolio Management	21	20.8	21.0	44.0
	None of the above	56	55.4	56.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

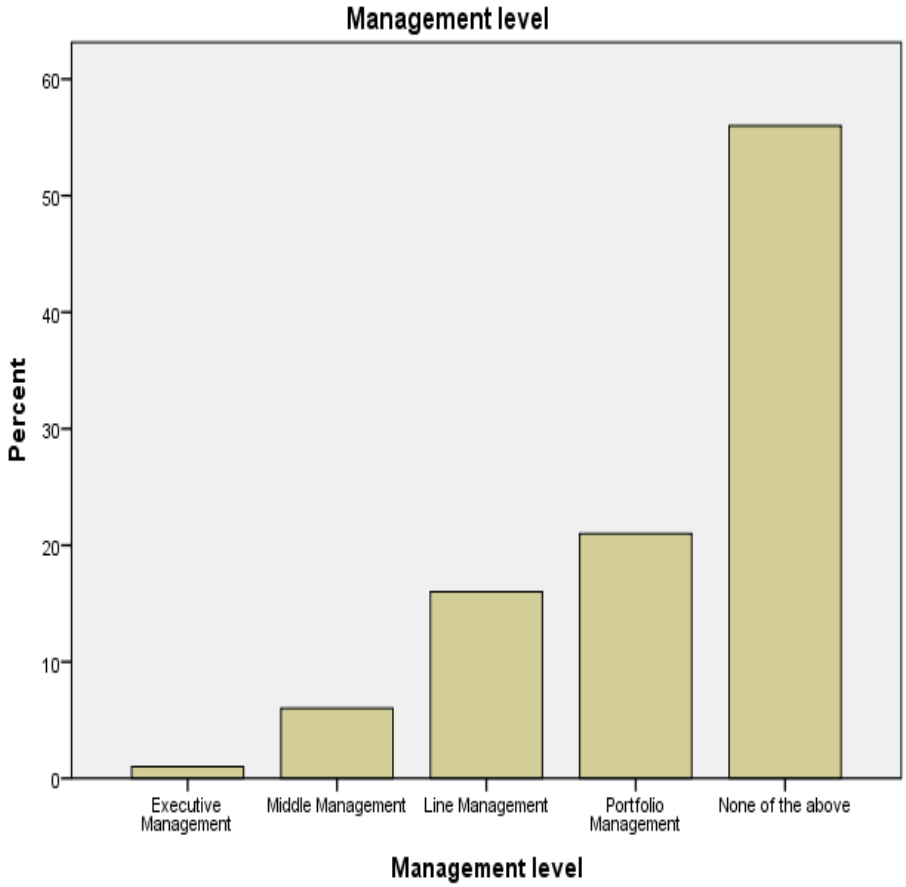

Figure 4.6: Respondent's management level

Respondents were asked to choose between five categories to indicate their management level. These categories ranged between executive management (EM) and management committee (MANCOM) to "none of the above". The latter implying that they are not in any "management position" at the CPUT. The greatest percentage of respondents namely 55.4 per cent of respondents indicated that they were "none of the above". A total of 15.8 per cent of respondents indicated that they are line managers. Observing the results indicated in figure 4.6, it is clear that not many managers on any level of management partook in this survey.

4.4.7 Question 7: Respondent's years of service

Table 4.7: Total number of responses on years of service

Years of service

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Less than 1 year	1	1.0	1.0	1.0
	1 to under 3 years	7	6.9	7.1	8.1
	3 to under 5 years	12	11.9	12.1	20.2
	5 to under 10 years	33	32.7	33.3	53.5
	10 years and over	46	45.5	46.5	100.0
	Total	99	98.0	100.0	
Missing	System	2	2.0		
Total		101	100.0		

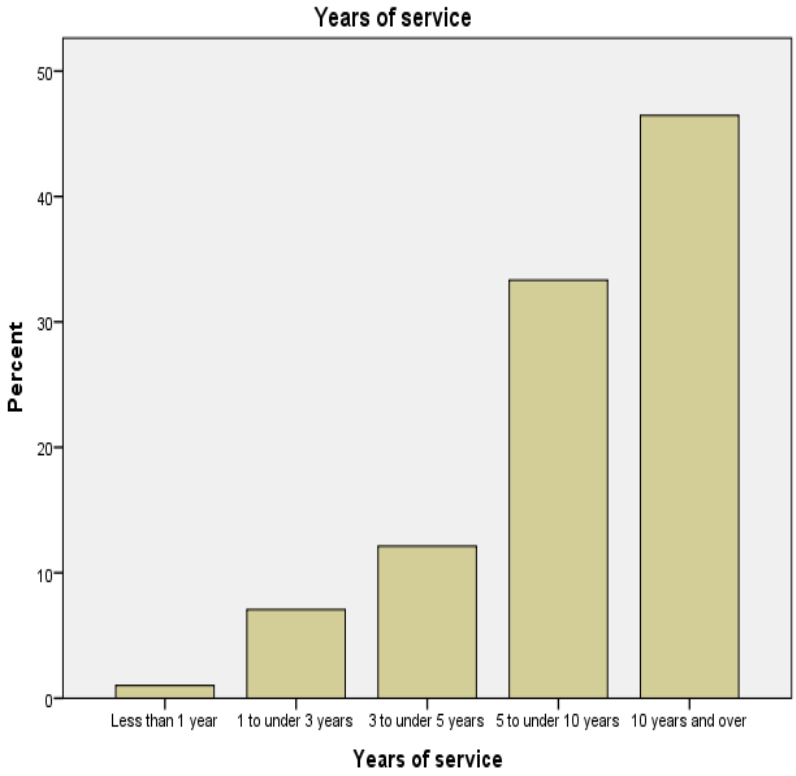

Figure 4.7: Respondent's years of service

In the previous figure respondents were asked to indicate how long they had been working at the CPUT. A total of 46.5 per cent of respondents indicated that they had been working at the CPUT for more than ten years.

4.4.8 Question 8: Respondent's gross monthly income

Table 4.8 Total number of respondent's gross monthly income

Gross monthly income

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Below R5 000	1	1.0	1.0	1.0
	Between R5 000 and R10 000	24	23.8	24.0	25.0
	Between R10 000 and R20 000	43	42.6	43.0	68.0
	Between R20 000 and R30 000	22	21.8	22.0	90.0
	More than R30 000	10	9.9	10.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

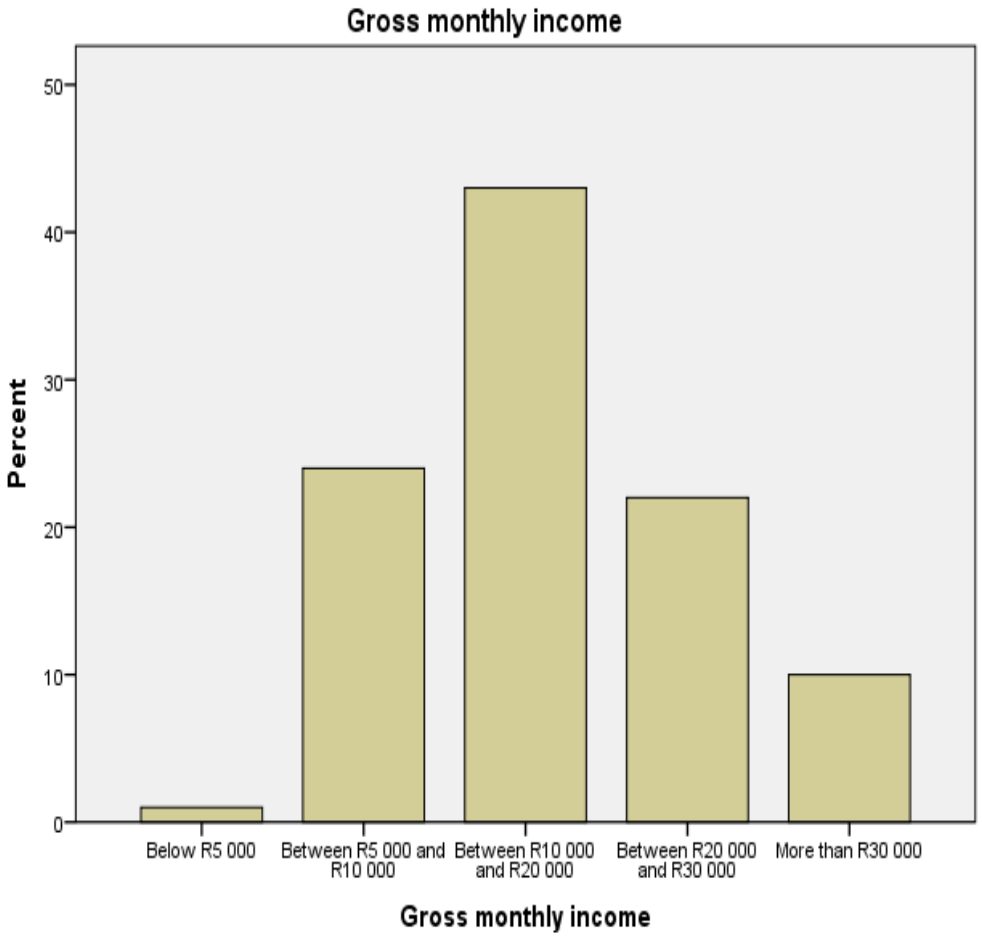

Figure 4.8: Gross monthly income

From the five categories respondents could choose from, the results show that 43 per cent of respondents earn between ten and twenty thousand rand per month. The lowest number of respondents earn below R5000.00 per month reflecting only 1 per cent of respondents. The status of salary is determined by many factors, including the individual's education level, years of experience, years working at the CPUT and job title or role as depicted in the following table.

4.4.9 Question 9: Respondent's job roles

Table 4.9: Total number of responses to respondent's job roles

Job Roles

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Administrative assistant and clerk	8	6.8	6.8	6.8
Accounts clerk and assistant	7	5.9	5.9	12.7
Cashier	2	1.7	1.7	14.4
Faculty officer	0	0.0	0.0	14.4
Faculty assistant	2	1.7	1.7	16.1
Library assistant	6	5.1	5.1	21.2
Exams assistant	5	4.3	4.3	25.5
Student affairs and services practitioner or assistant	25	21.4	21.4	46.9
Secretary	6	5.1	5.1	52.0
Residence supervisor or assistants	5	4.3	4.3	56.3
Switchboard operator and telephonists	2	1.7	1.7	58.0
Administrative officers coordinators	15	12.8	12.8	70.8
All receptionists	2	1.7	1.7	72.5
Caretaker	1	0.9	0.9	73.4
Security officers	5	4.3	4.3	77.7
Mailroom workers	1	0.9	0.9	78.6
Maintenance	2	1.7	1.7	80.3
Gardens	0	0.0	0.0	80.3
Printing	0	0.0	0.0	80.3
Drivers	4	3.4	3.4	83.7
General workers	3	2.6	2.6	86.3
Cleaning	0	0.0	0.0	86.3
Artisans	1	0.9	0.9	87.2
Other	10	8.5	8.5	95.7
Research and technology	2	1.7	1.7	97.4
Disability	1	0.9	0.9	98.3
Facilitator	2	1.7	1.7	**100.0**
Total	*** 117**	**100.0**	**100.0**	

According to the data in Table 4.9, most of the respondents are members of Student Affairs and Services Department with a total of 21.4 per cent of total respondents. Student Affairs and Services at the CPUT include Student Affairs (sport, culture and student development), Student Counselling, the HIV/Aid unit, Residence Department as well as the Disability unit. (CPUT,2012) There were 27 categories for respondents to choose from. It is clear in the response that the total number of responses is higher than the number of respondents that completed the survey. This is mainly due to the fact that respondents took the liberty of marking more than one option for this particular question. A typical example would be a Student Affairs and Services incumbent indicating that they belong in that category, but at the same time indicating that they are a secretary in the aforementioned category. Another example is where a respondent indicated that they work in the Residence Department but also for Student Affairs and Services Department. A total of 17 respondents marked more than one category as their job role.

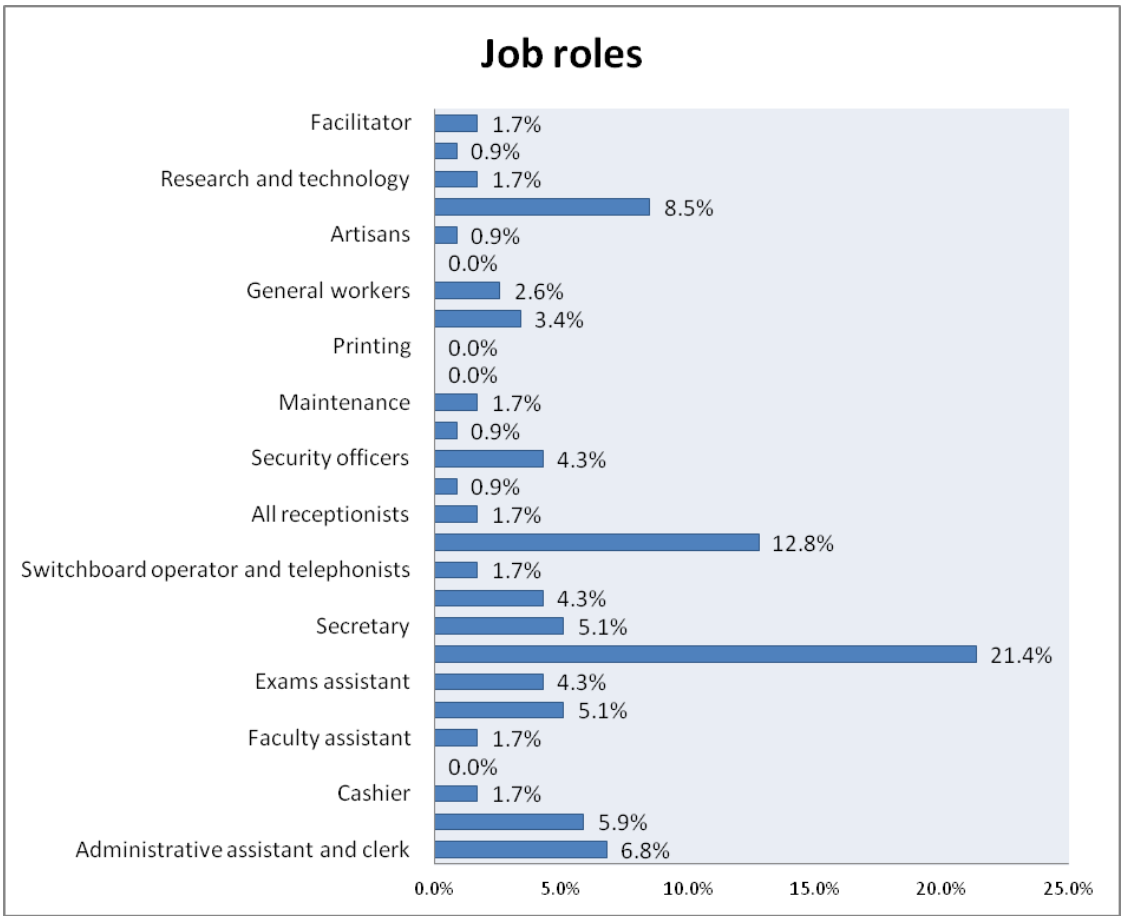

Figure 4.9: Respondent's job roles

4.5 Statements regarding the flow of communication by respondents

4.5.1 Statement 1: I am comfortable in talking to my line manager about my performance

Table 4.10: Comfortable in talking to line manager

Q1SUM I am comfortable in talking with my line manager about my performance

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	57	56.4	56.4	56.4
	Unsure	9	8.9	8.9	65.3
	Strongly disagree	35	34.7	34.7	100.0
	Total	101	100.0	100.0	

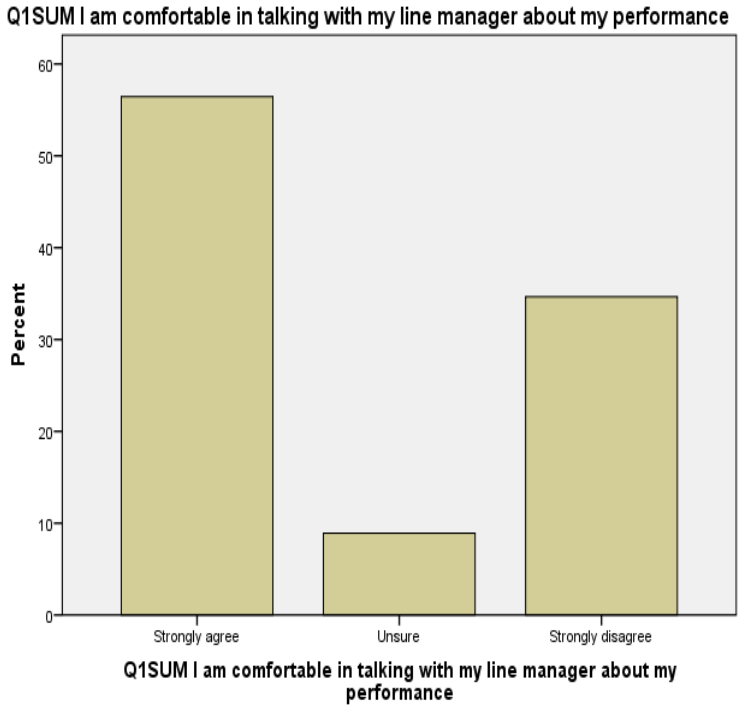

Figure 4.10: Comfortable talking to line manager

A total of 65.4 per cent of respondents indicated that they feel comfortable in talking to their line manager with 34.7 per cent in disagreement with the statement. This percentage alludes to an interesting phenomenon when looking at Statement eight revolving around feedback from line managers. It is clear that most respondents are very comfortable in talking to their line

managers, yet, 54.5 per cent of incumbents felt that they do not get feedback from their line managers. This phenomenon will further be discussed in the summary.

4.5.2 Statement 2: Most communication between managers and employees is two way communication.

Table 4.11: Most communication between managers and employees is two way communication.

Q2SUM Most communication between managers and employees are two-way communication

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	18	17.8	18.2	18.2
	Unsure	15	14.9	15.2	33.3
	Strongly disagree	66	65.3	66.7	100.0
	Total	99	98.0	100.0	
Missing	System	2	2.0		
Total		101	100.0		

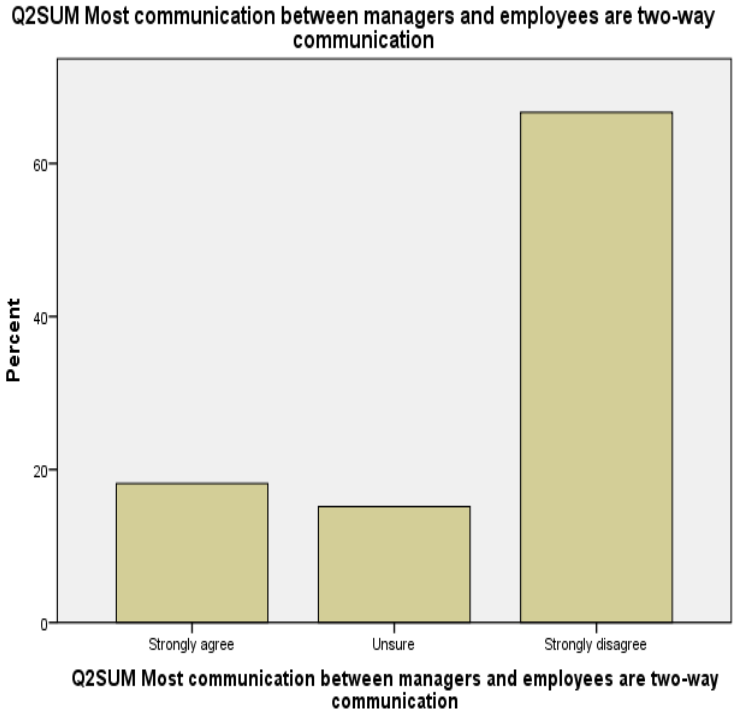

Figure 4.11: Most communication between employees is two way communication.

Initially five categories were given to respondents to choose from. They were typical Likert scale categories including the categories strongly agree, agree, unsure disagree and strongly disagree. The five categories were further narrowed down to only three namely strongly agree, unsure and strongly disagree. Almost 67 per cent of respondents strongly disagreed with the statement as shown in Figure 4.11.

The result of this statement underpins objective two of this study, namely which model of public relations is most often used by the CPUT with reference to the four models Grunig identified (Grunig 1992, 289). With 66.7 per cent of respondents indicating that they strongly disagree with the fact that communication can be seen as two way communication, it alludes to the fact that communication is mostly seen as one way, or with reference to Grunig's models, asymmetrical communication. Toth infer that an asymmetrical model is a model that is tipped toward one of the relational parties that is found in traditional superior-subordinate organisational communication literature. (Toth, 2008:67)

As discussed in Chapter one, effective corporate communication is crucial for successful organisations and affects the ability of strategic managers and engage employees and achieve objectives (Welch & Jackson, 2007:177).

4.5.3 Statement 3: CPUT encourages differences in opinion

Table 4.12: CPUT encourages differences in opinion

Q3SUM CPUT encourages differences in opinion

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	23	22.8	23.0	23.0
	Unsure	17	16.8	17.0	40.0
	Strongly disagree	60	59.4	60.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

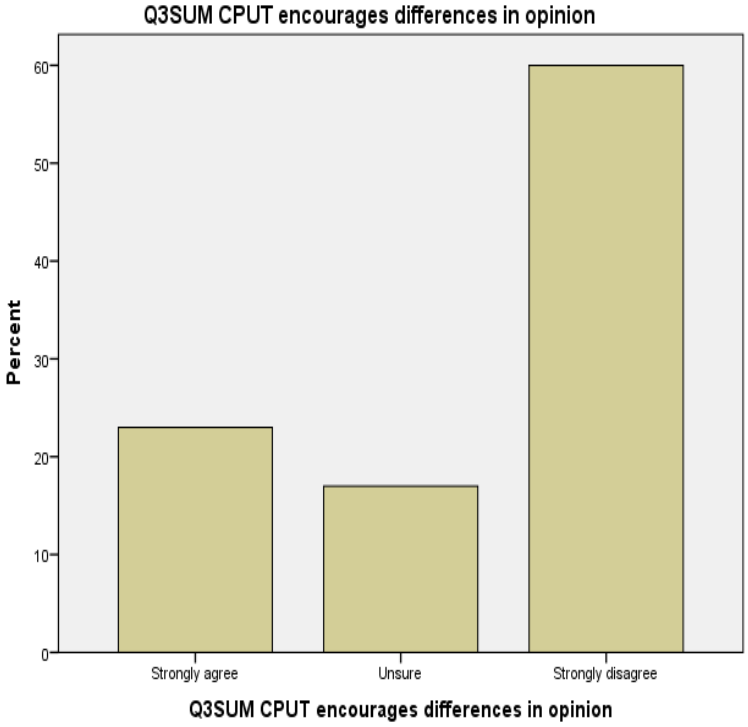

Figure 4.12: CPUT encourages differences in opinion.

In this statement an alarming 59.4 per cent of respondents felt that the CPUT does not encourage differences in opinion. To be able to voice an opinion is more than a communication issue and is deeply embedded in the intangible phenomenon of corporate culture that lies at any organisations deepest level. Statement three underpins Objective three of the study, namely the

two pre-determined dimensions of corporate culture. With respondents feeling that differences in opinion are not encouraged, it alludes to a more authoritarian culture than a participative culture.

This can be argued to be one of the beliefs Quchi (1981) & Schein (1990) refers to when they define organisational culture as the firmly implanted values and assumptions of the organisation. Often these norms, values beliefs and attitudes may not have been articulated but it still shapes the way people behave (Armstrong, 2003:203). The belief that respondents opinion is not valued, especially not when they differ from the opinion of the dominant coalition, will explicate the existing corporate culture. Statement five further extrapolates this notion.

4.5.4 Statement 4: The purpose of communication at the CPUT is to help managers to be responsive to problems of employees.

Table 4.13: The purpose of communication is to help managers to be responsive to problems of employees.

Q4SUM The purpose of communication at CPUT is to help managers to be responsive to problems of employees

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	24	23.8	23.8	23.8
	Unsure	23	22.8	22.8	46.5
	Strongly disagree	54	53.5	53.5	100.0
	Total	101	100.0	100.0	

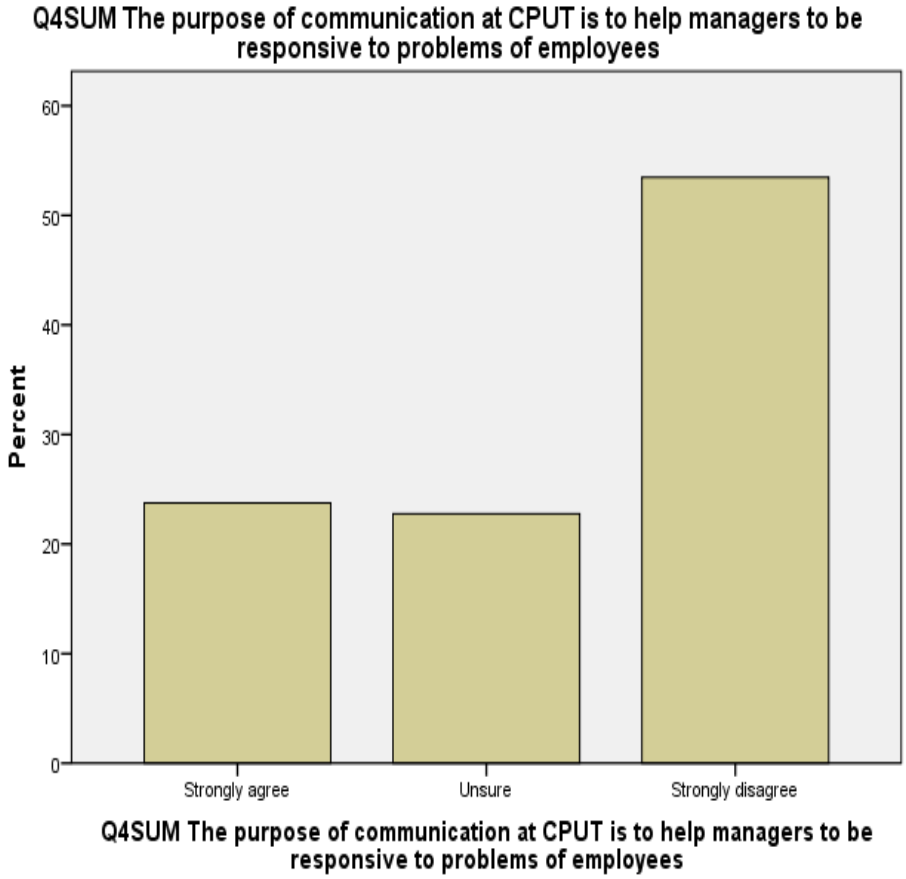

Figure 4.13: The purpose of communication is to be responsive to problems of employees.

This particular question produced a particularly negative result with 53.5% disagreeing, a further 22.7% being uncertain and only 23.8% agreeing. This indicates that the purpose of communication at CPUT is not supporting managers to be more responsive to the problems of their employees. This result, coupled with the fact that respondents do not feel that they can voice their own opinions, is a recipe for an organisational culture disaster. This can potentially lead to the creation of rumours and rumours are notorious for their destructive outcomes. According to Holtz (2004:178) the consequence of under-communicating will lead to “the vacuum being filled with rumors, will reinforce pretence of business as usual, leaves problems unattended, leaves questions unanswered, will result in ideas and opportunities that goes lost, and will ultimately result in failed morals”.

4.5.5 Statement 5: Management encourages differences in opinion

Table 4.14: Management encourages differences in opinion

Q5SUM Management encourages differences in opinion

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	20	19.8	20.2	20.2
	Unsure	20	19.8	20.2	40.4
	Strongly disagree	59	58.4	59.6	100.0
	Total	99	98.0	100.0	
Missing	System	2	2.0		
Total		101	100.0		

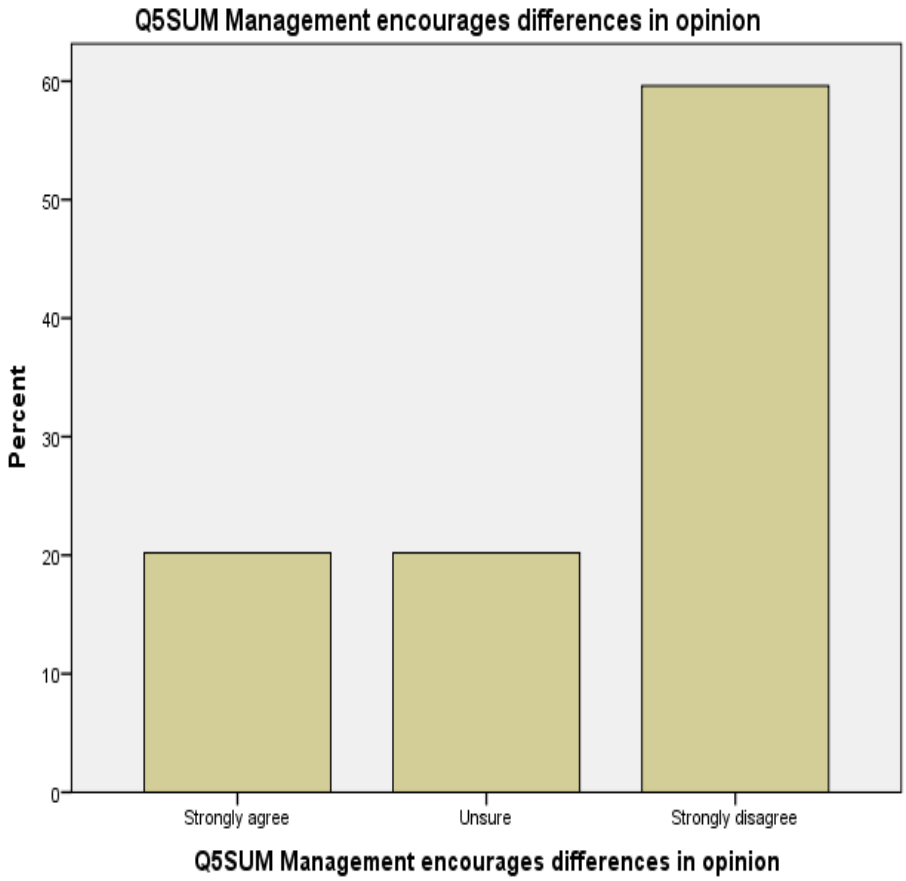

Figure 4.14: Management encourages differences in opinion.

Statement five differs from statement three in the sense that the latter statement was designed to determine if the CPUT as an entity (any CPUT employee) encourages differences in opinion. Statement five on the other hand is designed to determine if management per se encourages differences in opinion. In Figure 4.12 58.4 per cent vs. the 59 per cent in Figure 4.11 strongly disagreed with the statement. The deduction can be made that CPUT Administration staff on the Cape Town campus do not feel that their opinion is valued by the Dominant Coalition and can infer on the notion of a less participative culture.

With statement three participative cultures, according to Sriramesh, Grunig and Dozier (1996:253), provides a more supportive, nurturing, environment for excellent public relations than an authoritarian culture does. Like other forms of communication, Grunig and Hunt argue that public relations are both a product of culture and also an agent of culture (1984).

4.5.6 Statement 6: I am usually informed about major change in policy that affects my job before they take place.

Table 4.15: I am usually informed about major change in policy that affects my job before it takes place.

Q6SUM I am usually informed about major change in policy that affect my job before they take place

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	27	26.7	27.3	27.3
	Unsure	11	10.9	11.1	38.4
	Strongly disagree	61	60.4	61.6	100.0
	Total	99	98.0	100.0	
Missing	System	2	2.0		
Total		101	100.0		

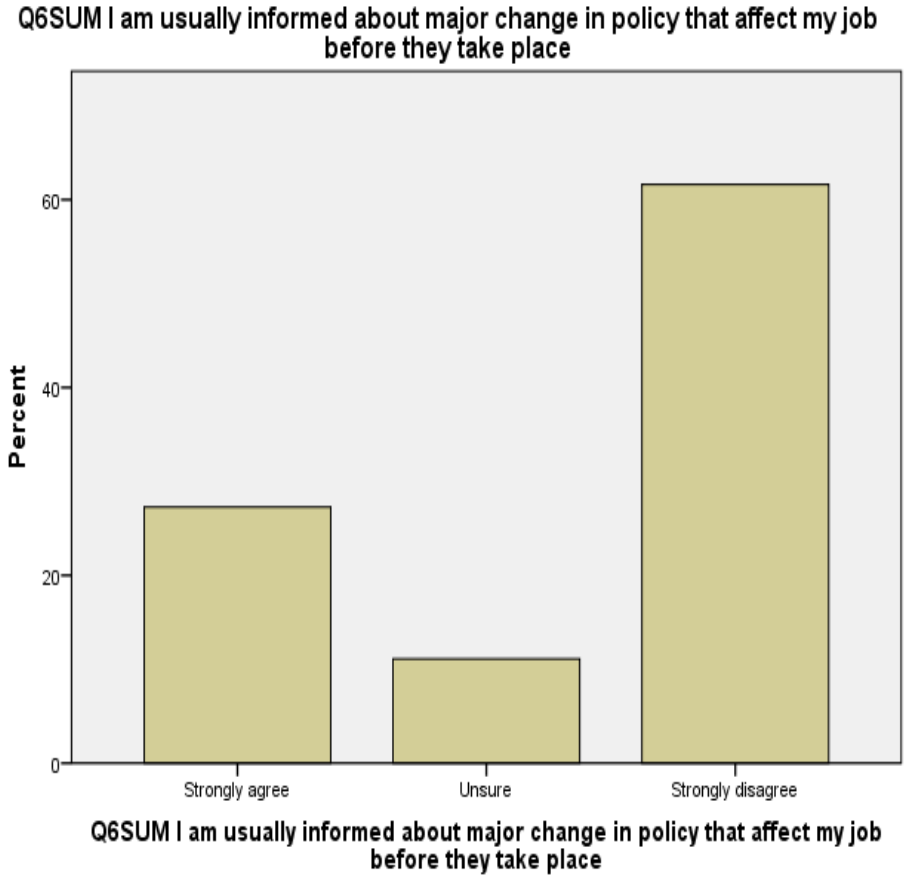

Figure 4.15: I am usually informed about major change in policy that affects my job before it takes place.

In Figure 4.13 it is clear that more than 60 per cent of respondents feel that they are not informed about policies and major changes that might affect their jobs. Employees are often just informed about changes without prior notification or the rationale behind the decisions. An example of this issue presented itself in under comments in one of the questionnaires where an individual uttered her or his frustration regarding the Finance Department not communicating the chosen service providers to employees when they select them. This in turn apparently causes delays in payments for up to eight weeks.

The involvement of respondent is policy making and changes addresses both the issue of communication and culture. Not being informed about major changes refers to communication. Not being involved refers to culture, the culture of not participating.

4.5.7 Statement 7: I am comfortable in talking to my line manager when things go wrong

Table 4.16: I am comfortable in talking to my line manager when things are going wrong.

Q7SUM I am comfortable in talking to my line manager when things are going wrong

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	56	55.4	55.4	55.4
	Unsure	8	7.9	7.9	63.4
	Strongly disagree	37	36.6	36.6	100.0
	Total	101	100.0	100.0	

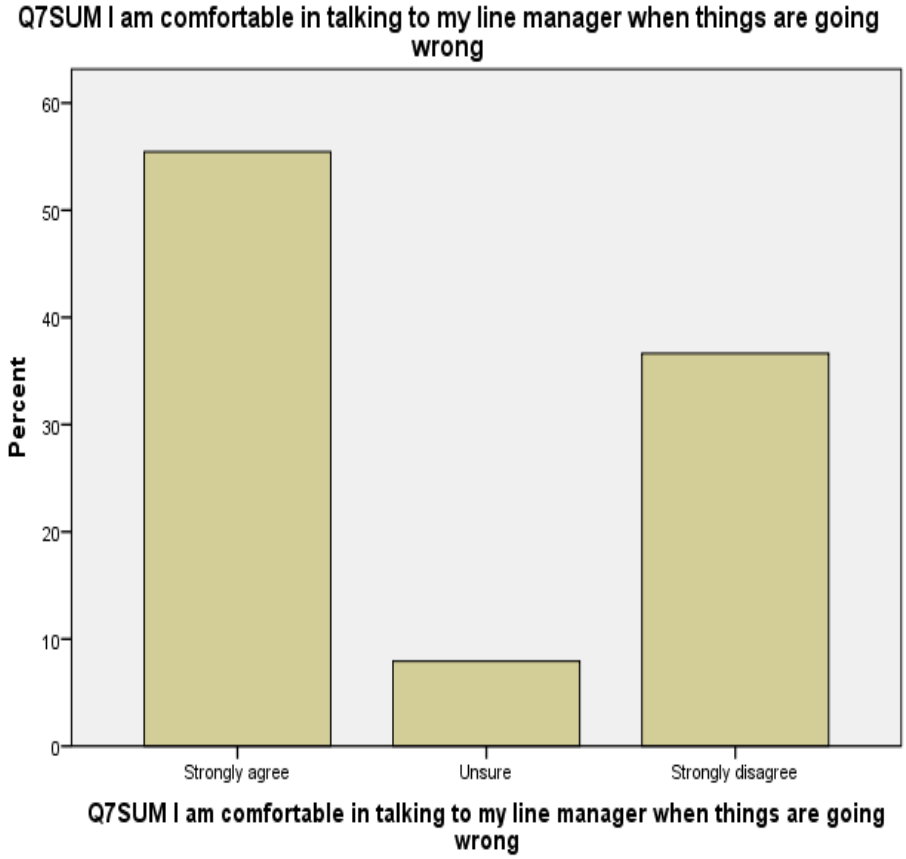

Figure 4.16: I am comfortable in talking to my line manager when things are going wrong.

Figure 4.14 shows that respondents are quite happy to speak to their line managers when things are going wrong as well as about their performance in Figure 4.10. If employees do not feel comfortable talking to line managers, it alludes to a communication problem. Who do they talk to them? Sriramesh *et al*. (1996:238) argues that "changing the communication system of an organization, can make the organization more effective and will the culture of the organization" He refers to the symbiotic relationship between culture and communication and argues that changing one will facilitate and modify change in the other.

Employees not feeling comfortable talking to line managers alludes to a bigger problem in communication. The absence of the flow of communication in chapter two is an unwieldy and undesirable place to be as an employee.

4.5.8 Statement 8: I seldom get feedback when I communicate with my line manager.

Table 4.17: I seldom get feedback when I communicate with my line manager.

Q8SUM I seldom get feedback when I communicate with my line manager

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	55	54.5	56.1	56.1
	Unsure	4	4.0	4.1	60.2
	Strongly disagree	39	38.6	39.8	100.0
	Total	98	97.0	100.0	
Missing	System	3	3.0		
Total		101	100.0		

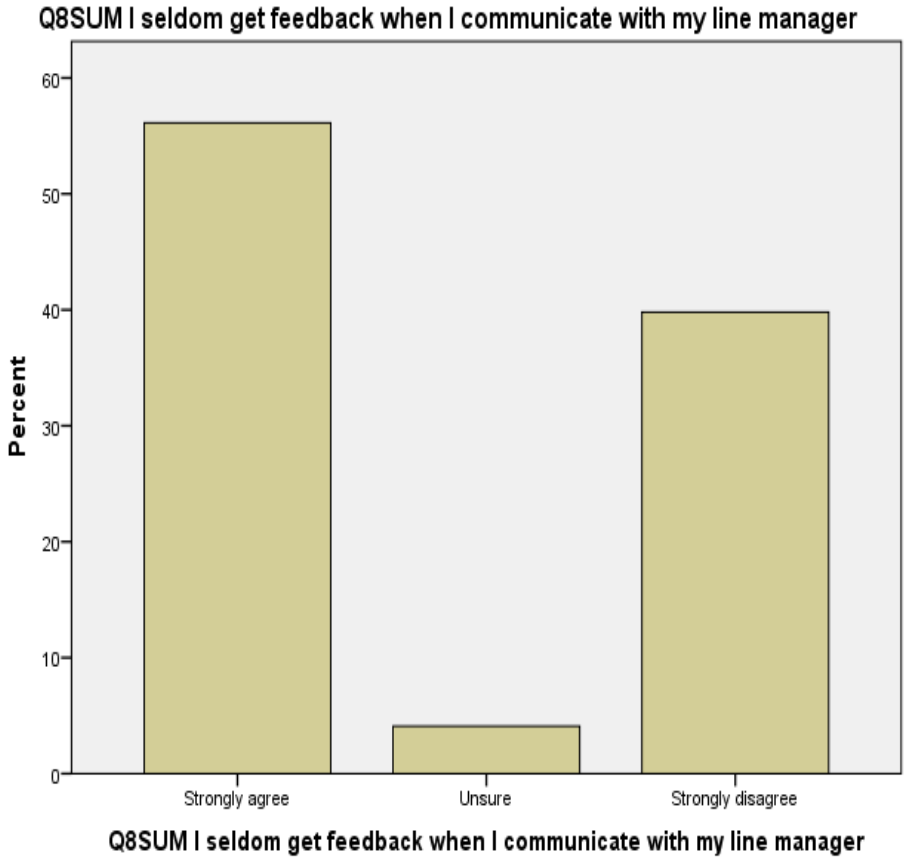

Figure 4.17: I seldom get feedback when I communicate with my line manager.

According to the data in above table, 54.5 per cent of respondents do not get feedback from their line managers and only 39.8 per cent do. This is an alarming percentage when looking at the chain of command when it comes to communication. If there is no feedback from the line manager, where does that leave the employee in terms of the execution of his work?

Holtz (2004:113) argues that there is “no understanding of the importance of managers and supervisors in an organization. Nearly any communication audit will show that, in most cases, the immediate supervisor is the preferred source of information”. Holtz further argue that it is as important for line managers to communicate as it if for them to be able to do their job and that often they become line managers based on not their ability to work but rather as a reward for excellence in a non-management job. Some are natural managers and some should be trained by HR-even by using the intranet as training tool.

4.5.9 Statement 9: I seldom get to communicate with middle management about issues that are of importance to my work.

Table 4.18: I seldom get to communicate with middle management about issues that are of importance to my work.

Q9SUM I seldom get to communicate with middle management about issues that are of importance to my work

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	71	70.3	71.7	71.7
	Unsure	10	9.9	10.1	81.8
	Strongly disagree	18	17.8	18.2	100.0
	Total	99	98.0	100.0	
Missing	System	2	2.0		
Total		101	100.0		

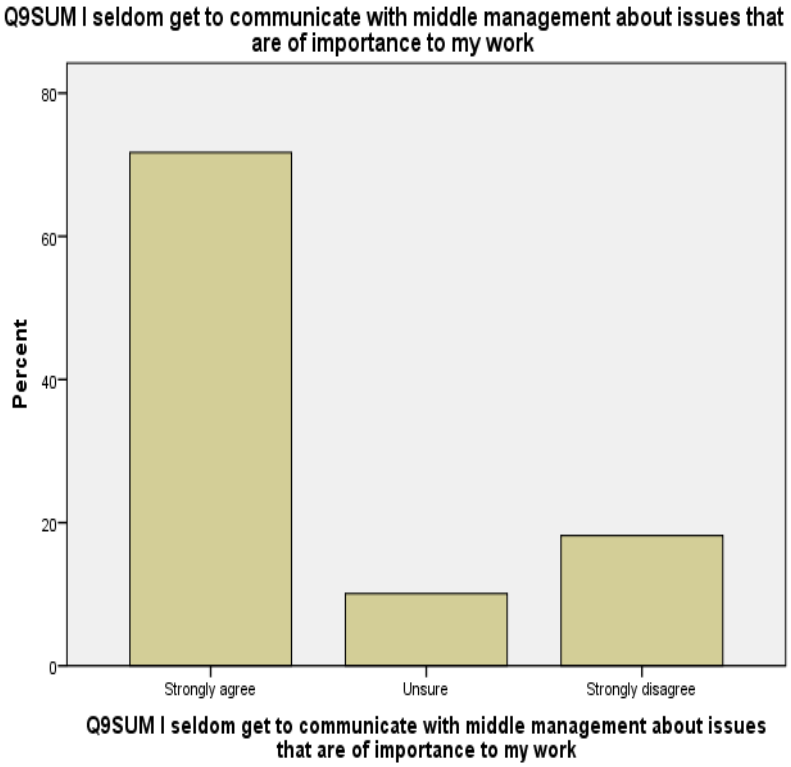

Figure 4.18: I seldom get to communicate with middle management about issues that are of importance to my work.

According to the data in the above table, an overwhelming 71.7 per cent of respondents feel that they seldom communicate with middle management about issues of importance to their work. This percentage further alludes to the lack of symmetrical communication between management and employees. The deduction can be made that predominantly one way communication exists between respondents and middle management, further informs on the flow of communication referred to in the Internal communication matrix (Welch & Jackson, 2007:185) also previously discussed in this study. In the communication matrix the project group colleague's level revolves around project issues and it should be predominantly two-way communication, whereas the fourth level namely the strategic managers/top management level will be predominantly one way communication.

4.5.10 Statement 10: We have regular departmental meetings where issues pertinent to the institution are discussed.

Table 4.19: We have regular departmental meetings where issues pertinent to the institution are discussed.

Q10SUM We have regular departmental meetings where issues pertinent to the institution are discussed

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	47	46.5	46.5	46.5
	Unsure	4	4.0	4.0	50.5
	Strongly disagree	50	49.5	49.5	100.0
	Total	101	100.0	100.0	

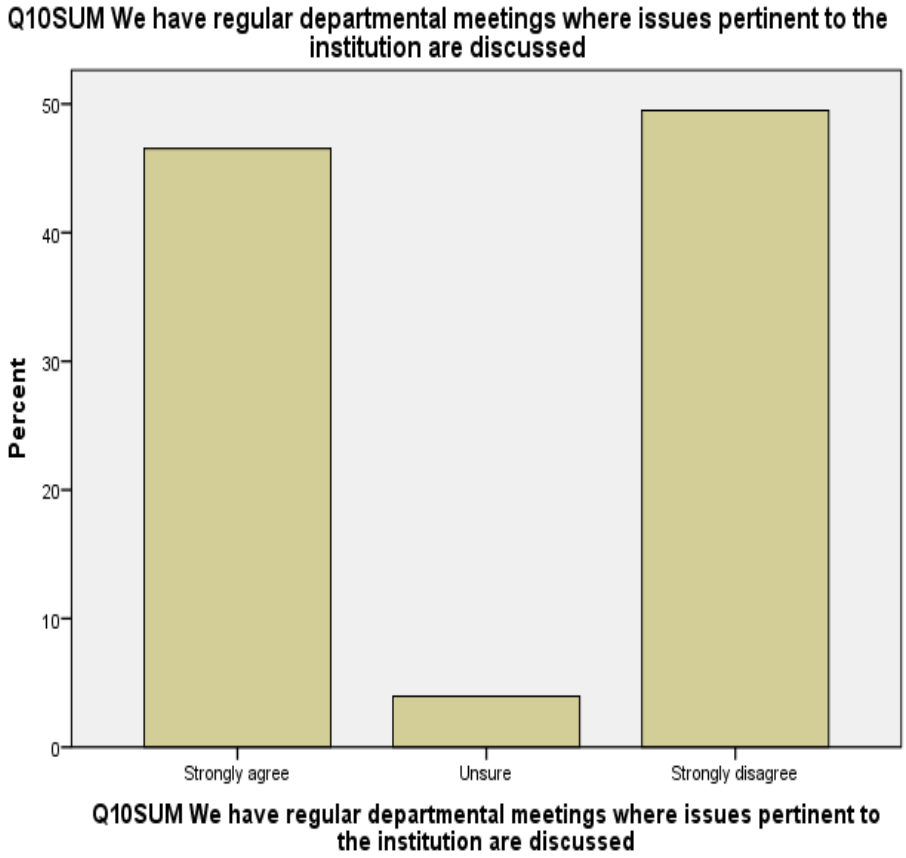

Figure 4.19: We have regular departmental meetings where issues pertinent to the institution are discussed.

The percentage of staff members who indicated that they have regular departmental meetings (46 per cent) almost equals the amount who indicated they do not have regular departmental meetings (49 per cent). It can be an indication of the lack of meetings, but it can also be an indication that respondents feel that departmental meetings do not necessarily serve as an instrument of communication where issues pertinent to the institution are discussed.

Meetings are only one of a myriad of ways to practice effective communicate. A meeting is normally where one or more people get together to discuss issues, to improve communication, to promote coordination or to deal with any matters that are put on the agenda and to help get any jobs done. For any meeting to be successful it needs the support of the group involved, or the organisation behind it and it must have the intention of achieving some goal or objective (Wright, n.d). Meetings are ideal examples of symmetrical communication where attendees can freely (thorough the chair) communicate with colleagues and seniors.

There is no major difference between agree and strongly agree percentages and the possibility does exist that the statement could be read and interpreted in two different ways as discussed in the first paragraph.

4.5.11 Statement 11: I seldom get to communicate with executive management regarding issues concerning my work.

Table 4.20: I seldom get to communicate with executive management regarding issues concerning my work.

Q11SUM I seldom get to communicate with executive management regarding issues concerning my work

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	83	82.2	83.8	83.8
	Unsure	7	6.9	7.1	90.9
	Strongly disagree	9	8.9	9.1	100.0
	Total	99	98.0	100.0	
Missing	System	2	2.0		
Total		101	100.0		

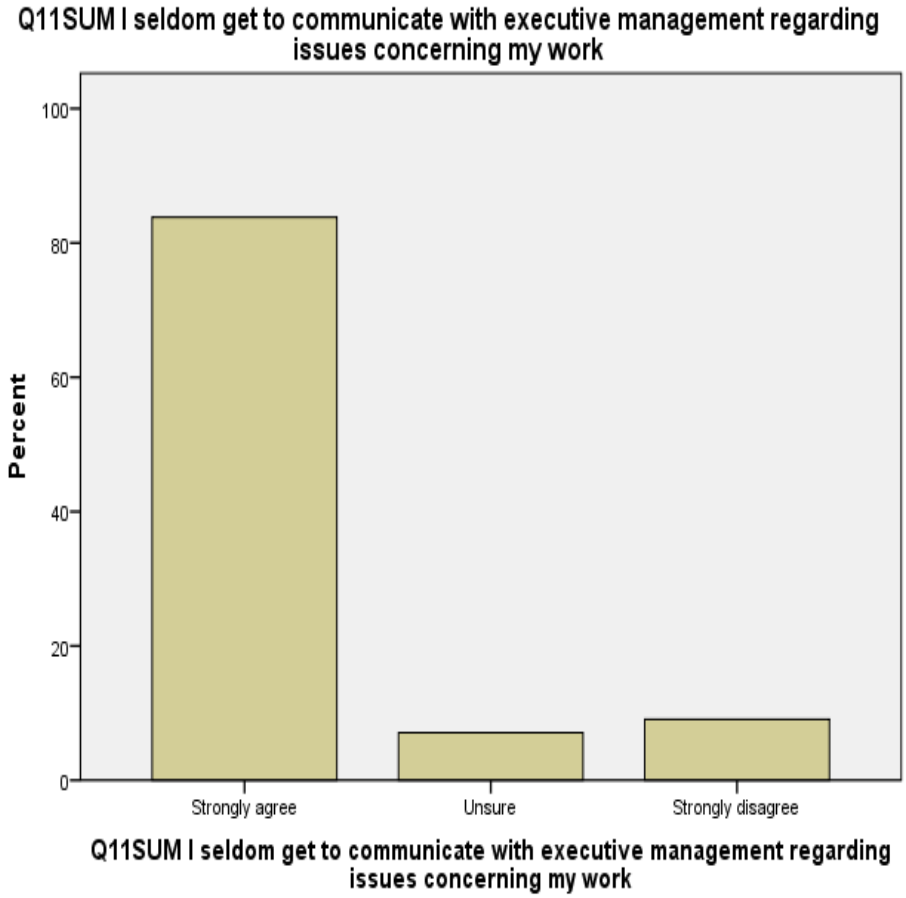

Figure 4.18: I seldom get to communicate with executive management regarding issues concerning my work.

With reference to the stakeholder theory, relationships are normally measured by their outcomes. Van Oudenhove De St.Gery (2010:65) argues that there are certain indicators that can be used to ascertain whether work surrounding the “sustaining of relationships is on track”. The author propounds that those indicators are actions such as feedback from stakeholders in the form of suggestions, complaints, feedback from management with regard to seeking advice or “support with regard to disclosing information to stakeholders and engaging in communication with them; as well as the amount of times management aims at showing stakeholders that their interest are legitimate and how they are working on problems of interest to stakeholders” (Grunig & Hon, 1999:18) cited in Van Oudenhove De St. Gery (2010:65) .

A total of 83 percent of respondents (CPUT stakeholders) feel that they seldom get to communicate with EM regarding issues concerning their work. Symmetrical communication is one of the ways to ensure organisational effectiveness. Lindeborg alludes to the fact that “Effective communication helps an organisation create an environment in which it can work well with influential stakeholders and achieve goals” (1994:6). Figure 4.18 does not reflect effective communication between management and its stakeholders.

4.5.12 Statement 12: I feel that the survey polls on the CPUT website are an attempt from management to listen to employees.

Table 4.21: I feel that survey polls on the CPUT website are an attempt from management to listen to employees.

Q12SUM I feel that the survey polls on the CPUT website is an attempt from management to listen to employees

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	30	29.7	29.7	29.7
	Unsure	30	29.7	29.7	59.4
	Strongly disagree	41	40.6	40.6	100.0
	Total	101	100.0	100.0	

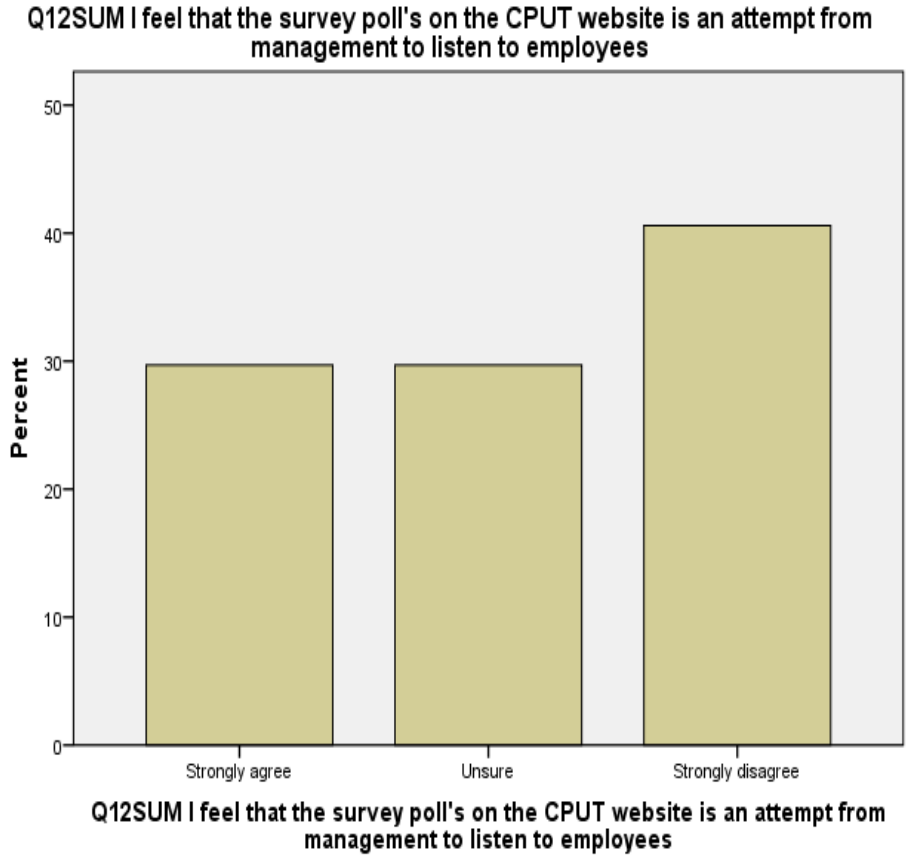

Figure 4.21: I feel survey polls on the CPUT website is an attempt from management to listen to employees.

With this question the same amount of respondents agreed than the amount of people that were unsure, namely 29.7 per cent. One can interpret the support of the category “unsure” as respondents not understanding what was meant by survey polls. This can be due to the fact that some of the respondents might possibly not have access to their own computers, or that they merely never took notice of the three month long poll that was run on the issue of a new shuttle service survey on the CPUT website.

The survey poll statement aimed to inform on the issue of two-way (symmetrical) communication where the voice of employees are heard and management can “listen” to their opinions regarding an issue of importance. Once again it deals with Objective two namely the model of public relations most often used at the CPUT.

At the same time on the issue of participative and authoritarian culture as described in objective three can also be addressed by the same statement. Respondents were afforded the opportunity to vote on an issue that will impact on their working environment.

4.5.13 Statement 13: I have a great deal of freedom in making decisions about my work without clearing those decisions that affect my job with people at higher levels of the organisation.

Table 4.22: I have a great deal of freedom making decisions about my work without clearing those decisions with people at higher levels of the organisation.

Q13SUM I have a great deal of freedom in making decisions about my work without clearing those decisions that affect my job with people at higher levels of the organisation

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	22	21.8	22.0	22.0
	Unsure	5	5.0	5.0	27.0
	Strongly disagree	73	72.3	73.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

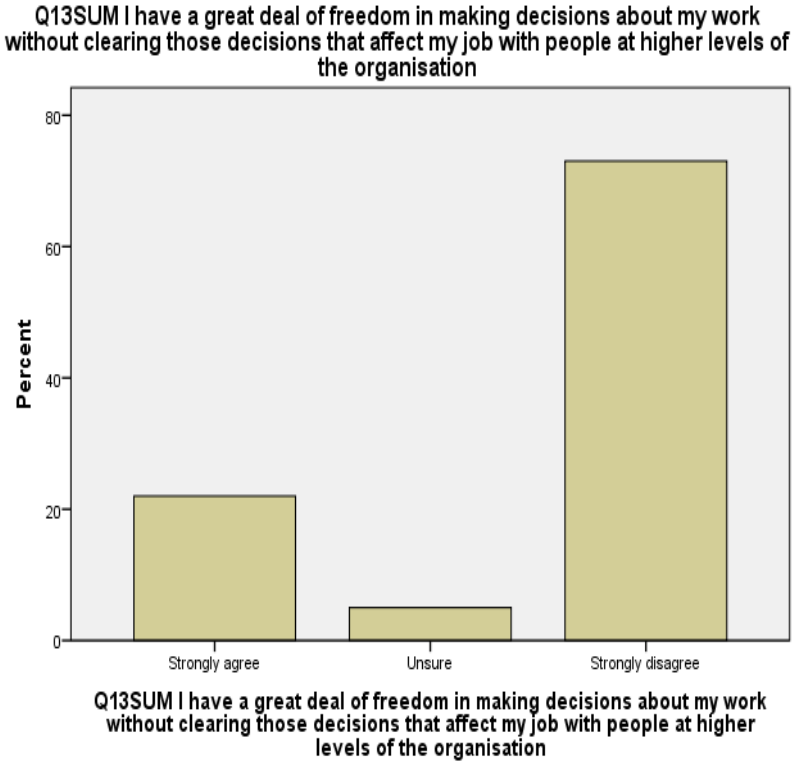

Figure 4.20: Freedom making decisions about work.

The representation in this figure indicates that 73 per cent of employees do not feel that they have a great deal of freedom in making decisions about their work, and only 22 per cent feel they do.

4.5.14 Statement 14: I have a say in decisions that affect my job

Table 4.23: I have a say in decisions that affect my job

Q14SUM I have a say in decisions that affect my job

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	23	22.8	23.2	23.2
	Unsure	8	7.9	8.1	31.3
	Strongly disagree	68	67.3	68.7	100.0
	Total	99	98.0	100.0	
Missing	System	2	2.0		
Total		101	100.0		

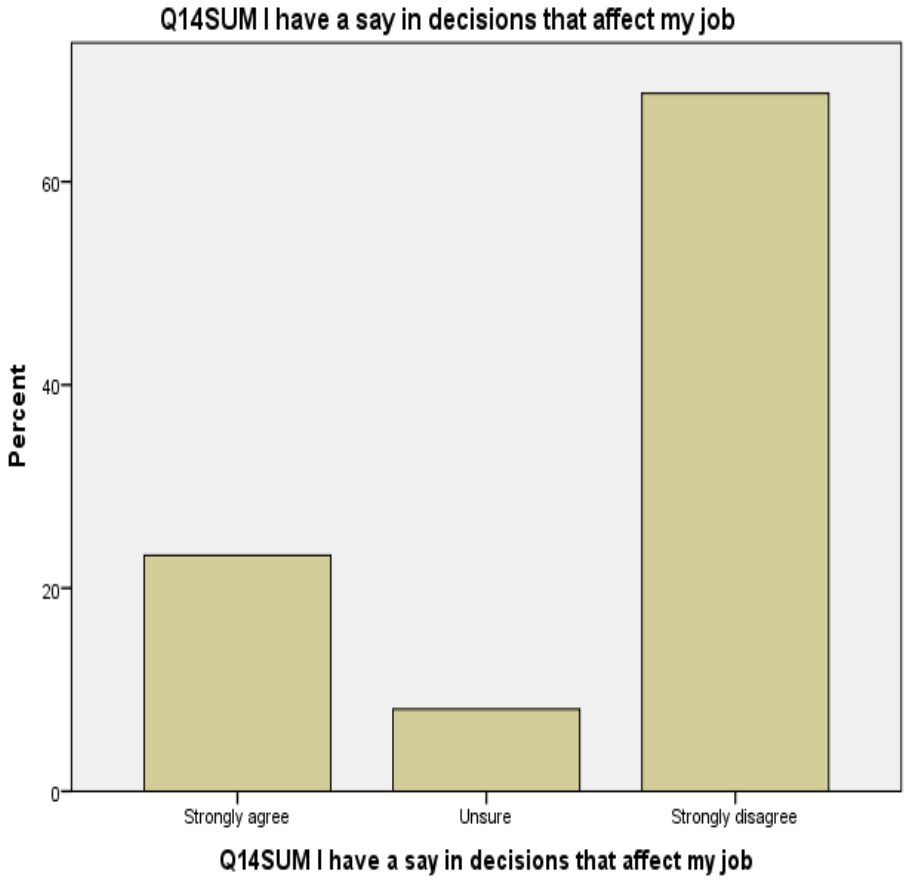

Figure 4.21: I have a say in decisions that affect my job.

With this question, the respondents who agreed are far outweighed by those who disagree. With a cumulative respondent rate of 100 per cent of people that disagree, management of this Institution should be made aware of the fact that employees do not feel part of the decision making process at the CPUT. This can further be indicative of job satisfaction that will ultimately be reflected in the culture of the institution. Because respondents do not feel part of decision making processes, they ultimately also do not take ownership.

4.5.15 Statement 15: As an employee of CPUT, most of the policies and procedures have been communicated to me.

Table 4.24: As an employee of CPUT most policies and procedures have been communicated to me.

Q15SUM As an employee of CPUT, most of the policies and procedures have been communicated to me

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	43	42.6	43.0	43.0
	Unsure	7	6.9	7.0	50.0
	Strongly disagree	50	49.5	50.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

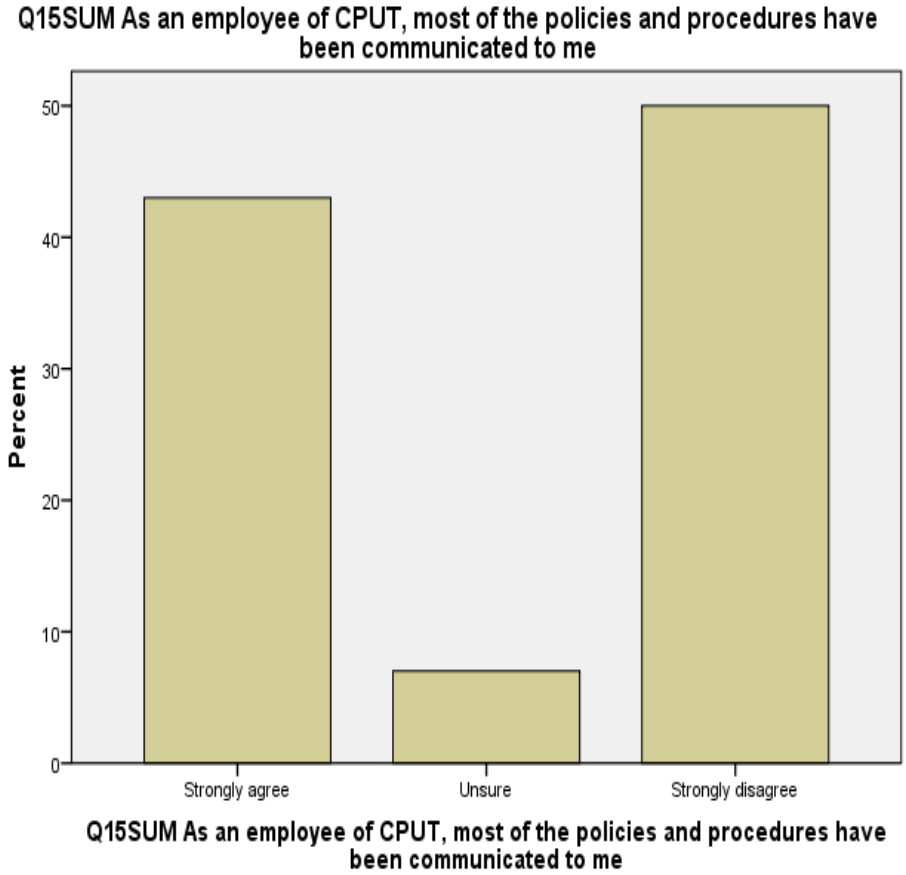

Figure 4.24: Most policies and procedures have been communicated to me.

According to the results in Table 4.22, 49 per cent of respondents feel that policies and procedures have not been communicated to them. Fact is that most policies and procedures can be found on the CPUT website which leads to the question of how effective and user friendly a static University website is to its internal stakeholders.

Policies and procedures are inherently part of the culture of an institution. An organisations culture is portrayed by numerous elements such as symbols, ideologies, assumptions, policies, relationships, humour, rituals, storytelling (Smit & Cronje, 2004:229). One of the ways to build a stronger corporate culture is to keep employees informed at all times on issues that will impact on their working environment such as policies and procedures and of course also the issue of accountability should you not abide by those policies and procedures.

4.5.16 Statement 16: Important decisions at CPUT generally are made by a few administrators alone rather than by people throughout the organisation.

Table 4.25: Important decisions at the CPUT are made by a few administrators alone rather than by people throughout the organisation.

Q16SUM Important decisions at CPUT generally are made by a few administrators alone rather than by people throughout the organisation

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	67	66.3	67.0	67.0
	Unsure	19	18.8	19.0	86.0
	Strongly disagree	14	13.9	14.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

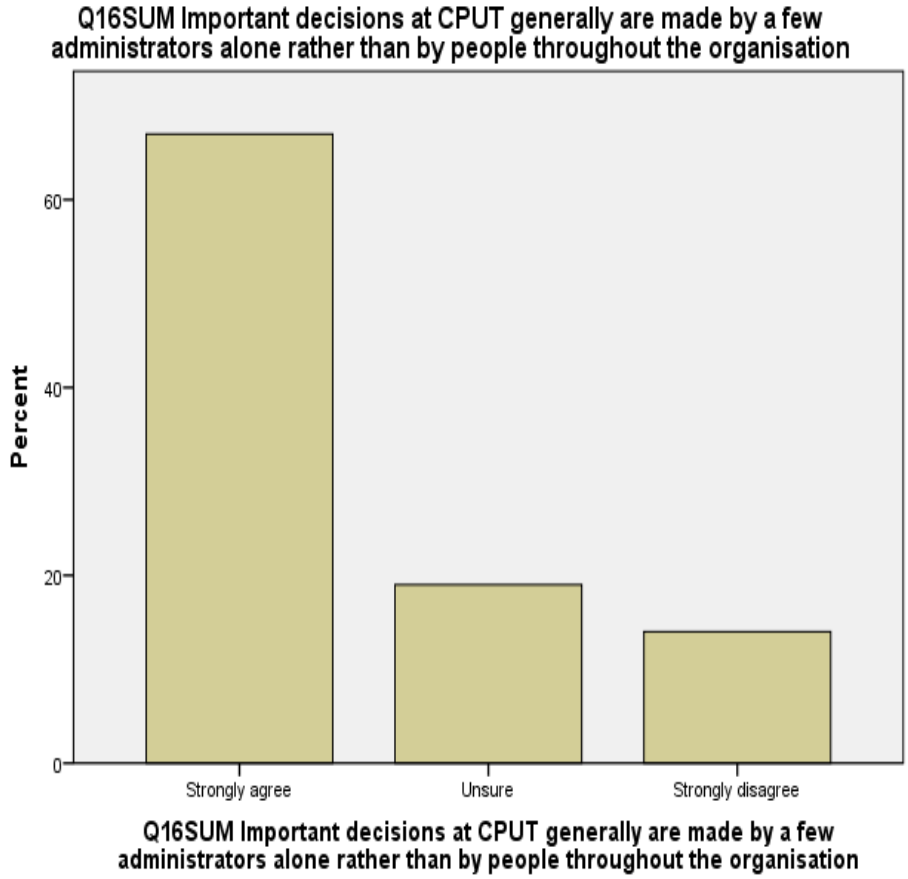

Figure 4.25: Important decisions at CPUT are made by a few administrators alone rather than by people throughout the organisation.

According to the results in Table 4.23, 67% per cent of respondents strongly agree that only a few administrators make important decisions at the CPUT. Only 14 per cent of respondents indicated that they strongly disagreed with the statement and around 19 per cent were unsure about the statement. This can imply that they are au fait with the decision making processes at the CPUT or that they participate in making decisions at the CPUT.

Although it can be argued that all operational matters cannot be up for discussion by all employees, it is imperative that employees still feel that they can participate in issues affecting them directly and that a participative culture exists as proposed in objective three of this study.

In the aftermath of a merger of acquisition- like in the case of the CPUT- it is important to manage the change of culture and still involve employees with decisions regarding vision, mission etc. Without labouring the entire process of cultural change, it is important to recognise that change agents are those people in the organisation that makes the change happen (Smit & Cronje, 2004:221). These change agents are more often than not the public relations practitioners and this statement further informs on the reciprocal relationship between internal communication and corporate culture, or objective four of this study.

4.5.17 Statement 17: It is difficult for a person who begins in lower ranks to move up to an important administrative or supervisory position.

Table 4.26: It is difficult for a person who begins in the lower ranks to move up to an important administrative or supervisory position.

Q17SUM It is difficult for a person who begins in the lower ranks to move up to an important administrative or supervisory position

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	64	63.4	63.4	63.4
	Unsure	28	27.7	27.7	91.1
	Strongly disagree	9	8.9	8.9	100.0
	Total	101	100.0	100.0	

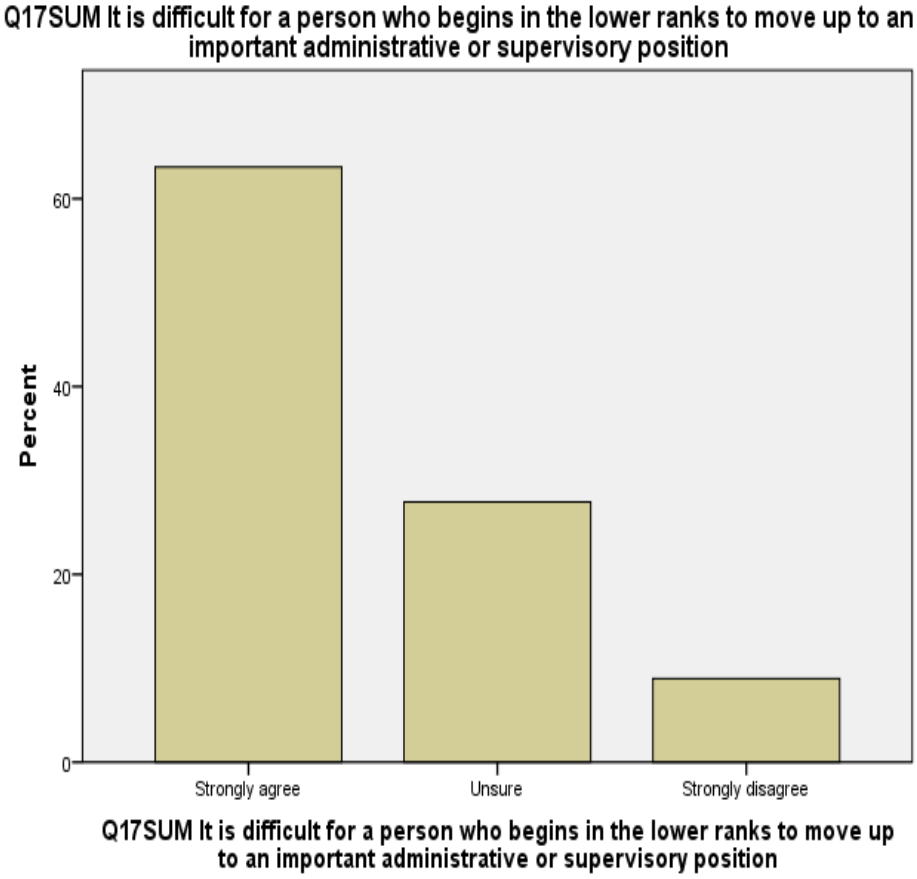

Figure 4.26: It is difficult for a person who begins in the lower ranks to move up to an important administrative or supervisory position

Table 4.24 speaks directly to the “scope” respondents who see themselves to evolve to a higher level of management at the CPUT. Taking into consideration that more than 50 per cent of respondents have been at the CPUT for more than ten years, the 64 per cent of respondents indicated in Figure 4.24 represents very poor performance recognition in the form of promotion. The deduction can be made that staff might feel that they have reached their ceiling at the Institution in their positions with no real commitment from the Institution to further promote staff.

4.5.18 Statement 18: These differences can be seen in larger offices, quality of furniture, parking spaces, etc.

Table 4.27: These differences can be seen in larger offices, quality of furniture, parking spaces, etc.

Q18SUM These differences can be seen in larger offices, quality of furniture, parking spaces, etc.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	69	68.3	68.3	68.3
	Unsure	22	21.8	21.8	90.1
	Strongly disagree	10	9.9	9.9	100.0
	Total	101	100.0	100.0	

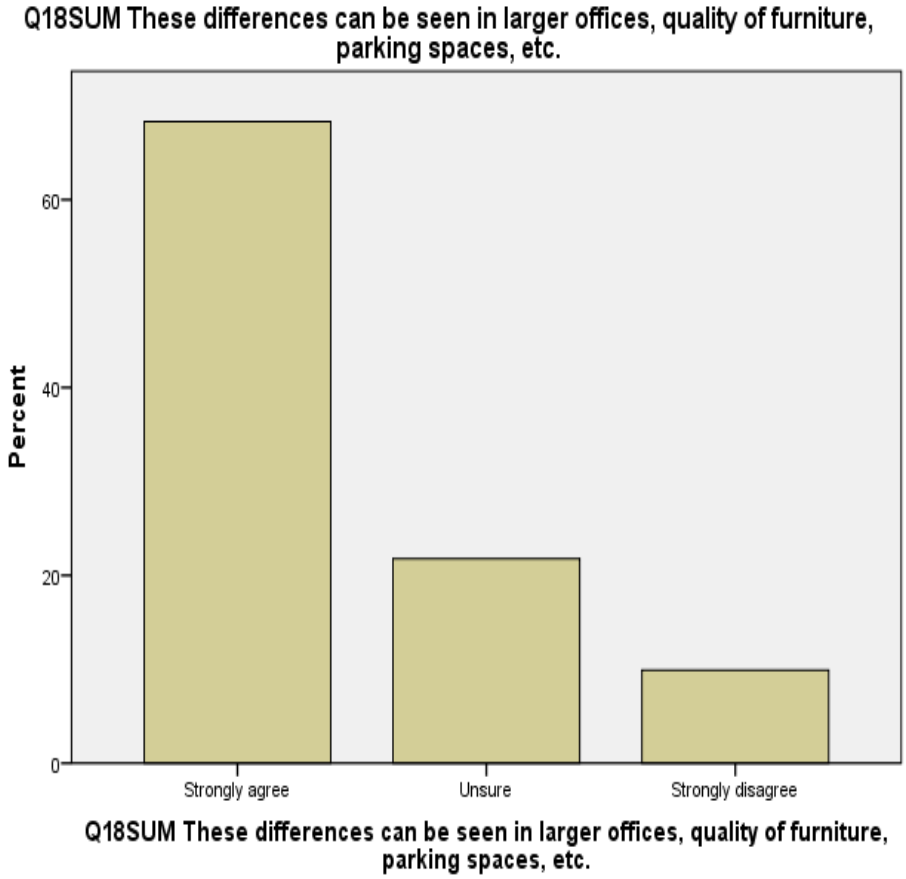

Figure 4.27: These differences can be seen in larger offices, quality of furniture, parking spaces, etc.

A total of 68.3 per cent of respondents agreed with above mentioned statement. Once again, this statement does not revolve around communication per se but rather around organisational culture. It was also previously discussed that culture is not necessarily tangible and can most certainly not be measured by material goods such as quality of furniture, office space or allocated parking spaces. Yet an aspect of culture namely assumptions come in to play with above mentioned statement. With assumptions there will always be differences and differences will most probably result in misunderstanding. Employees that falls into different groups (top echelons vs. line -managers) will have different assumptions. Smit and Cronje argue that “even employees belonging to different unions can manifest different assumptions” (2004:230).

4.5.19 Discussion of additional notes and comments from respondents.

In an attempt to get some in-depth perceptions from the respondents, the questionnaire was concluded with a single open ended question requesting respondents to write down any other comment they would like to add to the existing questionnaire. Only eight per cent of respondents completed this section with a variety of responses of which most of them did not reflect upon any questions posed in the questionnaire per se.

Respondents used the opportunity to vent about colleagues and executive management regarding unrelated issues such as recruitment drives, policies, promotions and post merger promises made by previous managers. In order to make sense of qualitative data, ATLAS software designed for this purpose can be used.

Atlas software "facilitates the processes of segmenting, categorizing, annotating, retrieving, and searching within and across documents and categories. Researchers can find what they want just by doing the right selection, and the qualitative analysis software can store lots of documents that otherwise required big cabinets and folders" (ATLAS.ti: The Qualitative Data Analysis & Research Software). Because of the fact that an open-ended question was used and a plethora of non-related feedback was gathered, the researcher did a qualitative summary by observing the key words expressed by respondents **and opted not to use Atlas Ti**. Of the eight per cent respondents that completed this section, only 19 per cent of remarks pertained to communication. The remarks mostly revolved around the fact that CPUT Staff do not easily respond to email and that feedback is not readily supplied.

4.6 Summary

This chapter presented and analysed the results from the questionnaires of this study. The emphasis of this chapter has been on the presentation of data gathered from respondents' answers leading towards possible solutions. This chapter further provides details pertaining to the research question regarding the flow of communication between CPUT employees and management. The data has been presented in a way to assist the researcher to achieve the objectives of the study as stated in chapter one. The results were presented in mainly three parts namely, demographic characteristics, questions pertaining to communication and lastly, questions pertaining to satisfaction. The data gathered in this study provides valuable information and insight into the model of communication most often used by the CPUT. The last chapter provides an in depth discussion on the data, recommendations, study limitations, proposed further research areas and the conclusion thereof.

CHAPTER FIVE:
CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this study, the main findings were reported in chapter four. The final chapter encapsulates and concludes the study through detailed discussions on the various findings culminating in a presentation of the recommendations for the research. In chapter one of the study, the researcher presented a number of research questions as well as objectives followed by a literature review in chapter two. The methodology chapter was followed by an entire chapter on discussions and findings culminating in conclusions and further recommendations. In closing, this chapter will also discuss the limitations of the research, further research needed and ultimately ending with a general summary of the study.

5.2 Statement of the research problem

An institutional climate survey commissioned by the Vice -Chancellor of the Cape Peninsula University of Technology in 2007, alluded to a number of critical areas that needed to be addressed by post- merger management (Henkeman *et al.,* 2008). Apart from a lack of an identity coupled with a lack of confidence in management, staff members felt that ineffective internal communication was one of the main areas of concern. To augment this statement the following was revealed in the research under recommendations: “There is a widespread perception that communication from executive management is poor and that staff are not well informed about future plans and directions. Staff also feels that they do not have adequate channels to communicate upwards” (Henkeman *et al.,* 2008:24).

The word “upwards” can be interpreted as the flow of communication between staff members and executive management of the CPUT. The flow of communication is a phenomenon, an aspect of communication identified and reflected in Grunig’s four models of public relations namely, the press agentry model, the public information model, the two- way asymmetrical model and lastly, the two- way symmetrical model. The latter is widely viewed as the most ideal model as information is both disseminated and received reflecting the direction as well as purpose and can be referred to as dialogue (Grunig & Hunt, 1984:25).

With reference to the aim of the study in chapter 3, the author stated the study will focus on how symmetrical communication can potentially influence the culture of an organisation or institution like a University of Technology.

Symmetrical systems typically increase the likelihood that employees will be satisfied with the organisation and with their jobs. But even more importantly, Grunig, Grunig and Dozier argue that “Symmetrical communication also has a reciprocal relationship with participative culture: The more symmetrical the communication the more participative the culture: and the more participative the culture the more symmetrical the system of communication” (2002:481).

5.3 Findings

The premise of this study is to determine the role of internal communication as a public relations function in the corporate culture of the CPUT, one of the Universities of Technology, as perceived by the administration staff of the Cape Town campus. In this section, it is imperative to assess to what extend the research questions has been addressed.

Research question one namely what is effective corporate communication and to what extent does it relate to Grunig’s four models of public relations (Grunig &Hunt, 1984:21-25) and two, which public relations model is most commonly used to communicate at the CPUT will be addressed in tandem.

“Effective internal communication is crucial for successful organizations and it affects the ability of strategic managers to engage employees and achieve objectives as stated by Welch and Jackson (2007:177)”. Looking at the results of this study it becomes imminently clear that the respondents do not feel that there is sufficient flow of communication. Examples of statements addressing this issue is statement four, namely the purpose of communication at the CPUT is to help managers to be responsive to problems of employees where 53.5 per cent of respondents disagreed. To further distil the flow of communication or the lack there off is eminent in statement eight, “I seldom get feedback from my line manager” where 56 per cent of respondents agreed and statement nine “I seldom get to communicate with middle management regarding issues of importance to my work” where 71.7 per cent of respondents agrees. Lastly statement 11 “I seldom get to communicate with executive management regarding issues concerning my work” an overwhelming 83.8 per cent of respondents agreed.

Grunig argues that a flow of communication upward and downward is imperative for gaining mutual understanding with target audiences. Grunig defined the two-way symmetrical model as the "use of communication to negotiate with publics, resolve conflict and to promote mutual understanding and respect between the organisation and its public(s)" (Grunig & Hunt ,1984:24). In this model Grunig further argues that input into policy development is based on feedback. The feedback will allow organisations to adapt to behavioural change practises and develop new policies to align with perceptions/expectations of key publics. To encapsulate research questions one and two, respondents do not feel that communication at the CPUT is effective and the public relations model most often used at the CPUT Cape Town campus as experienced by respondents can be defined as the one-way asymmetrical model.(Grunig & Hunt, 2984:21-25).

Research question three addresses the issue of a strong corporate culture is and how it relates to Sriramesh *et al's* participative and authoritarian cultures. Excellent public relations are likely to be found in an "organization with participatory cultures as participatory culture provides the most nurturing environment for excellent public relations" Sriramesh *et al.* (1996:229).

With reference to the statements in the questionnaire designed to address issues of culture, it is clear that administration staff at the CPUT Cape Town campus feel that there is a prevailing authoritarian culture and that they seldom get to participate when it comes to issues of importance to their work. Examples are the following. "I have a say in decisions that affect my job". Here 68.7 per cent of participants disagreed with the statement. Another statement namely "Important decisions at the CPUT are made by a few administrators rather than people throughout the organisation". Here 67.0 per cent of respondents agreed. The fact that staff feels excluded in the making of important decisions directly influencing their work alludes to an authoritarian culture and the absence of a nurturing environment creating the platform for the existence of a symmetrical system of internal communications and excellent public relations.

The last research question deals with the symbiotic relation between internal communication and culture, how the one influences the other. The relation between culture and the communication system is most important for public relations and communications practitioners. Sriramesh *et al.* argues that in a "reciprocal relationship, one can intervene at any point and affect the process" (1996:257). Professional communicators can intervene most easily by changing the nature of internal communication rather than trying to manage cultural change through other means. Public relations professionals by implication can affect organisational change by implementing a

symmetrical system of communication as supported by theory. A symmetrical model of two-way communication can affect change in the culture of the institution.

The researcher attempted to establish if the staff members of the CPUT Cape Town campus viewed the survey poll on the website (CPUT 2012) regarding the planned shuttle service for 2013 as a form of symmetrical communication where they as staff also had a "voice" (participative communication) in decision making. Although it could be seen as a "leading" statement, the researcher still needed to point out the possibility that management may attempt to communicate differently and also "hear" what staff members and students are saying about an issue of importance. The same percentage of respondents agreed with the statement than the number of unsure respondents namely 29.7 per cent. Respondents that disagreed totalled 40.6 per cent. It is dangerous to make a deduction regarding this response as some of the respondents may not have understood the question or alternatively, more than half of the respondents just did not see this as an attempt to communicate symmetrically.

To summarise the findings, the role internal communication plays as a function of public relations has a direct influence on the culture of the institution. Theory and findings in tandem suggests that an authoritarian culture correlates strongly with an asymmetrical system of internal communication and a participatory culture in turn correlates strongly with a symmetrical system of internal communication.

5.4 Recommendations

- Change the current CPUT communication model from an asymmetrical model to a symmetrical model as explored by Grunig in his four public relations models (Grunig & Hunt, 1984:21).
- Extend this research by including all CPUT staff on all campuses in order to get a holistic picture on the model of communication most often used as perceived by CPUT staff in general.
- Involve the Department of Higher Education and embark on similar research in order to establish the communication model most often used by Tertiary Institutions in South Africa in order to bench mark the CPUT. Changing the communication system will impact on the culture of Tertiary institutions in South Africa.
- It is also pertinent to determine if these are sub cultures within the CPUT with reference to the five different campuses.

5.5 Conclusions

The findings reveal that administrative staff at the CPUT Cape Town campus is of the opinion that the public relations model used at the CPUT is asymmetrical and alludes to a greater communication and cultural problem.

The response rate on the question "if communication between employees can be seen as two-way communication", 67 per cent of respondents indicated that they do not agree.
Communication at the institution is also not viewed as solving employee's problems. With almost 60 per cent of respondents who strongly disagreed with the statement that the purpose of communication is to be responsive to the problems of employees, the deduction can be made that communication is ineffective.

The results gathered from the relatively small sample group of administrative staff at the CPUT Cape Town campus, is not reflective of the population of more than 2000 staff members. If it were to be reflective, the CPUT dominant coalition needs immediate intervention at the highest operational level with the greatest priority. Respondents were clear that they are not happy with the communication model of the CPUT and that they do not feel heard.

According to Sriramesh *et al.* (1992:592) "Public relations managers will be most likely to change the model of public relations practised in an organization when organisational culture is changing" as "when a founder passes from the scene, when an organization's culture is misaligned with its environment, when the environment changes, when the organisation performs poorly, or when the organisation expands, grows rapidly, or is divested." Without addressing the impact of the 2005 merger on the CPUT, the alchemy of cultural change can be found in the model of public relations practised at the CPUT.

5.6 Limitations of the study

- The sample group used in this study is not reflective of CPUT population. The fact that the survey is campus specific narrows the usability of the data and results down to the Cape Town campus only. It is furthermore only reflective of the administrative staff of the CPUT and represents less than three per cent of the CPUT population. There are almost 3000 staff members in total. Just more than 300 of the total population is administrative staff of the

CPUT Cape Town campus and just more than one hundred of those staff members completed a questionnaire. The sentiments about the flow of communication on other campuses can differ drastically on some of the other CPUT campuses and in some of the other Departments or Faculties.

- The CPUT is a relatively new institution that was created after two major Technikons namely the Cape Technikon and Peninsula Technikon merged. No pre- merger programmes were initiated to ensure the merger of two completely different organisational cultures. The Cape Technikon was seen as a "traditionally white institution" whereas Peninsula Technikon was referred to as a "traditionally black" institution. In post apartheid terms this already created division amongst ranks. A possible limitation can be the fact that Cape Town Campus staff already feel "left out" and inferior to the main campus, namely the Bellville campus. This feeling might be heightened by the fact that most of the support services like Accounts, Finance and Procurement now reside on the Bellville campus. Marketing and Communication is also situated on the Bellville campus and they are the very drivers of communication. With the climate survey done in 2007, the Cape Town campus staff respondents were clearly more sceptic and negative regarding the success of the merged institution. "Staff from the Cape Town Campus tends to be more negative about the future and about their satisfaction with working life. Cape Town campus staff is also more negative about the degree to which the climate is welcoming at the CPUT". (Henkeman *et al.,* 2008:19). This fact might also impact negatively and can be seen as a limitation on the current survey.

- Understanding of terminology used such as "symmetrical" and "asymmetrical", "one way-" and "two way communication" might be confusing for respondents who are not au fait with public relations terminology. Although incumbents were asked to give feedback regarding their involvement in communication at the CPUT, their cognisance or understanding of terminology was not tested or judged.

5.7 Further research areas

Further studies on effective corporate communication in Higher Education in South Africa is highly recommended.

Another area of research suggested is to explore new methods of implementing a symmetrical model by looking at the Information Richness Theory (IRT), one of the most widely known and used theories applied to studying the effective use of different communication media (Daft & Lengel, 1986:556). IRT explores communication richness of a medium and explains why it is more or less effective. Face to face media for instance is seen as the richest media as it provides immediate feedback. (Canessa & Riolo, 2003:148).

Research on the use of new media in relation to the management of stakeholders called "profiling" will be advisable. Profiling refers to the process of extrapolating information from a person based on known traits and tendencies. This can ultimately evolve into categorising all primary and secondary CPUT stakeholders. The benefit of profiling stakeholders is that stakeholder specific information can be communicated with those specific groups of stakeholders and the medium of communication will be determined by the group themselves. For potential CPUT students it might be Twitter and Facebook, and for their parents it might be the CPUT Website. Websites are seen as "static" whereas blogs and face book is seen as more dynamic and relevant. In the information age we live in, data should be updated regularly and something that happened yesterday is already ancient news. The prediction is that applications (apps) on mobile phones will replace static websites and twitter will be the most effective way to establish two-way communication. New media provides new challenges such as corporate accountability, but at the same time can provide immediate answers to stakeholder questions, concerns and needs. Further studies can thus include the increasingly popular phenomenon of "profiling" stakeholders and effective use of mobile media campaigns to target different stakeholders through different strategies, media and messages at different times. Profiling will also give the stakeholder the opportunity to interact by the completion of very short questionnaires on issues of importance to that stakeholder, being it staff, students, media or parents. Smaller groups within groups such as SRC and disabled students can also be profiled.

5.8 Summary

This study investigated the model of communication most frequently used by the CPUT. The study used a structured questionnaire to obtain information from the respondents residing at the CPUT Cape Town campus. The study commenced by introducing and defining the problem, including the objectives and the significance of the study.

A review of literature was discussed in chapter two. The literature identified theories and models related to public relations and effective corporate communication including the different types of communication within the communication matrix. Literature further informed on the differences between national and corporate culture, the differences between corporate climate and corporate culture, corporate governance as well as the role of values and ethics in corporate culture.

The methodology used in this study was described in chapter three, which include the methods and techniques to collect and analyse the data. Specific emphasis was given to the administration and design of the survey including the sample size and sample design. The study results were presented and discussed in chapter four which is divided into four sub-sections namely, the rate of realisation, the results of the study, and the demographic profile of the respondents. The data are presented in both table and graphic formats, as deemed necessary, and statistics were expressed in both absolute figure percentages.

Chapter five discussed the research findings and drew conclusions related to these findings. Also discussed in this chapter were the limitations of the study as well as disclosing further areas for possible research.

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APPENDICES:

Appendix A: Research ethics review checklist

Faculty of Informatics and Design

Research Ethics Review Checklist

All post-graduate students and researchers are required to complete this form before commencing with research. Post-graduate students are requested to please submit this form together with HDC 1.2 (proposal submission) to the Faculty Research Committee (FRC).

(Where applicable mark relevant boxes with an X)

Project Title:
Thesis Title: The role internal communication plays as a public relations function in the corporate culture of the CPUT

Applicant / Researcher:	Title, name & surname: Ms Anna Maria Grobler		Under-graduate		Post-graduate	X	Staff	X
Office Telephone: 021 460 3499	Cell: 082 903 5445	eMail: groblera@cput.ac.za						

Supervisor (if applicable):	Title, name & surname: Mrs Deidré Porthen	
Office Telephone: 021 469 1170	Cell: 083 533 2755	eMail: porthend@cput.ac.za

Research Checklist:		**Yes**	**No**
1:	Does the study involve participants who are unable to give informed consent? Examples include children, people with learning disabilities, or your own students.		X
2:	Will the study require the co-operation of a gatekeeper for access to the research participants. Examples include students at school, members of self-help groups, residents of nursing homes — anyone who is under the legal care of another.		X
3:	Will it be necessary for participants to take part in the study without their knowledge and consent at the time? — e.g. covert observation of people in non-public places?		X
4:	Will the study with the research subject involve discussion of sensitive topics? Examples would include questions on sexual activity or drug use.		X
5:	Will the study involve invasive, intrusive, or potentially harmful procedures of any kind (e.g. drugs, placebos or other substances to be administered to the study participants)?		X
6:	Will the study involve testing on sentient subjects?		X
7:	Will financial inducements (other than reasonable expenses and compensation for time) be offered to participants?		X
8:	Will your research involve materials or processes that could damage the environment?		X

If you have answered '***No***' to <u>all</u> questions, submit the completed and signed form to the FRC together with the research proposal.

*If you have answered '**Yes**'...*

Appendix B: Application for ethics clearance letter

Cape Peninsula
University of Technology

To whom it may concern

APPLICATION FOR ETHICS CLEARANCE FOR MASTERS IN PUBLIC RELATIONS MANAGEMENT

I am currently completing my Masters in Public Relations Management and the Research Topic of the mini dissertation is “The influence of Corporate Communication on the Corporate Culture of the CPUT”.
The research aims to establish how Corporate Communication can influence the Corporate Culture of the CPUT, administrative staff on one campus only.

The questionnaire aims to establish how the CPUT communicates in terms of symmetrical or asymmetrical communication, and not what the perceived corporate culture of the sample group is at all. No questions aiming to establish the “Corporate Culture” nor the “Corporate Climate” of this Institution will be included in the questionnaire.

Theory in this field of study augments the fact that there is a symbiotic relationship between Corporate Culture and Corporate Communication, that altering the one will have an effect on the other. Specific reference is made to the “model” of communication as established by Grunig in 1984 when the author established four models of Public Relations namely the Press Agentry-, Public Information-, Two way a-symmetrical- and Two way symmetrical model.

As this is only a mini dissertation, the sample group in mind is administration staff at the CPUT Cape Town campus only, a very small sample group. Because the sample group is small and the focus will only be on one single CPUT campus, the research can under no circumstances be interpreted as representative of the CPUT Universe or Community.
HR as well as the Institutional research and Planning Unit is willing to furnish the me with the relevant data base to distribute my questionnaire, providing Ethical Clearance is given from the Ethical Committee.

Please see my questionnaire attached for your perusal.

Kind regards

A.M Grobler (201088142)

Appendix C: Vice-Chancellors Quarterly Issue 2

Cape Peninsula University of Technology

www.cput.ac.za

Vice-Chancellor's Quarterly

Volume 1, Issue 2 June 2009

The official publication from the Office of the Vice-Chancellor, Cape Peninsula University of Technology

Herewith is the second edition of the Vice-Chancellor's Quarterly!

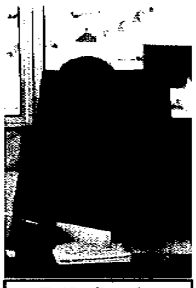
This issue looks at the impacts of the present global economic climate facing all sectors.

The topic centres on the effects on Institutions of Higher Learning, like ours.

The letter will be distributed once every term, in both print and electronic format.

It contains updates on decisions taken and important information for the CPUT community.

Sustainability of our Institution



The Vice-Chancellor, Professor Vuyisa Mazwi-Tanga

In the current economic climate, leaders, planners and managers are pre-occupied with the sustainability of their institutions, companies or enterprises.

The Cape Peninsula University of Technology (CPUT) is no exception.

There is a need to be alert to the possible immediate and long-term effects of the 'credit crunch' on the financial viability and sustainability of our institution.

The CPUT community should be pro-active and embark on ways to keep the Institution financially stable now and in the foreseeable future.

Background

CPUT is the result of a merger of two viable heritage institutions, both of which had prudent and conservative financial management policies.

At the time of merger, the new Institution had a healthy bank balance and there was no threat of a financial crisis, as was the case at some Higher Learning Institutions.

The decision by CPUT's Senior Management (which was supported by Council and the Department of Education), to embark on an expansive model, included certain financial implications for the Institution.

The model is premised on an increased intake of students from 26 000 in 2006 to a maximum of 32 500 in 2010.

The present student intake for 2009 — before the second semester intake — stands at 29 737.

Such an increase in student numbers has to be accompanied by an expanded academic staff complement.

This publication is produced for the Office of the Vice-Chancellor by the Marketing and Communication Department.

P.O. Box 161, Bellville, 7535
Tel: (021) 959 6919

Appendix D: Vice-Chancellors quarterly Issue 3

Cape Peninsula University of Technology

www.cput.ac.za

Vice-Chancellor's Quarterly

Volume 1, Issue 3 *September/October 2009*

The official publication from the Office of the Vice-Chancellor, Cape Peninsula University of Technology

In this *Quarterly* the Vice-Chancellor continues with the discussion on sustainability which had been the framing theme in the previous *Quarterly*.

This issue looks at the impact of the present global climate threat on life.

The VC explores how an institution like ours can play its part in reducing the effects of environmental pollution through its knowledge production and everyday practices.

Sustainability of our Institution (Continued)

The *Vice-Chancellor's Quarterly* of June 2009 had Sustainability as theme. As a result of the feedback from staff, and in acknowledgement of the importance and scope of the theme, *Quarterly 3* will once again cover aspects of the theme, in an attempt to address those elements that were not adequately covered in *Quarterly 2*. These include environmental sustainability and the role of knowledge producers in that field.

The Vice-Chancellor: Professor Vuyisa Mazwi-Tanga

A narrow focus on just financial sustainability for the Institution creates an uncomfortable silence on broader and more urgent issues of sustainability. Put in other words, institutional survival and continuity can have no meaning if continuity of life on this planet is not properly managed.

Good governance practices

Good governance entails among other things awareness by a company, in this case CPUT, that it should minimize its [negative] impact on the natural environment within which it operates. As an institution we are called to "protect, enhance and invest in the well-being of society and in the natural ecology" (Summary of Report on Governance for South Africa-2009, 18). This institutional responsibility can best be responded to through a Sustainability Policy, as suggested by a respondent, through which the individual members of the community are given a clear direction. In addition, CPUT should be able to monitor its own progress on the issue.

It is incumbent upon an institution like ours, with its band of researchers and students, to foreground the issue of environmental awareness. This can be approached from various angles. The promotion of civic awareness that underpins our Service Learning (SL) approach can be an important facet in the curriculum where environmental sustainability is instilled in the minds of young citizens. Through SL our students and staff, as they pursue their aca-

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Appendix E: *Noseweek article* (Welz, 2006)

Judge Hlophe and friends: A profitable academic study

NOTORIOUS CAPE JUDGE President John Hlophe has, we are reliably informed, told the Minister of Justice that he has no intention of resigning from the Bench. If she wants him to go, she will have to persuade parliament to fire him.

It's old news to *noseweek* readers that Judge Hlophe and the Muslim finance and investment group Oasis have a mutually beneficial relationship. But, wait – there's more to Judge Hlophe's relationship with Oasis and its remarkable network of friends.

First, a quick recap: Hlophe heads the Umbilo Trust, which has a stake in Oasis Asset Management; unbeknown to the judicial authorities, Hlophe has since 2001 also been receiving a R16 000 monthly "consulting fee" from Oasis for providing "expert legal advice". (Latterly, he's claimed the money is for expenses.)

Judge Siraj Desai suspects the fee might (at least partly) explain why the Judge President granted permission for Oasis's bosses, the Ebrahim brothers, to sue Desai for defamation. Judge Hlophe and the Ebrahim brothers suspect, or so they tell everyone, that Desai is *noseweek*'s source for all the dirt on them.

But, while having the judge president in your pocket might be handy, and a bit of sound legal advice is always welcome, there was another, equally good, reason why Oasis should have wanted to keep their favourite judge well-oiled: Judge Hlophe was the chancellor of Peninsula Technikon, the Oasis Group's single biggest client.

It transpires that Hlophe and the Ebrahim brothers have long had a shared (financial) interest in academia. Between attending sponsored functions for judges, Hlophe is said to have done some moonlighting for the Ebrahim brothers by "urging" tertiary education institutions to invest with Oasis.

The Durban Institute of Technology is known to have responded negatively to Hlophe's urging. At Cape Technikon he had only marginal success: he did, apparently, succeed in recruiting Cape

Judge John Hlophe

Tech's then vice chancellor, Marcus Balintulo, to lobby for a R25-million Oasis investment. But Cape Tech's Council (chairman: Judge Siraj Desai) rejected the proposal.

In 2000, Peninsula Technikon invested half its reserves – about R500-million – with Oasis, thereby becoming Oasis' single biggest customer.

In February 2003 Hlophe became Pentech chancellor. Very shortly thereafter, Oasis was appointed as one of the portfolio managers of the National Tertiary Retirement Fund – to which all Pentech staff are required to subscribe – currently worth over R3.1-billion. While Hlophe's support would surely have been helpful, the deal is more likely to have been facilitated by another of the Ebrahim brothers' influential friends, Pentech's former vice chancellor, Prof. Brian Figaji.

Figaji was a trustee of the retirement fund at the time. (He also sat at the helm of Pentech when it invested the R300-million with Oasis.)

And so, sadly, we must abandon tales of the judge to focus serious attention on Figaji, whom readers will remember from *nose58* as the beneficiary of GrandWest Casino shares earmarked for the "disadvantaged", and from *nose77*, where he and some of his Pentech pals profited from the dubious Chapman's Peak toll road venture.

These, and Figaji's many other business escapades, were anything but extra-curricular. After his appointment as Pentech's VC in 1993, Figaji set himself and his inner circle up to maximise the profits to be made from his tenure. He ensured that his close business associates dominated the technikon's council, which approves all large contracts and major financial decisions. This ensured that no-one disapproved of the institution being used as a vehicle for furthering Figaji and friends' financial interests, or questioned their suspect financial decisions.

Oasis was not the only company Figaji developed a special relationship with; he also got cosy with Mentor Healthcare Planning, which was chosen as Pentech staff's medical aid consultant. While Mentor does not get paid for these advisory services, it receives substantial commission for referring hundreds of medical aid policies to companies such as Discovery Health. Figaji was appointed chairman of Mentor in early 2005 – perhaps as a reward for his loyalty?

It has to be said: Figaji isn't selfish when it comes to looking after his friends. Just ask his long-time business associate Patrick Parring. Currently a director of 40 companies, Parring has his fingers in a lot of pies (including the Chapman's Peak saga and the Big Bay scandal) and unabashedly brags that his "popularity and credibility in the Western Cape extends to some of South Africa's most senior political and business leaders".

Parring's popularity has earned him big dividends at Pentech. As a long-standing member of council, he scored at least three major Pentech contracts (that we know of), in addition to using the campus as a base for his Western Cape Business Opportunities Forum (WECBOF).

Parring's company Granbuild got the contract to build a new control room for Pentech's security surveillance system – without a tender. The building eventually cost double the original budget.

When Pentech needed new electrified perimeter fencing, Parring's company Nedsteel was one of three invited to tender. When one of the other tender-

Appendix F: *Noseweek article* (Welz, 2006)

The professed professor

Lessons from an academic cabal on how to get your candidate made vice-chancellor – even if she fails to make the grade

Takes two: Lineo Tanga, vice-chancellor of Cape Peninsula University of Technology

IN LAST MONTH'S "Judge Hlophe and friends: A profitable academic study", *noseweek* promised to reveal how, in January this year, Ms Lineo Tanga was appointed vice-chancellor (VC) of Cape Peninsula University of Technology (CPUT) – when she was neither the most popular, nor best qualified, candidate for the position.

CPUT is the result of the recent merger between Peninsula Technikon and Cape Technikon. Readers will recall how former Peninsula Technikon Vice-Chancellor Brian Figaji set himself up, with his close business pals on Pentech's council, to maximise the personal profits to be made during his tenure. And how he then bailed out with a R2.3-million payoff shortly before Pentech merged with Cape Tech in January last year.

With Figaji gone, his friends on council were determined to ensure that the "right" person filled his shoes – someone who, like Figaji, had their financial interests at heart.

Our story picks up in mid-2005, when the appointment process for the new VC was looming (Cape Tech's Prof. Marcus Balintulo was acting VC for the year). It was then that the Figaji clan started hatching a cunning plan to rig the selection process.

By the time the VC position was advertised in September 2005, it was already pre-determined that Tanga would score the job.

(Perhaps to set the scene, on August 8, 2005 – a month before the selection process began – Tanga and Figaji were appointed as two (of three) directors of Sithaba Hotel and Leisure. Our friends in the tourism business say this company was formed to bid for a BEE share in Sol Kerzner's multi-million rand seven-star hotel development planned for the V&A Waterfront.)

This is how they did it:

Step One: CPUT's council (chaired by Figaji's close friend and business associate, the good Reverend Lionel Louw) appointed a selection committee – with Louw as chairman. Figaji's top lieutenant, Patrick Parring, climbed aboard, along with Fatima Allie, who soon became one of Tanga's most dedicated supporters. (Allie sits on the board of Luthando Investments with Figaji's long-standing backer Patricia Gorvalla, who also actively campaigned for Tanga's appointment.)

Step Two: Louw instructed the committee that the successful candidate "had to be a black woman". He was vociferously supported by Parring and Allie, and the others agreed to what seemed to be a logical decision because CPUT needed more black female appointments to boost its equity ratio.

But when an extremely well-qualified black woman applicant, based in America, was not even called for an interview, some council members became suspicious. "They used the excuse that it was too costly to fly her in for an interview, but the real reason was that, if she had been in the running, Tanga would never have stood a chance," a council source told *noseweek*.

The American wasn't the only candidate the clan needed to eliminate from the race. Louw, and council vice-chairman Judge Siraj Desai, offered the acting VC, Prof. Marcus Balintulo, a R3-million "contract settlement package" in exchange for his refraining from submitting an application. They also suggested to him that he was "too old" for the job. Louw could not be reached for comment, but Desai says he went along with this because he, too, was "bamboozled" into believing a black woman appointment was an absolute necessity – in which case he wanted to ensure Balintulo "left with something". But Balintulo rejected the offer and applied for the job.

By November 2005, the selection committee had narrowed down the 21 applications to seven possible candidates. The three staff unions (representing almost every CPUT staff member) asked to be included in the selection process, but were only allowed to "observe" the interviews. As a token gesture, Louw asked them to name their top three candidates. Not one union included Tanga on its list,