

**THE EFFECT OF STRUCTURAL IMPEDIMENTS TO PROCUREMENT IN SOUTH
AFRICAN NAVY**

By

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ABSTRACT

Communication forms an integral part of military management functions in safeguarding the territory and borders of the country through successful project execution. This explains cruciality and indispensability of communication in the military for effective management. Communication is not effective until intended recipient understand the message and be in a position to action required feedback, Akinnubi (2010:105). The research problem stems from structural impediments of communication that hampers procurement project execution. This study seeks to investigate the structural impediments of communication, bureaucratic systems and procurement as a strategy.

The research exploited qualitative methodology, standards of social research techniques for sampling and methods of collecting data, through the administration of a questionnaire, direct observation, transcribing of qualitative data and document analysis. Project communication is measured by the extent in which results meets requirement and expectations of the clients. The researchers emphasizes that critical project information should be disseminated to project team members, timely for effective responds that propel project success.

The target population for this research is 60 South African Navy Simon's Town Procurement Service Centre (SPSC) employees, whom are entrusted with procurement responsibilities for the organization. The employees are the organizational representatives to different stake holders through communication mediums and channels. Communication over the years has become the centre diversification organizational study due to successful contribution for achieving organizational goals, when is correctly implemented and managed. The importance of communication enables organizational activity to be unified and serves as pillar upon inputs are fed to the systems to influence better decision making.

KEY WORDS: Bureaucratic systems, communication and procurement strategy

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GLOSSARY

DAP	Defence Act Personnel
PFMA	Public Finance Management Act
PMBOK	Project Management Body of Knowledge
PSAP	Public Service Act Personnel
NWU	North West University
South African Navy	South African Navy
SPSC	Simons Town Procurement Service Centre

CHAPTER ONE

THE EFFECT OF STRUCTURAL IMPEDIMENTS TO PROCUREMENT IN SOUTH AFRICAN NAVY

BACKGROUND AND ORIENTATION

HYPOTHESIS

Ineffective communication hampers negatively the project execution at the South African Navy

KEY WORDS

Bureaucratic systems, communication and procurement strategy

1. INTRODUCTION

Pre-amble to the background literature review

The South African Navy (South African Navy) has units and ships situated in different coastal provinces of the country with a Fleet head quarters in the Western Cape Province Simons town. The hierarchy classification of those units and ships falls under the structural umbrella of level four tactical. Fleet Headquarters are at operational level which oversees the functions of 7 ships and 8 units of the above mentioned that makes a total of 6492 public service employees (South African Navy:2017). Desmond and Plimmer (2014:1) argue that armed forces members are public servants, by nature, value serving society and making a difference at the national level which impacts communities.

The South African Navy functions like all other government department from the structural point of view. According to Lael (2011:12), a bureaucratic organization communicates with their surroundings, the communication includes the impacts on decision making that is designed by the structure. The structure sets out parameters of

communication channels and a clear chain of command to prevent uncertainties, further it influences motivation that attain employees of public servants. It lays out the limitations on public servants decision and recommended solution to be followed. The managers are empowered to coordinate subordinates functions, which enable ongoing maritime operations. Khanyisa (2017:29) cited the benefits of employing functional structures to the organization and these are stipulated below:

- Employees with similar skills and knowledge are team up together,
- The output of the above is efficiency and organizational time saving,
- The responsibilities sequence is unambiguous,
- Accountability cannot be delegated,
- Reporting lines are clear, it avoids duplication of responsibilities.

The existence of organizations is to achieve goals through human capital, as bureaucratic structures are beneficial to organizations. Livhuwani (2012:37) explains some set back of the functional structures:

- It does not promotes innovation and thinking outside the box,
- Creativity may be associated with risk or unsafe environment,
- Employees follow procedures that are trialed proven and tested to be effective,
- It limits employees to be knowledgeable outside their immediate work responsibilities.

The focal point of the study is communication impediments in a bureaucratic organization the South African Navy, specifically the Simons Town Procurement Service Centre (SPSC) in the Western Cape. The study aims to identify the root causes and classification of the communication problems at the SPSC and develop a solution that will institutionally tailor for the service centre.

1.2 BACKGROUND OF THE STUDY

South African Navy has a hierarchical organizational structure with military inclined doctrines that does not compromise on discipline across all level of command. SPSC is the only procurement entity within the Simon's Town area for the South African Navy, with the purchasing signatory authority of 5 million rand at a given time. The unit is commanded by the Captain with capacity of 60 personnel and five sections namely:

Table 1.1 South African Navy procurement service centre sections

Sections	Responsibilities
Tender	Requirement analysis, advertisement to bid, bid receiving, compliance and record keeping
Evaluation and adjudication	Serves as a pre warding board, technical evaluation, create a comparative schedule and motivation for the final board
Order administration	Generate financial authority , Directors approval, generate government order for suppliers payments
Contract administration	Long term contract management

Source: own (creation) adapted from South African Navy 2017

There has been exceptional work that researches have done while investigating theories around the topic of organizational structures. Hardani (2012:37) explains that organizations are a group of people whom enlisted to comply with certain rules and regulation in order to carry out procedural activities within a structured environment to achieve the goals.

1.2.1 Bureaucratic Systems

The theory of modern organization outline bureaucratic systems, stem from plurality that forms a network with an input and output. According to Amundsen (2009:49), the realization of an organization creates the shock wave in the environment, which has an impact from social to cultural diversity through communication.

There are several forms of communications which are applied by organization as an interactive society to achieve the set goals.

Hardani (2012:187) suggest that before an organizational structure can exist, there has to be a requirement for an organization to determine segregation of duties and responsibilities in order to perform certain function without complication hence organizational structures. Employees are issued with job description that dictates theatre of operation and a formal reporting structure. It is deliberately directed social unit which enable different groups of employees from all industrial spheres to contribute to a set of goals.

Bureaucratic systems are structures that follow a chain of command in decision making process, and are regarded as highly operating routine with specialization of skills and knowledge. They are inclined with formalized standard working procedures that teamed up employees into departments with centralized authority for control. Cane (2004:76-77) states that within bureaucratic structures positions are coupled with authority in a hierarchical order to ensure that the mission executed without hurdle. Members within organizations represent views that are not personally theirs, however employee's selection process is based on merit or qualification and progression depends on seniority.

According to Khanyisa (2017:53) organizations may be perceived as enclosed group of people with systems and processes that works together to achieve goals, however there are other subsystems that contribute to organizations such as internal and external influence. The internal influences are employees, management and directors while the external influences consist of stake holders, political, citizens, environment and

technology. Organization requires experts, to manage a forever changing environment which utilizes influence to benefit the organization.

1.2.2 Communication

Littlejohn (2002:149) states that, communication as a verb has a long rich history since the beginning of human kind; the ability to communicate has been the man's inherent being. History teaches us that human race has communicated using different techniques and methods. Tindall and Holtzhausen(2012:141) agrees with archaeological evidence which states that people communicated effectively through visual arts, the application concept of transmission and reception of sounds. Technology has advance through the years and put communication at the centre of organizational success. Effective communication is a goal achieved by means of receiver understanding the intended information transmitted. Organizational problems occur when; there are many medium of communications that are being used: to transmit Information to intended audience. According to Tourish and Robson (2004: 23) link time with communication, timing is everything when communication is concerned especially at organizational level. Managers should be in the position to send the right message to the right employee at the right time. The transferring of knowledge and skills is done through communication, which is categorized as: internal, external and employees.

The current literature supports that communication plays a vital role in organizational processes and strategic planning to implementation. In the manner which strategy is communicated the results affects the organizational output. The above confirms that effective communication aid the organization to achieve its goals (Robbins, Judge Millett and Boyle 2011:315-317).

According to Ljaiya (2000:17) argues that formal or informal effective communication aids management to make informed decisions that will achieve organizational goals. Managing personnel effective it forms part of effective communication, in the manner managers communicate with subordinate it contributes on organizational capability to execute its mandate.

The classical organizational structures such as the South African Navy with a scalar chain of command, it restricts free flow of information which may cause organizational barriers. Barriers to effective communication refer to influences that intervene causing the delay in communications. When messages had to undergo through several channel before the end-user chances are, the information may be altered. Gupta (2006:19) state that altered information presents accuracy difficulties to the intended audience, execution may be flawed and organizational goals deferred.

1.2.3 Management of Communication as a Requirement for Project Managers

Contemporary management focuses on the role that managers play in communicating project objectives as a fundamental function for a manager. Savaranja (2014:49) states the basic function of managers are, planning, prevision, organizing and command. Those functions cannot be executed without communication: therefore Hargie and Tourish (2009:127) and Trepte (2004:78) have the same opinion that managers spend 60% to 90% of their time on communication based activities. The vision of the projects relies on projects managers' ability to constantly communicate it with team members for success to be achieved.

Communication from managerial aspects in any project is to achieve accurate and relevant information from all directions to fulfill project objectives. According to Savaranja (2014:36) project communication management is a concept of understanding how to prevent information clutter, correct information to incorrect audience. Khanyisa (2017:8) suggests that project managers should use any kind of communication effectively, however not deviating from project communication stipulated policies. Technology has evolved; project managers should take advantage and effectively use available communication techniques such as social media. For example the use of social media contributed for the United States of America President Donald Trump to win his presidential elections Ziek and Anderson (2015:4). Social media has emerged as an increasingly effective technique for communication and marketing.

Communication efficiency is described by the speed it takes to send and receive required information at a given time. Organizational efficiency depends on the

communicational concentrated economy of effort from all the sections and departments. Trepte (2008:146) postulates the following identified skills and traits to effect communication for project managers. Managers should be able to send clear and complete message without ambiguity, to effect understanding to the receiver. The choice of a communication technique should be in such a manner that feedback mechanism is incorporated in the message.

1.2.4 Procurement strategy

South African government constitution does not make permutations for state owned factories with an exception of a few enterprises that are under administration due to poor performance and maladministration. Public sector procurement processes is intended to closes the production gap between states and citizens. This is done by inviting external service providers for goods and services, with the aim to meet countries developmental needs Trepte (2008:120). It is the duty of government to improve the livelihood of citizens, taken into consideration the inequality of South African history. Therefore government utilizes public procurement as a tool to address socio-economic challenges.

The state generates income through various tax instructions to execute government project scaled according to priorities. According to Van Rooyen (2009:1) the bulk public procurement requires prior planning and a vision for the execution, strategic procurement seeks to apply best sourcing practices to ensure public confidence. Private institutions apply practices such as strategic sourcing based on the return on investment. Recently public sector has begun similar initiatives. There are differences that exist between the two entities; private sector is governed by investors and company laws, while public sectors comply with legislation such as Public Finance Management Act (PFMA).

According to Hanks, Davies and Perera (2008:79) strategic sourcing operates with a regulated framework set by national government to create uniformity in public procurement execution. It seeks to address deficiencies of contract management, procedural standard, accounting irregularities and to hold officials accountable for their

decisions (National Treasury, 2003). The framework empowers officials to develop standard working procedures without deviating from the national framework of public procurement.

According to Watermeyer (2011:112) strategic sourcing is a processes of analyzing past goods and services requirements and generate a data base of suppliers with intention of future planning, to solve constrains that might arise. Strategic sourcing directs organizations to achieve their objectives through effective supply chain and value for money. The rigorous analysis supports procurement practitioners to understand categories of goods, services and competitive pricing industry techniques. The identification of leverage points presents government with benefits that reduces costs and increases value of the services. To achieve socio economic objectives government should consider the impact analysis of the supply chain regarding public spending on procurement.

Public procurement as a strategy should provide guidelines on how to prevent companies from inflating prices, when trading with government. The strategy is based on organizational objectives to ensure that service delivery of goods and services is effective through employment of chosen strategy.

David (2015:14) states that, government has put majors in place for public procurement to be effective such as legislative frame work however corruption prevails. Public officials are empowered by virtue of their appointment to make decision and their discretionary powers require ethical consideration. There are prescribed practices that may be beneficial for sound procurement integrity, as external factors attract and test public officials. Public office bearers should demonstrate traits such as transparency, integrity, accountability and exemplary behavior expected by the broader society.

Dedicated leadership will direct the department to employ effective procurement strategies, which will enhance the quality of service delivery. Ethics should not be managed as a compliance exercise; it should form part of the strategic will and exemplary public officials. Ethical conduct in public sector procurement requires

awareness programs that corruption can be combated through values and application of good ethics.

1.3 PROBLEM STATEMENT

According to Jowah (2014:19) after literature had been reviewed, research gap with defined variables should be a justification to carry out the study. The aim of the study is to outline strengths and weakness of structural impediments of communication of the South African Navy Simons Town Cape Town, Procurement Service Centre. A communication structural impediment hampers procurement project execution. The problem statement is actually the objectives of the research to be conducted, and the research seeks develop a model that can be used institution wide enhance communication.

The researcher seeks to develop a communication model that can be used by military organization to aid communication problems. To achieve this, the researcher will be conducting the research to: assess communication systems that are in place at the South African Navy SPSC. This research will also point out how effective communication can be used to improve projects execution. To investigate how effective communication can be used to solve existing and prevent future procurement problems.

1.4 RESEARCH OBJETIVES

The research will cover the below mentioned objectives in order to achieve the purpose of the study.

Objective One: To review literature on contemporary local and international best practices on the effective role of communication and bureaucratic structures in the organization.

Objective Two: To analyze the internal and external communication systems and techniques used by the SPSC.

Objective Three: To make recommendations and provide possible solutions to address structural impediments that hampers project execution.

1.5 RESEARCH DESIGN AND METHODOLOGY

The researcher adopted both the qualitative and quantitative research methods (mixed method). Qualitative research is an umbrella process which covers an array of procedures to decode, translate, and come to terms with the meaning of naturally occurring phenomena in the social world (Thompson and Mabey 2014:91). While on the other hand quantitative research method is a process of collecting numerical data and analyzing it using statistical methods. For example, questionnaires are classified under quantitative research as the analysis part of it has to be numerical and includes numbers. The desire to triangulate or obtain various types of data on the same problem, such as combining interviews with questionnaires Klenke (2008:27), influences the researcher to adopt both approaches in order to validate the findings of the study.

Welman and Kruger (2002:178) argue that it is wise for a researcher who is concerned with explaining people's behavior to conduct his/ her research using qualitative research. According to David (2015:38) before the researcher starts collecting data, there are answerable questions that needs to come in mind such as, research questions will there be enough sources to support evidence presented to answer formulated research questions.

In a quest to accomplish the research objectives that is above mentioned; information were acquired from both primary and secondary sources.

1.5.1 Target Population

According to Whitley and Kite (2013: 1), the target population was comprised of an extensive number of persons, it further includes objects or items that are not viable to handle. The target population for this research narrates to the 60 employees of the South African Navy SPSC as specified in the background of this study. The employees are the front line communicator of the organization and their affected by the

communication systems that is currently in place. Communication is the cornerstone of organizational successful at any level, therefore effective communication leads to organizational objectives being achieved.

1.5.2 Sampling Techniques

According to Khotari (2004:92) a well organized procedure of gathering, recording and analyzing information regarding the members of the population is called a census. Under this technique, the enumeration is conducted about the population by considering the entire population. The researcher applied a systematic method from SPSC employees: whereby all 60 employees participated to the study. This research can be used to find the problem to be studied for future purpose. According to Burns and Burns (2014:181), a research sample refers to a portion of a target population which serves as a representative of the whole population with respect to the characteristics which are of interest to a particular researcher.

1.5.3 Data Collection Techniques

Primary data is data that is closest to the truth, and is often most valid, the most informative and the most evident; supplemented by a layer consisting of secondary data which are derived not from the truth itself but from primary data instead (Leedy and Ormrod, 2005:89). The researcher used primary and secondary data to conduct research and answer research questions.

1.5.4 Interviews

The researcher conducted structured interviews as a way of collecting data as described by Kruger and Wellman (2002:160). Structured interviews are also referred to as formal interviews or standardized interviews (Tewksbury and Mustaine, 2004:118). In structured interviews a collection of data of smaller questions are derived from the research questions. This is referred to as the interview schedule. Tewksbury and Mustaine (2004: 118) explain that during structured interviews the researcher identifies questions that are comprehensive enough to obtain information relevant to the topic. Structured interviews are fixed in format and contain a predetermined list of questions.

The responses of the respondents are noted by the researcher as he puts the questions to the respondents.

1.6 DATA ANALYSIS

The collected data was categorized, edited, coded and analyzed using SPSS version 4 software. This has been chosen since, it is user friendly and will assist with converting the data to graphs, charts and other formats that may be used to store and interpret the data. Content analysis will be used to analyse data from the official documents dealing with the observable fact. Welman and Kruger (2002:194), states that content analysis can be conducted from the response of open ended questions and instructed aspects of the interviews in order to report the content of the interviews in a quantitative way, in addition to making quantitative analysis of the essence of the content. This is done through asking open ended questions and instructed interviews to report in a qualitative manner and making a qualitative analysis of the content of the interviews (Welman and Kruger, 2002:195).

1.7 ETHICAL CONSIDERATIONS

Anonymity and confidentiality of participants are central to ethical research practice in social research. Where possible, caution was taken into consideration with an aim to assure participants that every effort was made to ensure that the data they provide cannot be traced back to them in reports, presentations and other forms of dissemination. The researcher employed two methods to ensure participants are protected: confidentiality and anonymity. Although the respondents are known to the investigator, they were protected from public exposure. Identifying information will be kept out of published materials. Confidentiality is deemed important in this study based on the sensitivity of the questionnaire and the industry under study. Ethics refers to the principles of behavior that distinguish good and bad, right and wrong khotari (2004:114). During the research stages the researcher ensured that all processes undertaken in data gathering ethical rules were honorable and ethical. Examples of ethics that will be considered are:

Confidentiality: all personal information was coded and at no point will personal information revealed.

Voluntary participation: you may withdraw from participating at any point in this study with no penalty whatsoever.

Anonymity: although participants are known to the researcher, no information or names was revealed in any form of publication

1.8 CHAPTER CLASSIFICATION

Chapter 1: This chapter introduces the topic and title of the study by providing the introduction, background to the theoretical applications through literature review followed by the problem statement, research objectives, research design and methodology, population, sampling, data collection and analysis including ethical consideration.

Chapter 2: This chapter provides a general overview of what has been written concerning to the research problem. The study will focus on exploring communication as a management tool, barriers to effective communication in public organizations

Chapter 3: Discusses the significant of effective communication and Development of a Communication Model.

Chapter 4: Introduces research methodology, research and data collection methods, research designs, and the type of data collection instrument.

Chapter 5: Research results, the raw data with the tables and graphs and explanation of the diagrams emanating from the statistical analysis of Microsoft excel.

Chapter 6: Conclusion and the recommendations; discussion of limitations, identification of future study areas and overall the new knowledge to be contributed to the body of knowledge.

1.9 CHAPTER SUMMARY

Research refers to the search of knowledge, in scientific and systematic way to answer the research questions; it is an art of scientific investigation (Khotari 2004:17). The purpose of the first chapter is to outline the proceedings and provide a broad overview of the study following the research structure of introduction and the background to the research problem. An inclusive breakdown of the research objectives, research methodology: that outlines how the study was carried out. This may be able to facilitate the understanding of the effect of the structural impediments to procurement, be it provincial or national government.

This could lead to projects being finished on time, on budget and that will have all the benefits of a performing organization that are discussed in the background of this proposal. Yukl (2006:11) states that, internal difficulties that impact organizational goals negatively may be addressed by reviewing the effectiveness of the current organizational structure to achieve set mandate.

Regardless of the method that may be used, communication is primarily about conveying meaning whether verbally or nonverbally. Communication plays the essential role of building or destroying trust in the or between the communicating parties. In organizations such as the military all forms of communication (verbal, non-verbal and written) are used and this is important for the relationships. Due to credibility and authenticity too often communication has to be in written form for records purposes, and this is considered more reliable as it will not be easy to change.

In any successful military operation the function of communication sometimes goes beyond the bounds of the military. In the modern area methods of communication have become very rapid and the means of information sharing has long ago past the old ways of traditional media example print, radio and television. The new ways is based on the internet example social networking and these forms are less controllable.

For this reason the military must stay up to date with the advancement of technology in the field of communication in order for them to remain effective and efficient.

CHAPTER TWO

COMMUNICATION AS A MANAGEMENT TOOL

2.1 INTRODUCTION

This chapter provides a general overview of what has been written concerning to the research problem. The study focused on exploring communication as a management tool, barriers to effective communication in public organizations .The chapter highlights conceptual meaning of communication, the model and process of communication, vital step for effective communication and barriers to effective communication, theoretical frame work relevant to the study in order to give a general compressive understanding of the problem under investigation.

2.2 THEORETICAL LITERATURE REVIEW

2.2.1 The Concept of Communication

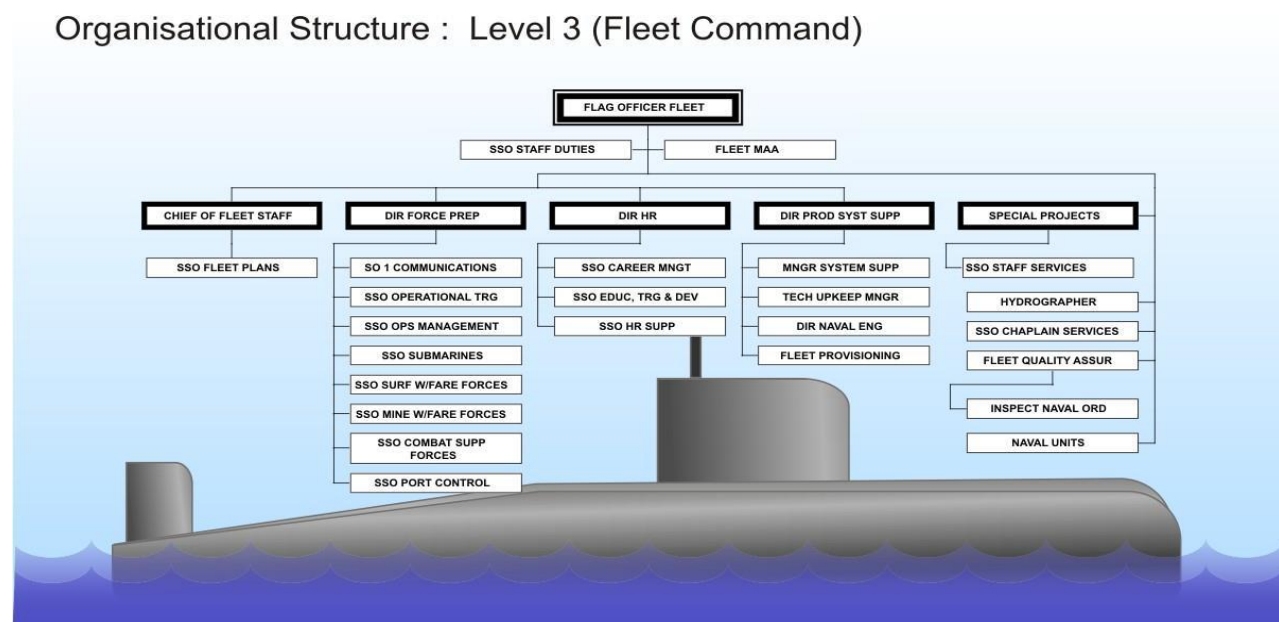
Communication is derived from the Latin word “communicare” which means to put in common and to share. According to Ijaiya (2009:124) it means the sharing of ideas, facts, thought and feelings for easy coexistence. Communication helps to build relationships and facilitates achievement of goals. Thus the need for effective communication strategies for organizations improvement cannot be overemphasized.

Robbins, Judge, Millett and Boyle, (2011: 315) define communication as imparting information or exchanging information by speaking, writing or using other media; process by which individuals share meaning, it offers means of creating and implementing behavioral changes both within and without an organization.

It is a two way process which involves the sender and the receiver. Communication is, therefore, concerned with transmitting and receiving information which is the key to all aspects of organizational life, whether by planning, controlling, problem solving, decision making, motivating, interviewing and other management activities (Akinnubi, Gbadeyan, Fashiku and Kayode 2012:105).

Communication is a means of bringing about change. It is the source of any organizational growth. There is a greater requirement for interaction and a deeper understanding of management employee relation; this will bring the desired increased performance of all parties involved in the communication process. According to Williams (2007:22) smart managers understand that the end effective, straight forward communication between managers and employees is essential for success.

Figure2.1: South African Navy Structure



Source (South African Navy 2017)

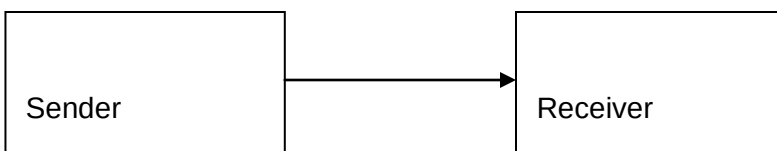
The culture of the organization is thought as the “personality” in a manner of which the next people view or perceive the entire organization. The most applicable way to pronounce organizational culture is that, it is “the dominant values adopted by members in which things are done, beliefs which guides members, as well as the basic assumptions as a collective in the organization” (Robbins and Barnwell, 2006:405). The

South African Navy has a distinct organizational structure which impact the communication processes.

2.2.2 Communication Process

According to Shannon and Weaver as cited in (Mpunge 2014:39) communication process begins with the sender, thus the encoder who sees a need to communicate thoughts, feeling, anxiety, directives, orders and advice. On the other end of the communication channel there is a receiver that is the decoder who receives the messages. This is a simple one way communication model as originally devised.

Figure 2.2: One Way Communication Model



Source (Mpunge 2014:07)

The process of disseminating information through various channels in the organization, forming a chain of clear understanding from top level management to workers at the bottom level and vice versa, and involving members of the entire organization into being a solidarity team is crucial (Fowler 2005).

According to Robins (2006:122), communication process is initialed through the following means the sender-encoding-the message-the channel- decoding-the receiver-noise and feedback. It is estimated that managers spend over 80% of their day communicating with others. Since most of the basic management process- planning, organizing, leading and controlling cannot be performed without effective communication.

According to Stephen (2011:26) the medium of communication is perhaps one of the most crucial determinants of the effectiveness of communication given the diversity of languages in South Africa and the existing organizational communication channels. No matter how good the message may be, when it is sent through a wrong channel, the

message will be ineffective and may have the potential to cause severe management problems. In organizational system, there are various channels through which information is given. These include: staff meetings, bulletin board, through minutes in files, signs, pictorial representations, radio, television, print media and social media. Information that organizational managers communicates through the above channels are many depending on the situation. Organizational hierarchy system, the top management and the bottom management perform the same management functions of rational organization and efficient utilization, control resources to maximally achieve goals at different stages in different circumstance.

2.2.3 Types of Communication

Communication can be categorizing under three dimensional heads namely: oral, non verbal and written. The articulation of words includes oral, while non verbal includes body language, signs and symbols, territory/zone, object language and the last one is written which includes reports, illustrations, memos, telegrams, facsimiles (fax) e-mails, tender and others (Ashalkaul 2006:17)

2.3 Communication as a Management Tool

Communication remains an exclusive organ that integrates management functions in an organization. This explains why communication is inevitable and indispensable in the organization for effective management. In any organization, formal or informal, effective communication leads to effective management which aids achievement of organizational goals. Effective personnel management is a function of effective communication as management involves working with and through others to achieve corporate goals. The realization of organization goals hinges on the effective communication among the various operating personnel. Management cannot organize staff, coordinate and control their activities as well as delegate responsibilities without effective communication (Ijaiya, 2009:79).

Management is defined as getting things done through others. It can be more scientifically defined as the co-ordination of all the resources of an organization through the process of planning, organizing, directing, and controlling in order to attain

organizational objectives. Management is the guidance or direction of people towards organizational goals or objectives. It can also be seen as the supervising, controlling and coordinating organizational activities to attain optimum results with organizational resources (Akinnubi, 2010:104).

The expansion of a strategic internal communication and its implementation can provide a number of benefits to organizations, such as keeping employees motivated and engaged, and sharing clear, consistent messages with employees in a timely manner. Tourish and Robson, (2004: 151) argued that upward feedback; upward communication and open-door policies deliver significant organizational benefits, like:

- the promotion of shared leadership, and an enhanced willingness by managers to act on employee suggestions;
- a greater tendency by employees to report positive changes in their managers' behavior;
- actual rather than perceived improvements in management behavior following from feedback, beyond what could be attributed to regression to the mean;
- a reduced gap between managers' self - ratings and those of their subordinates and
- the creation of improved forums for obtaining information, gathering suggestions, defusing conflict and facilitating the expression of discontent.

2.4 Role of Managers in an Organization

Dahlgaard and Dahlgaard (1999:1) indicate that senior managers must demonstrate that they are skilful as managers and that they know and understand the principles on which effective leadership is built.

They call their view the "Seven S's" – framework, which emphasizes that manager as leaders should be:

Strategic thinkers (cognitive managerial and leadership skills): They must be strategic thinkers in a competitive environment which is also a conceptual leadership skill.

Specialist on organizational structures and systems (management and leadership skills): They must know and understand the organizational structures of their organization in order to understand what is expected of each of their subordinates and to coordinate their subordinates work to reach organizational goals.

Knowledgeable of their leadership styles (aspect of leadership theories): They must know the principles of effective leadership and leadership styles, such as democratic or autocratic leaders. This is important when it comes to the leadership capabilities of a manager and how willing subordinates will be to follow willingly.

Knowledgeable on their organizational HR-policies and rules (management and leadership): They must have knowledge on their organizations human resource policies and rules so that they can manage, lead and motivate their subordinates on aspects such as performance management systems, performance management appraisal procedures, salary scales, formal training and development and career planning.

Developing their own leadership skills (Katz Three-skill model of leadership): They should focus on the development of their own leadership skills such as technical skills, human skills and cognitive skills in order to become more effective leaders. With these skills, leaders will be able to lead their subordinates on matters such as morale behavior, good attitudes, and high levels of motivation.

Link subordinate goals to that of the organization (situational leadership skills): They must be able to link subordinates' goals with that of the organization. Linking goals will provide stability and this will lay the foundation to motivate and lead subordinates to visualize and reach these goals.

Harnessing and developing the operational, human and cognitive skills of their subordinates (relevant to management and leadership): They must develop the operational, human and conceptual skills of their subordinates so that they can become more mature and successful workers.

Peters and Waterman's (1984:15) are also of the opinion that in order for senior managers to be effective leaders, they should see the "seven S's" as seven guiding

factors to align their thoughts and the thoughts of their subordinates in pointing in the same direction of the organizational goals.

2.5 The Flow of Communication in the Organization

Scholars have broadly explored three kinds of formal channels used by managers, downward, upward, and horizontal. Downward channels are used by management for sending orders, instructions, directives, goals, policies, memorandums, etc, to employees at lower levels in the organization. An upward channel is sending information from subordinates to superior in order to provide feedback for management. Horizontal channels flow across lines of communication. They might be classified as formal or informal depending on whether the organization structure (Ashalkaul 2006:37).

The important factor appears to be a continuous flow of information, think of employees as public speakers for the business. They are whether they are talking with customers or their neighbor at home, they are conveying a picture of the organization and how it is doing. The more they are informed, the better they can represent the organization in the broader community (Mpunga, 2000:39).

According to Bourne (2011:32) any organization that understands the magnitude of communication strives for the successful implementation of the strategy within their organizational environment. It ensures flawless coordination factors of production, material, human elements of organization as an efficient chain of change and advancement importantly, the application of communication keeps moving forward as the world becomes a global village. The need to conform to the world's communicational direction has made many organizations to embrace new technology that would increase organizational performance.

There are also many issues affecting communication ranging from difference in gender, role of silence, inference of government and cross cultural inference. It becomes important to emphasize on innovation and effective use of communication medium or channel to bring about high performance rate. Hence any breakdown in communication

process or chain can have serious adverse effects on organizational management performance.

2.6 Four vital steps in effective communication

In order communication to be effective in the organization these vital step should be applied namely: Attention, apprehension, assimilation and initiator, (Azriel and Winnett 2014:82). Attention, winning the attention of the person with whom we wish to communicate is the first step; in order to achieve this goal oneself must first try to eliminate what experts in this field call “noise”. This includes everything that distracts, be it noise in the literal sense, physical or emotional discomfort, personal problem, negative attitudes, or distracting mannerism or dress. Respect for the other person is an important prerequisite for attention getting. The human greeting, or inquiry about the other person’s health or personal circumstance, is an effective catalyst in these proceeds. Empathic superiors towards their subordinate leads quickly to the second step in the process.

Apprehension, this word is associated with “fear” its primary meaning understands. The task of the communicator is to change the aspect of fear into that of understanding. Achieving apprehension is a critical part of the communication process that aid progress. Managers, often defend their inability to communicate by asking “Do you understand?”

Assimilation is the process of taking in and fully understands information, very vital function of apprehension. It is not enough for a person to have understood a message perfectly but not accepted it. Alternatively, accepted information in a half hearted manner, without any conviction. Communication is still incomplete if one has not assimilated the information into the own being.

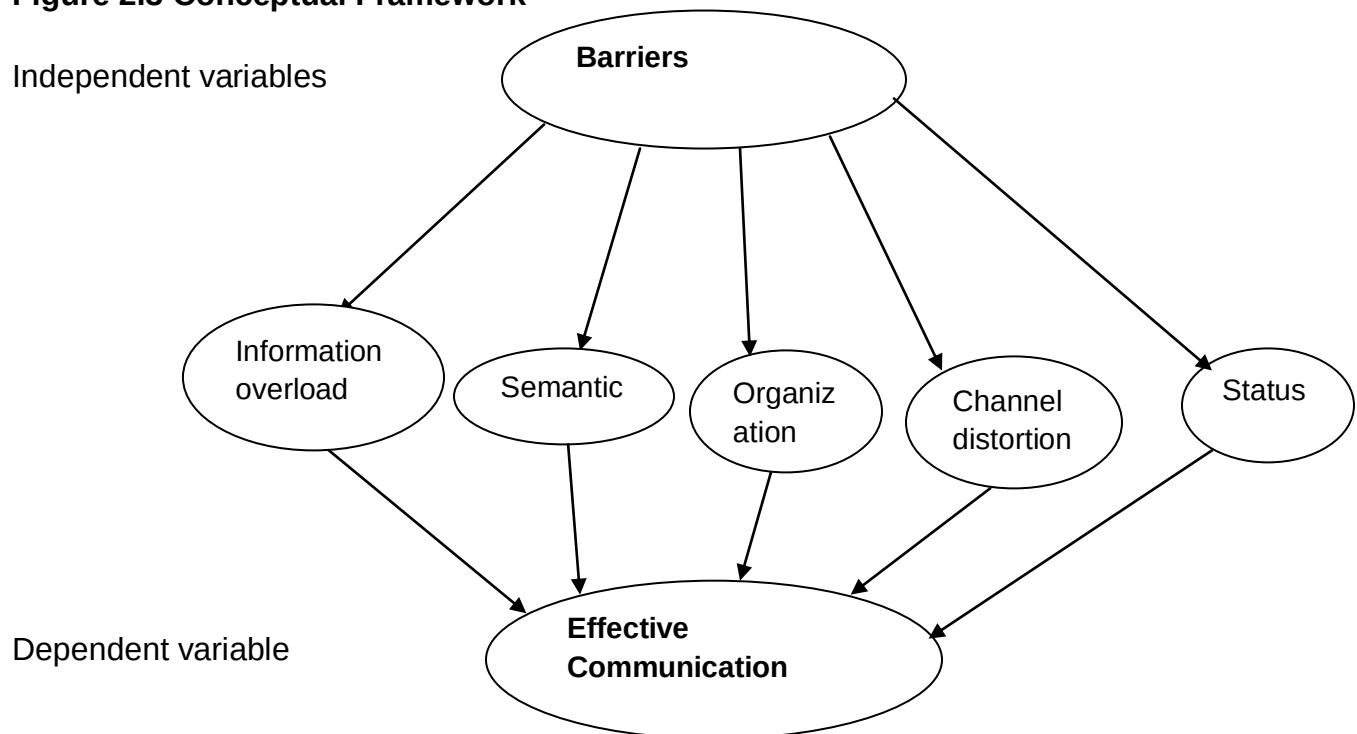
The initiator achieves an ideal result if the recipient has assimilated the message to the extent that he/she becomes one with the sender. Assimilation in a long way is aimed at ensuring active participation and harmonious at the workplace. The final step in communication process is action.

2.7 Barriers to effective communication

There are certain barriers present in the communication process. These factors may have an impact on the communication process. Noise essentially is anything that distorts a message by interfering with the communication process. Noise can take many forms it can be external or internal factors. Noise as a barrier may originate from the source or the receiver, from the channel used in sending the message, or outside the source and receiver's control (Usmani 2012:61).

According to (Gupta, 2009:124) despite the development of high speed electronic devices, communications are not successful in many cases. This author explained barriers of effective communication in the organization. These barriers are: Organizational barrier, Status barrier, Semantic barrier, Inattention barrier, Perceptual barriers and Information Overload.

Figure 2.3 Conceptual Framework



Source : (Own construction adopted from Researcher 2014:28)

Information overload, often occurs when leadership or managers are overwhelmed with information from various sources and there's time constraints to analyze information to determine which one maybe be passed down to subordinate. They may not regulate the influx of information which may cause confusion and necessary or required information may be omitted.

Semantic barriers are the misunderstandings that occur by people trying to communicate an idea, but simultaneously having completely different meanings in mind for the words. Gupta, (2009:95) suggest that, the word choice, intend and meaning attach to them may cause communication barriers. The problem is semantic, or the meaning of the word we use. The same word may mean different things to different people. Example the acronym "VIP" commonly known as very important person, however in the military it means "volunteers in parks". The development of technology plays a role in semantics barriers to communication. Today's complex organizational systems are highly specialized, staff members have technical experts developing and using specialized terminology.

One of the barriers to effective communication is organizational barrier. The classical organization structure with a scalar chain of command restricts free and frequent communications. Too many levels in the process causing delay in transmission and distortion in the message. When the message has to pass through several hands, there is alteration of the original message.

Channel Distortions is also a barrier to effective communication. Physical or mechanical barriers may also cause distortion of communication. Many people talking simultaneously, inaudible telephone lines electronic disturbances: wrong transcriptions in telex message, noise, etc are for examples of channels distortion. An appropriate choice of media can overcome distance barriers between people

Status Barrier, every organization has some kind of status system. Some individuals have higher status than others. Persons of lower status do not feel free to talk to superiors. They pass on only what superiors would like to hear and hold back

unpleasant facts. When a subordinate does not have trust in his superior communications becomes less effective.

2.8 Communication and Organizational Outcomes

Satisfactory and effective communication contributes to an organization's success, employee attitude and morale, and customer satisfaction (Robins 2006:21). Communication is a means to improve commitment and to stimulate employees to achieve organizational goals (Tsai, Chuang and Hsieh, 2009:74). Organizations and managers that openly share information and encourage bi-directional communication have a higher rate of employee job satisfaction. Employees enjoyed improved sense of well-being, happiness and job satisfaction. In their 2009 study, Tsai, Chuang and Hsieh found that employees do not always realize the importance of communication to organizational goals, or know how to establish and maintain healthy communication systems. It is the responsibility of managers to improve communication in the workplace, train employees in communication skills, and encourages informal communication (Tsai, et al 2009:49). It was found that job satisfaction was positively impacted by effective communication from supervisors regarding expectations and feedback on job performance.

2.9 Chapter Summary

In this chapter various roles players are discussed that influence the success of communication in an Organization. Communication is regarded as a critical factor for the successful coordination of activities in an organization (Rocha-Lona, et al. 2013:137). Kroukamp (2007:60) also state that senior military officers are managers as leaders in the public sector should demonstrate leadership skills and competencies to shape future actions to address the needs of their inhabitants and to secure that subordinates follow in the process. In order to achieve these senior officers as leaders in military must understand what the principles of effective communication.

In organizations people have different roles in ensuring that tasks are accomplished. For communication to be effective there is a need to develop a clear picture of what it is

management want the communication to achieve (Bourne, 2011: 19). Cerven (2014: 77) believes that there is a need to balance the type of communication to use in the organization to achieve the success of communication.

The manner in which an organization is structured, its policies and the reporting lines plays a role in its communication processes. Organization structure determines task allocation, reporting lines, and formal coordination mechanisms and interaction patterns. it is clear that, the “command and control” structure of military was intended for downwards communication systems.

Cross cultural barriers which language, values and norms, social relationship, concept of time and space, non-verbal communication and perception plays a big role in effective communication. Most people from the previous century also struggle with modern technology and did not move with the time to stay up to date with the advancement of technology. They fear or believe this channel is not secure which can effect time to reach the goal.

To resolve this break in communication or to overcome these barriers we can start by fostering good relationships. Be focused and direct the communication to a particular group at a level that they can comprehend. Have proper coordination between all levels. Give constant feedback to avoid selective perception, be accurate and avoid technical language. Clarify your message and use proper communication channels. Stick to the organizational policies, reduce semantic problems and give the right feedback at the right time. Take time to plan and clarify ideas that might be ambiguous and create a climate of trust in the organization.

In conclusion, the Successful and effective communication for an individual, group or an organization starts with the right implementation of the communication process. Effective communication leads to understanding, through this process sharing of a common meaning between the sender and the receiver takes place. For effective communication within the organizations, people need to understand how various elements work and equip themselves with the tools to ensure effectiveness of the processes.

CHAPTER THREE

THE DEVELOPMENT OF LEADERSHIP SKILLS AND COMMUNICATION MODEL FOR MANAGERS

3.1 INTRODUCTION

The development of leadership skills plays a critical role especially to senior managerial positions whereby strategic decisions are made to affect the organization at large. Akinnubi, (2010:96) states that, to truly succeed as a leader you need to balance the three equations namely: acquiring knowledge about management and leadership skills, respect of superiors knowing where to draw the line and understanding your subordinates. Amundsen, (2009:72) is of the opinion that knowing how to lead subordinate is the corner stone for the establishment of a positive relationship through proper communication channels. Subordinates have faith in leaders that listen to their requirements and constantly communicate the organizational strategic intend.

It remains crucial for managers as leaders to establish and develop themselves in to required levels of competency. Effective communication management provides leaders with the skills to manage subordinate better for the benefit of the organization. Hardani (2012:114) suggest that, senior public officials should, therefore, make use of every opportunity coming their way to develop their leadership skills. Military as a national government organization should also create opportunities to develop the leadership skills of their senior managers.

A communication model is primarily a process in which information is enclosed in form of a package and is channeled then imparted by the sender to the receiver through a medium. When the receiver gets the information he or she decodes the message and gives the sender a certain feedback. Models of communication refer to the conceptual model used to explain the human communication process. Cervone, (2014: 74) states

that, the burden of ensuring effective communication will always rest with the management. It is important for organizations to realize this, as effective leadership is significantly dependent on effective communication.

Asif and Sargeant,(2000: 303) suggest that the failure of the organizations to realize and accept the importance of a formidable user friendly and customer relevant communication plan leads to complications and potential disaster for the organization. Internal marketing and internal communications literature and employee development literature concur that when an organization manages their communication process effectively, that could result to a variety of benefits accumulating to an organization.

Thomson and Mabey, (2014:142) emphasizes that senior managers as situational leaders should be conscious of the fact that they also form part of the process to develop their subordinates in becoming more matured workers. This can only be done by leaders that are no far apart from their subordinates and who also understand the importance of effective communication with the intention to continuously develop for the greater benefit of the organization.

3.2 Leadership skills required for the effective leading of subordinates in military

The responsibility for the effective management of military in South Africa is one of the major duties of senior officials working in the national sphere of Government. Mgwebi (2010:112) emphasizes that on a national government level, the primary focus should be to pursue “developmental national government” and that national government managers are required to fulfil a leadership role during this process. Managers should strive, therefore, to involve and empower citizens and stakeholder groups in development processes by utilizing their leadership roles in order to create a sense of common purpose in finding South African external threats.

Luthuli (2009:1-2) reported on the significance of good leaders who mastered the skills to lead subordinates effectively. Ensuring that, the resources of the country are utilized as per laid down instruction and compliance with framework. Furthermore good leaders

can make can turn around a struggling governmental department; however leaders with poor leadership skills can ruin the best organization. The developmental of leadership skills is priceless, more can be achieved and the quality of life can be improved with the South African communities.

3.2.1 Approaches to describe leadership skills

According to Virkus (2009:16), numerous researchers have been studying leadership models and they have concluded that the following leadership models can used as a foundation required in becoming effective leaders in the organization:

- Roberts Katz in 1955 developed and introduced the three skill leadership approach with the opinion in mind that effective leaders require technical, human and conceptual skills.

Mumford & colleagues in 2000 developed the skills approach: with the notion that people have the potential to become great leaders and skills development, knowledge and their abilities to lead. This approach consists of five elements namely: individual attributes competencies, leadership outcomes, career experiences and environmental influences. The Three-skill leadership approach focuses on the following three skills (Virkus, 2009; Northouse, 2013:43-44; Hamilton, 2016:1-5):

- Operational (technical) skills
- Human skills
- Conceptual skills

The importance of three skills approach is the fact that when leaders implement these skills, they should change their management and leadership style. Katz (1974:1-25) indicates that as complexities in the environment of organizational growth drastic changes occurs with human and conceptual skills. The only skills remains unchanged are technical. In such times leaders requires knowledge concerning intergroup and conceptual skills, while their subordinates focuses on their operational work to ensure continuity in the organization.

When analyzing (Katz, 1974:4) own understanding on human skills, the Military leadership may benefit from the following:

- The perceived behavioral relationship between leaders and subordinate.
- The understanding of interpersonal relations, that creates an awareness of leaders own attitude.
- The ability of leaders to accept direct criticism and different viewpoint in terms of human behavioral needs.
- It is the understanding of subordinates by applying the principle of good communication and interpreting the context correctly in which it occurs.

3.2.2 Contextualizing the Three-skill leadership approach

Katz links his Three-skill leadership approach to different managerial and leadership levels in organizations and indicates that significant skills differ from managerial level to another. Kulkarni (2015:1-2) defines this occurrence as follows: subordinates have trust to leaders whom masters technical skills due to the nature of their work. Example South African Navy diver, their job is diving underwater: most likely they will have faith in a leader who knows and understand what their job entails. The mastering of technical skills is more important on lower level of the organization because this is where the output is generated.

This means that managers on higher levels in the hierarchy of an organization should be equipped with adequate conceptual skills to lead their subordinates, but their technical knowledge need not to be on the same level as their subordinates (Kulkarni, 2015:1-2). According to Kulkarni (2015:1-2), the development of human skills is of the utmost importance, no matter the level or the position of employees in organizations.

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3.3 EVOLUTION OF COMMUNICATION MODEL

There are many models of communication developed by noted theorists of different disciplines. Among the theorists are: Aristotle, a great philosopher was the first (300 B.C.) to develop a communication model called 'Aristotle's Model of Communication. The model focused more on public speaking rather than interpersonal communication. Up to this day the Aristotelian model of communication is still widely used and accepted. In this model of communication, the sender sends the message to the receiver in an attempt to influence them to respond accordingly. The message has to be impressive and convincing. Therefore, the sender must know and understand their audience well. The sender is an active participant and the receiver is passive. This concept is used in public speaking, seminars, and lectures.

Aristotle Model of Communication is formed with 3 basic elements

(i) Speaker, (ii) Speech, (iii) Audience

Figure 3.1 Aristotle model of communication



Source : (Own construction adopted from Aristotle Model of Communication)

Aristotle advises speakers to build speech for different audience on different time (occasion) and for different effects. Speaker plays an important role in Public speaking. The speaker must prepare his/her speech and analysis audience needs before entering into the stage. Their words should influence in audience mind and persuade their thoughts towards the speaker. Delport, et al. (2014: 24 - 33) discussed different models emphasizing a variety of things as in table 3.1. A summary of these models and what they emphasize is on annexure A.

Table 3.1 Communication models

Author	Model
Asif and Sargeant	Internal Communication
Pincus and Rayfield	Top Management Communication
Van Gemert and Woudstra	Twente Organizational Communication Model
Claassen and Verwey	Integrated Communication Management Model
Freeman and Barrett	Strategic Employee Communication Mode
Groenewald	Benchmarking Internal Communication at South African companies

Source : (Own construction adopted from Khanyisa 2017:41)

The communication model focuses on each element of the process to identify what should happen to prevent misunderstanding— like “the charge of the Light Brigade was defeated in a notorious battle as a result of poor communication” (Burke, 2009:293). Another scholarly contribution to the concept of communication was provided by Burke who postulates that communication in the project management environment is the process that is required to ensure timely and appropriate generation, collection, and dissemination of project information. He then concludes that the communication process often provides a critical link among people, ideas and information to improve the success of the project. PMBOK emphasizes that project communication should be conducted from the project manager to clients, contractors, suppliers and other stakeholders (Watt 2013:34). According to the explanation from PMBOK, project

communication is ranked along with other knowledge areas, because, without effective communication, project success will be self-limiting (Burke 2009:291-292).

Table 3.2 Key principles and aspects of communication models

Key Principles Central to Effective Communication	
Communication is a strategic management tool	Appointment of communication coordinator on each unit
Communication is guided by policy	Two-way regular communication could enhance management communication
Communication is a core business value	Open systems theory to be used
Communication is integrated with other business functions	The link between one business to another through shared communication
A communications manager is appointed on managerial level	Timelines be given for communication from management
Communication is decentralized	More than one medium and language should be used

Source: Own construction (Adopted from Delport, et al. 2014: 40- 42)

More than one medium and language should be used, and the creative use of technology should be encouraged (including SMS and e-mail). Two-way regular communication could enhance management communication by; attaching timelines between different managerial levels, offering communication training for managers and implementing a reward and recognition system which recognizes management communication perform. It is suggested that, timelines be given for communication from management in order to ensure, the timely distribution of information to other line managers or subordinates. The importance of upward communication is highlighted, by making the channels for feedback essential part of the communication process (Delport, et al. 2014: 40- 42).

3.4 BUREAUCRATIC STRUCTURES

Papasolomou (2006:194) states that organizations that are bureaucratic will experience difficulty in implementing internal communication. The researcher explains bureaucracy as: “A structure with highly routine operating tasks achieved through specialization, very formalized rules and regulations, tasks that are grouped into functional departments, centralized authority, narrow spans of control, and decision making that follows the chain of command” Bureaucracy consists of the following characteristics:

Table 3.3 Characteristics of bureaucracy

Written rules and procedures;	The principle of hierarchy;
Division of labor and specialization;	Impersonality;
Clearly defined career path;	Use of legal authority; and
Clearly defined career path;	Neglect of across the silos communication

Source: own construction (adopted from Papasolomou – 2006:198)

Olasupo (2011: 2) notes the importance of leadership in bringing about that culture alongside with core values in transmitting the organization’s culture and values to subordinates. He further made an assumption that an organization’s leadership will not only influence its culture, but will create a culture and maintain it at a consistent level.

Table 3.4 Characteristic of bureaucratic structures

Rigid rules and regulations	Emphasis and protection of authority;
Conservative and inflexible;	Slowness in decision-making;
Inability to cope with technological change	Frustration among staff members
Promotions based on seniority and loyalty,	Full of red tape and low responsiveness
No room for creativity and innovation	Demotivating to competent junior

Source: (Own construction adopted from Meng, 2014: 365)

This type of bureaucratic structure is known to have advantages and disadvantages. Usmani, (2012: 1) cited the benefits of functional organizational structure as follows:

- Employees are grouped according to common expertise,

- This leads to efficiency and proficiency in their operations,
- The responsibilities and roles are fixed thereby facilitating easy accountability and leaving no room for role confusion,
- The reporting structure is clear and this reduces duplication or delays in response, employees feel secure and this allows for a high degree of job security.

All these further allow for clear career direction, cooperation and communication is excellent within the department. However good it may look the system has its own demerits, chief amongst who are:

- The monotonous nature of specialized jobs,
- Creates silos in one organization,
- People focus on their department only,
- Employees know little about operations in other departments,

Large functional areas are difficult to manage and each department behaves like a small little company on its own (Kerzner: 2003: 93). These disadvantages inevitably lead to one major problem which paralyses the operations of the organization; poor communication resulting from silos and impacts negatively on interdepartmental coordination. Thus the functional structure is rigid (Usmani, 2012: 1) this creates obstacles to communication and cooperation.

3.5 PROPOSED COMMUNICATION MODEL

Internal communication refer only not to those few “official” channels of communication within an organization, such as internal newsletters, notice boards or staff meetings. It is a process that refers to the almost constant interactions within organization that convey meaning. Therefore, internal communication encompasses both overt communication like meetings, memos etc, and more casual forms of communication such as gossip, pleasantries and body language (Civic 2011:4).

Results from studies confirm that, South African communication practice, is moving towards an integrated approach to communication (Tindall, and Holtzhausen, 2012:

383). They however point that; it might not always be possible to integrate all functions into a single department or organization but looking at the communication situation holistically would serve as a starting point. According to Ginger (2012:1) most of the times we communicate because we have the desire and need some change. When the communication is not conveyed properly, it might result in the resistance to change.

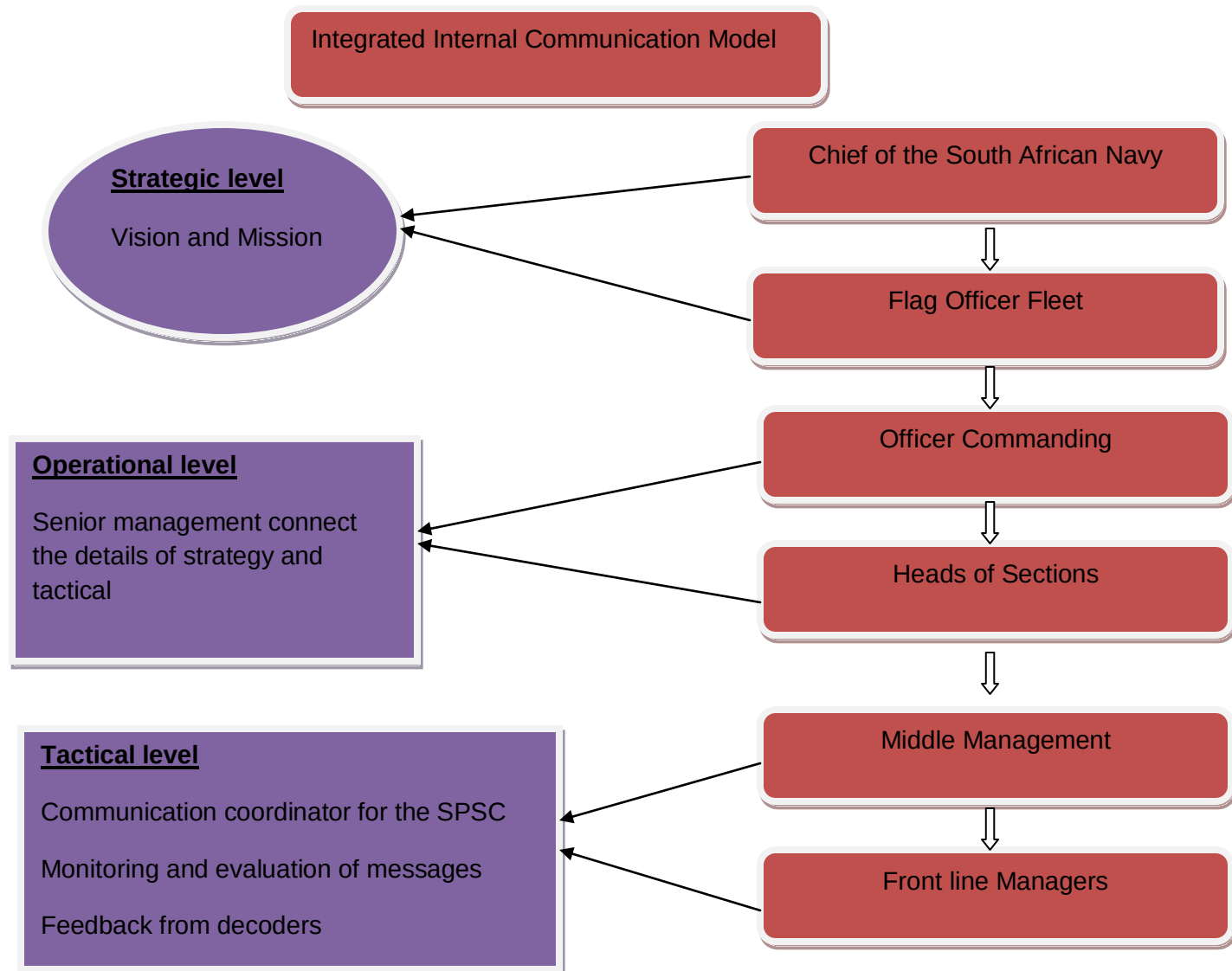
Internal communication is significant in organization because it creates a baseline to form organizational culture. The organizational culture is the cornerstone of values, mission and work processes. When every member of the organization holds the same values, understands the work policies and procedures in the same way, and is focused on the same mission, the organizational culture promotes much more effective use of resources than under a culture that is more diffuse in its interpretation.

According to (Ferdous, 2008:231-232) suggest that Integrated internal communication is the process of coordinating various communication channels to work together on messaging. Partnering with other teams to ensure consistent messages are disseminating throughout the organization. It includes performing highly visible tasks for senior leadership such as producing charts and power point presentations.

Integrated communication ensures that all forms of communication and messages are carefully linked together to limit unnecessary information influx. According to Tindall, and Holtzhausen, (2012: 387) state that, communication tools and techniques works harmoniously when, they are all combined and controlled from the same organization strategic level. Large organization such as the South African Navy requires an integrated communication strategy will solve communication anomalies. The development of social media as a communication tool requires structural intervention and policy guidelines given the theatre of operation particularly the military.

Desmond and Plimmer (2014:72) mentions that, military operates with highest level of confidentiality, in the protection of the country from external threats; improper structures to deal with communication may scarifies the intelligence integrity and reliability of the military. The proposed integrated internal communication level seeks to enhance communication efficiency from strategic, operational and tactical level.

Figure 3.2 Integrated Internal Communications



Source (Own construction)

In the first two levels of the pyramid which are reactive and pro active communicators, the emphasis is on the tactics involved in getting information out and not on the strategy. The measurement in this phase is most likely on the tactics, such as how many newsletter articles were produced, and not on the measurable impact of the communication. Those who are focused on tactical communications are more interested in the saturation of messages than on their effectiveness. It is difficult for teams to break out of these tactical levels for numerous reasons, including a heavy workload and

demands by internal clients who are often seeking to solve their communication challenge.

Like Delport, et al. (2014: 41) Effective Internal Communication Model, the proposed model must have a communication as a strategic management tool, and as a core business value. Another aspect about the proposed model that must be included is monitoring and evaluation of the communication message which refer to determining if the message is interpreted correctly or not (Asif and Sargeant, 2000: 303). Communicators therefore have to ensure that they have mechanisms in place to ensure feedback from decoders or receivers of the communication.

3.6 Chapter Summary

Leadership skills development remains a critical part of any manager's profile to be effective in their role as managers and leaders in public or private organizations. This is particularly relevant during complex, uncertain, changing times and when military resources are drastically reduced further the scope of external threats is continuously growing: doing more with less. Leadership skills are important to create a high morale within subordinates during trying times: communication skills serves as the best tool in saying the right words and keeping sailors motivated.

The evolution of communication models were focused at: with the intention, to propose a communication models for the SPSC to emphasize the importance of communication. Niemann (2002:65) states that integrated communication in brief means unity of effort. "Unity of effort" does not refer to consistent messages sent out by an organization to all the stakeholders, but incorporates unity of purpose for the organizational processes, goals and unity of action. Integration refers ultimately to everything the organization does and does not do. Consequently, integration is an organizational wide pursuit, and not a quick fix solution to communication problems. It is therefore necessary for integrated communication to be recognized from an organizational viewpoint.

CHAPTER FOUR

RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION

The focal point of this chapter is on the research methods used to obtain results and the conclusions of the study. Other aspects that this chapter also focuses on are target population that was studied and the sample, sample size, method that was used to collect data, system that was used to interpret the data, assumptions that were made for the research, and the scope and limitations of the study. The ethical standards for professional research in the social sciences in which there are human participants which were observed and respected always during the conducting of the study. According to Thompson and Mabey (2014:15-16), research is loosely defined as a collection of approaches of enquiry, all of which rely on verbal, visual, tactile, and auditory data. Burns and Burns (2014:181), describe research as a process of various objective methods and procedures are used in order to accomplish systematic knowledge. Singh (2017:102) argues that, a research process should have the following:

- Identifying a problem,
- Identifying what kind of information is appropriate to addressing that problem,
- Collecting the information and analyzing, as well as
- Interpreting that information and its context.

4.2 RESEARCH DESIGN

The research plan made use of standard social research techniques for sampling and methods of collecting data, through the administration of a questionnaire, direct observation, the transcribing of qualitative data and document analysis. The overall research design took the form of a survey. Jowah (2011:55) refers to research design as the structure of the research that is complied with in order to solve problems or provide clarity to research questions. A mixed methods research design was adopted to conduct this research study by collecting data from in-depth interviews and questionnaires, to acquire a comprehensive understanding of the key drivers of the

military industry. The quantitative study generated numerical data from the administration of a survey questionnaire, which had been one of the first to be tested, to ensure that the questions would serve its purpose to acquire relevant and reliable information from the respondents (Boshomane 2014:52). Qualitative data, in the form of words rather than numbers, it is the fastener of certain social sciences, notably languages and political science. Qualitative data are attractive and interesting. They are a source of deep rooted, rich descriptions and explanations of processes occurring in local contexts. One may preserve chronological flow, assess local causality, and derive fruitful explanations. With new theoretical integrations, they help researchers go beyond initial preconceptions and frameworks (Pieterse 2014:75).

4.3 RESEARCH METHODOLOGY

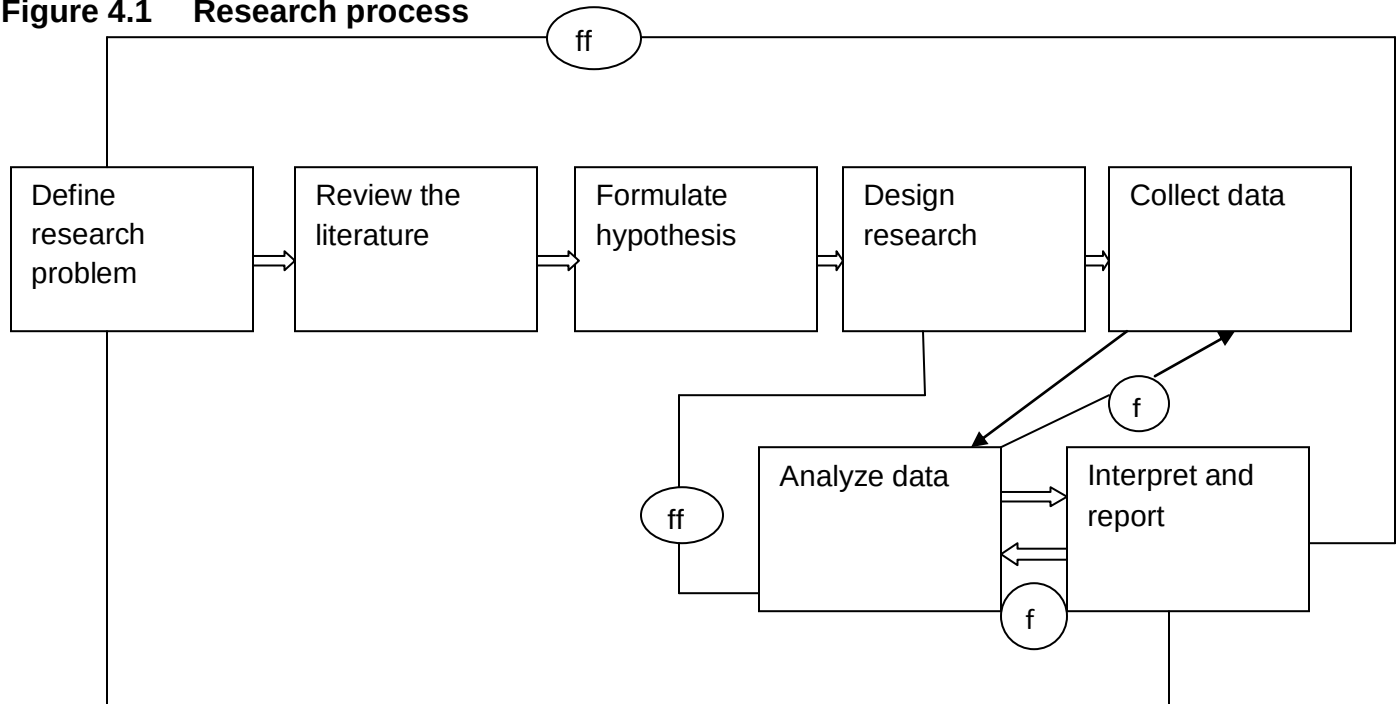
In seeking to fulfill the research objectives stated above, information was acquired from both secondary and primary sources. This was done through a literature review and an empirical study. Both interviews and a questionnaire were employed in conducting the empirical study. A research process guided by an outline of a set of view point, uses methods that have been trialed error and tested for validity, reliability, and seek to be on point and unbiased (Kumar, 2005:14). According to Burns and Burns (2014:33), methodology refers to ways of planning, obtaining, organizing and analysing data. Methodology decisions depend on the nature of the research question. Methodology in research can be considered to be the theory of correct scientific decisions. According to Burns and Grove (2003:488), methodology includes the design, setting, sample, methodological limitations, and the data collection and analysis techniques in a study. Kothari (2005:10) further points out the importance of knowing and understanding research methodology or ways in which research is conducted as follows:

- The knowledge of methodology provides good mental exercise especially to the new research worker and enables to do better research. It facilitates the development of critical thinking to observe the field objectively. When aspiring to pursue a career in research one should develop the skills of using research techniques and thoroughly understand the logic behind it.

- Knowledge of doing research will inculcate the ability to evaluate research results with sound reasonable confidents.
- The knowledge of research methodology, it enables to make intelligent decisions concerning real life problems and provide tools to look at things objectivity.
- The knowledge of methodology helps the consumer of research results to evaluate them and enables him to take rational decisions.

Research methodology may be understood as a discipline of studying how research is done scientifically and it is described as a way to logically explain research problems for research to be carried out successfully. Khan (2005:56) regards research as a process and therefore must follow a logical sequence from the start to finish. He illustrates further the research process that the researcher needs to follow.

Figure 4.1 Research process



Source: (own adapted from Khan 2005)

Where f=feed back (helps on controlling the subsystem)

ff =feed forward serves as vital function of providing criteria for evaluation

According to Kothari (2005:23) before embarking on the details of research methodology and techniques, it seems appropriate to present a brief overview of the research process. Research process consists of series of actions or steps necessary to effectively carry out research and the desired sequencing of these steps. . Khan (2005:7) outlines the difference between research methods and research techniques in the table as follows.

Table 4.1 Difference between research methods and research techniques

Serial	Types of research	Research methods	Research techniques
1	Library research	Seek to analyse historical records	Recording of notes, content analysis etc
		Analysis of documents	Reference and abstract guide
2	Field research	Non participant direct observation	Photographic techniques
		Mass observation	Recording mass behavior
3	Laboratory research	Small groups study of random behavior and role analysis	Use of observers

Source: (own construction adapted from Khan 2015:7)

4.4 POPULATION

Collis and Hussey, (2009:61) refers to population as accurately defined body of people or objects, which are the focal point in a study for statistical purposes. The population includes all elements that meet certain criteria for inclusion in a study, Burns & Burns (2003:43). The target population for this research will be all the employees at one of the SANDF procurement service centre in the Western Cape. These employees may make or break the communication in the organization being studied. They are first line representative of the organizational in terms of how communication is done at the

procurement service centre. They will be asked questions to determine how communication is managed at the workplace, how they interact with each other and their management. They will be asked to evaluate the communication process at their workplace (Khanyisa: 2017:73).

4.5 RESEARCH SAMPLE

Sampling involves selecting some elements from a population that represents a target population (Leedy and Ormrod, 2013:206). The term population or sampling frame does not necessarily refer to people only, but also to objects or places. When a portion or sub-group of a population is used to represent the population as a whole given the specific characteristics in which a researcher may be interested, it is known as a research sample (Salkind 2012:95). A sample refers to a portion of a population which is representative of it in certain specified respects (Burns and Burns, 2014:93). There are two main categories of methods for sampling, namely, probability sampling and non-probability that have been discussed by Collis and Hussey, (2009:123).

4.5.1 PROBABILITY SAMPLING

A sample must be representative of the population with respect to the variables of interest. It is the representative of the population from which it is selected when each member of the population has an equal chance (probability) of being selected. Probability samples are more accurate than non-probability samples. They remove conscious and unconscious sample bias; furthermore it allows the estimation to be accurate. Probability sample permits the estimation of the population parameters.

4.5.2 NON PROBABILITY SAMPLING

Non-probability sampling ensures that the selection of participants is easy, although more prone to bias (Forzano & Gravetter, 2011:154). To prevent the elements of being bias which is associated with non-probability sampling, a medium research sample of 60 employees was sampled. As all the employees were deemed to be suitable for the purposes of the survey questionnaire, 60 questionnaires were distributed to the

managers at the procurement section. The 60 questionnaires were returned to the researcher with critical information for data analysis.

4.6 METHOD OF DATA COLLECTION

Data gathering is the accurate, logic gathering of information relevant to the research sub-problems, using methods such as interviews, participant observation, focus group discussion, narratives and case histories (Burns and Burns 2014:89). According to (Khan 2015:51) researcher collect primary data during the course of doing experiments in an experimental research. This differs when researching the descriptive type and perform surveys, whether sample surveys or census surveys, then researchers can obtain primary data either through observation or through direct communication with respondents in one form or another or through personal interviews. The data collection was reflective to give the participants the opportunity to express their experience. For this research, structured questionnaire method was used to obtain information where each subject was asked to answer the questions on their own. The questions were made very simple and unambiguous so that any person can be able to answer. The researcher was at the venue where the respondents were answering the questionnaires to answer any questions that had arisen.

4.7 DATA ANALYSIS

Data Analysis is the process of systematically applying statistical or logical techniques to describe and illustrate, condense and recap, and evaluate data. According to (Forzano & Gravetter 2011:98) various analytic procedures provide a way of drawing inductive inferences from data and distinguishing the signal. The phenomenon of interest from the noise and statistical fluctuations present in the data. For the analysis of data received, the Microsoft Excel was used because it is known as being effective and user friendly. Khanyisa (2017:53) suggest that, the Microsoft Excel integrates easily into other Microsoft Office software products which can be when doing the following:

- Help to analyze data;
- Compile appropriate tables;

- Examine relationships among variables; and
- Perform a test of statistical significance based on research questions.

The data was converted into graphs and tables for easy reading. Comparisons were pointed out as follows:

- Investigates variables,
- Looks at what their effects are,
- Finds out what their relationships and patterns of involvement with the world are.

When data is analyzed, it must be done in a manner that makes sense out of data collection, and interact with the patterns and relationship to make general discoveries about the phenomena you are researching.

4.8 ETHICAL CONSIDERATION

Ethical considerations in research are critical. There are established norms or standards for conduct that distinguishes right and wrong. They help to determine the difference between acceptable and unacceptable behavior on the part of the researchers, Berg and Lune (2004:13). According to (Maxwell 2012:48) the integrity, reliability and validity of the research findings depend on the adherence to ethical principles. Ethical issues are taken seriously in all types of research; it is the duty of the researcher to consider general research principles and specific principles depending on the research.

The respondents were also informed of the purpose of the study and their consent to participate in the research was obtained. During the research participants were requested not to reveal their identity. This was done to fulfill the ethical principle of the research; they were ensured confidentiality and anonymity. Marshall and Rossman (2010:56) assert these are core ethical principles important in qualitative research:

- Respect for persons – ensuring the autonomy, decision-making and dignity of participants.

- Beneficence – keeping to minimum the risks involved and maximizing the benefits to research participants.
- Justice – participants should be the true reflection of the population the research may benefit
- Respect for communities – community values and norms differ from one area to another, respect and ensure community protection as a whole.

To address these considerations, most institutions and organizations have developed an Institutional Review Board (IRB). The purpose of the IRB is to ensure human safety and assist researchers not to violate human rights.

4.9 ASSUMPTIONS MADE

- The study will add value to the author's work place and increase alertness to all procurement practitioners.
- The author will not experience information barriers from the South African Navy when data needs to be collected
- The questionnaire will be easily understandable and not offend participants.
- The respondents will be honest and fair when answering the questionnaire.

4.10 SCOPE AND LIMITATIONS OF THE STUDY

The limitations of the study are those elements that have hampered the interpretation of the findings influenced by design or methodology. They are the constrained applications of findings that resulted in the method used to establish internal and external validity, (Maxwell, 2012:75). The research was limited geographically for financial reasons and limited time allocated for reports to be submitted. The research was restricted to approximately 60 people, and this may not be generalized to the entire country. It further presents an opportunity for the follow up study to consider other procurement service centre within the country to establish grounds for generalization. Recommended solution will therefore be applicable from the generalization perspective.

4.11 Chapter Summary

This chapter explored the research design and methodology, which was used to conduct the research. The research plan was discussed that gave the principal investigator an opportunity to discuss the proposed research, its importance and how was it be conducted. A description of the research design itself is made, detailing how the research was carried out, the method and techniques that was used to collect data, and how that data was analyzed. It included the research design, theoretical aspect of research methodology, study population, sampling methods, methods of data collection and ethical consideration.

Khanyisa (2017:75) explain that research methodology is a systematic way of solving a difficulty through the application of scientific procedures like describing research work, explaining research work and also predicting. All these parameters together are called as a research methodology.

Khan (2015:62) describe population validity refers to being able to generalize from the sample of individuals on which the study was conducted to the larger population of individuals and across different sub populations within the larger target population. It is about whether samples of participants' responses are an accurate assessment of the target population (Burns and Burns, 2008: 427). The study population is described in terms of who formed part of the study and who was excluded as the sampling reflects the variables of interest.

All these were done in order to comply with the requirements of the profession as well as ensuring that the results of the study can have validity. The other researchers and the people who will be looking at the research findings must see how the conclusions came about. This is also to enable anyone who can do the similar research, whether at different location or not, to come up with the same conclusion. Another reason is to enable the research findings to be generalized to a bigger population and different locations as well.

CHAPTER FIVE

RESEARCH RESULTS

5.1 INTRODUCTION

The purpose of this chapter is to provide research results that were acquired by means of raw data, which focused on the effect of structural impediments to procurement in South African Navy. The researcher explores questions posed to, and answers from the respondents are provided and scrutinized.

The objective of the research was to develop a communication model that can be used by military organizations to aid communication problems. In a pursuit to achieve the above mentioned, the researcher will be conducting the research to: assess communication systems in place at the South African Navy SPSC; explain the critical centrality of communication in project execution; and examine how effective communication can be used to solve existing and prevent future procurement problems.

5.2 REPORTING OF THE RESULTS

In a quest to accomplish the research objectives, information was acquired from both primary and secondary sources. This was consequence through a literature review and an empirical study. Both interviews and questionnaires were employed in conducting the empirical study. The primary source is based on the data collection through questionnaires. The secondary source refers to various publications that have explored the concept about empirical studies.

There were three sections of the questionnaires that were covered namely: biographical information, seeks to indentify basic human background and the composition of the organization through - open-ended and close-ended questions. Sixty questionnaires were distributed to respondents that are known by the principal researcher however confidentiality was ensured. The same amount of questionnaires distributed was returned and used for analysis of the study.

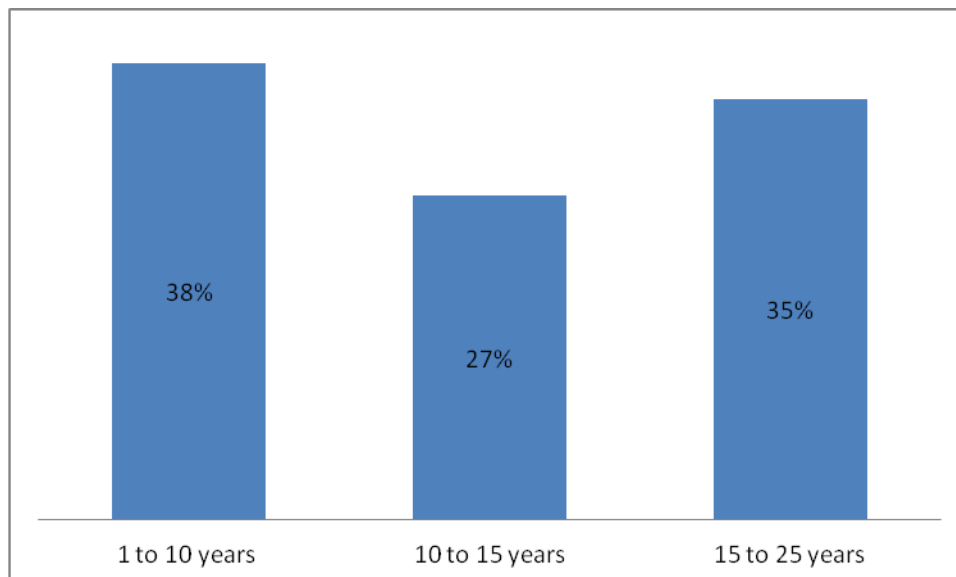
5.2.1 Section A: Biographical Information

The questions on this section are asked for biographical and statistical information, to establish a baseline thinking of the respondents towards the questionnaires. The section includes gender determination, years of service in the South African Navy, salary levels, appointment act, level of qualifications and job description.

Statement 1: Indicate the number of years you have been working in the South African Navy

The participants were required to fill in the years and the months they have served in the organization. Gupta and Tayal (2013:144) suggest that employees become loyal to organizations due to: employers' understanding of their needs, growth opportunity, conducive and safe working environment with no gender discrimination. The organization will reach its objectives through motivated and effective employees. The response of data analysis is shown on figure 5.1.

Figure: 5.1 Number of years in the South African Navy



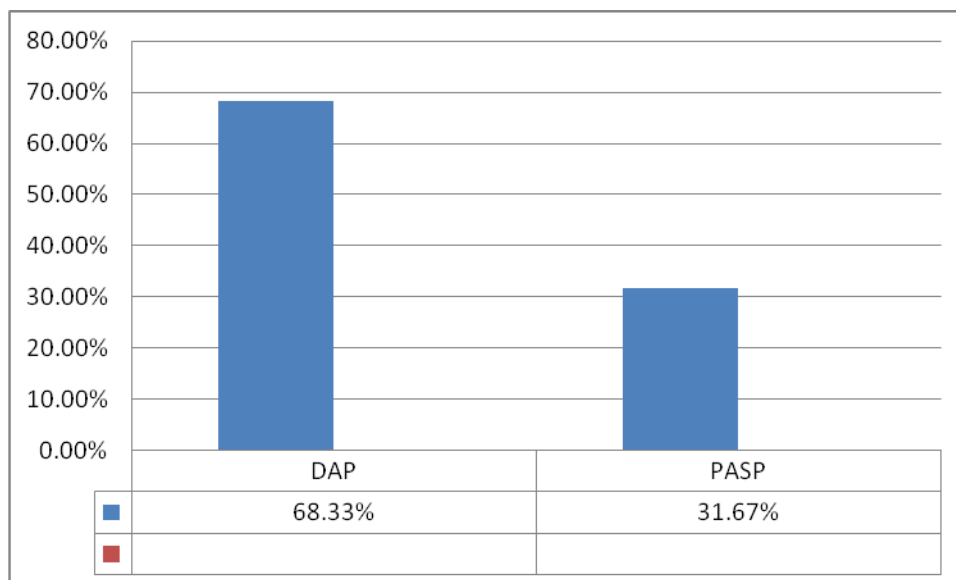
Source: (own construction)

The above results depict that members have been working for the organization for a period longer than 10 years. The proportionality of years in service is spread in a manner that promotes continuity with a 38.33% relatively 10-15 years of service and the nearly retiring with 35% established 21- 25 years of service. Taking into account that 26.67% with working experience is between 16 - 20 years, the figures based on the gap of years in service presents an opportunity for employment growth and rank progression.

Statement 2: Please indicate the Act under which you are employed

The SANDF is governed by two employment act namely Defence Act Personnel (DAP) of 2002, this Act regulate the uniform members of the armed forces. It contains the conditions of employment as such rights are limited for the uniform members. The other is PSAP of 1994, this regulate the civilians that serves with the armed forces. They provide supporting role to the combatant, however they are not soldiers. They are exercising full civilian's rights and entitled for service benefits such as medical aids .

Figure: 5.2 Employment Act



Source: (own construction)

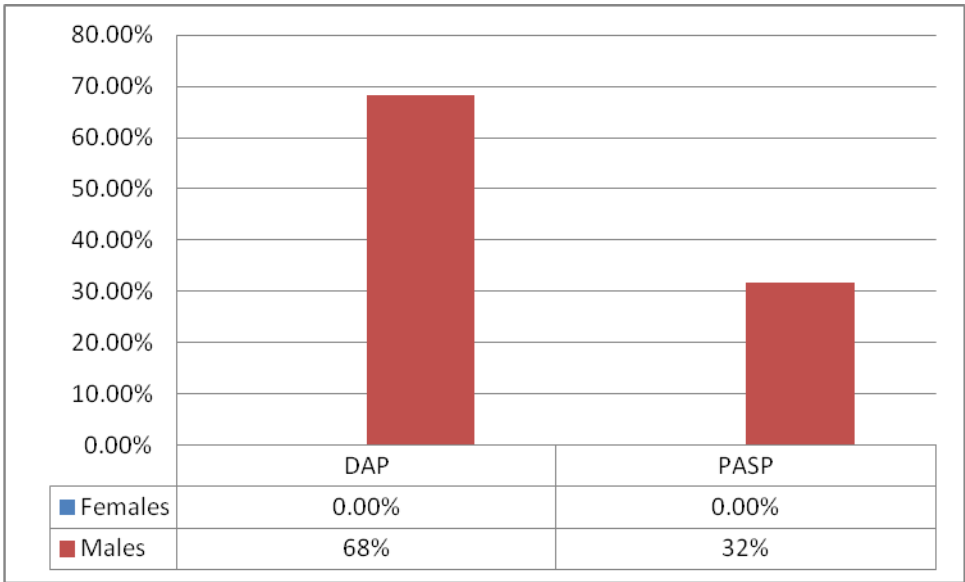
Results indicate the percentage of DAP members being 68.33% and the PSAP is 31.67%. The ideological formation of a Defence Force was around serving the country within a rigid framework and high discipline separating military personnel from the

civilians. The percentage above confirms that the military establishment has more DAP members (known as uniformed members) compared to PSAP.

Statement 3: Genders

South Africa affiliate with African Union: the vision of 2030 is to have Africa as a developed continent in all spheres with the focus on women. Therefore South African government department should champion the development of women especially in higher positions. The objectives of equality Act is to prevent gender based discrimination and promote equality by improving status of women’s.

Figure: 5.3 Genders



Source: (own construction)

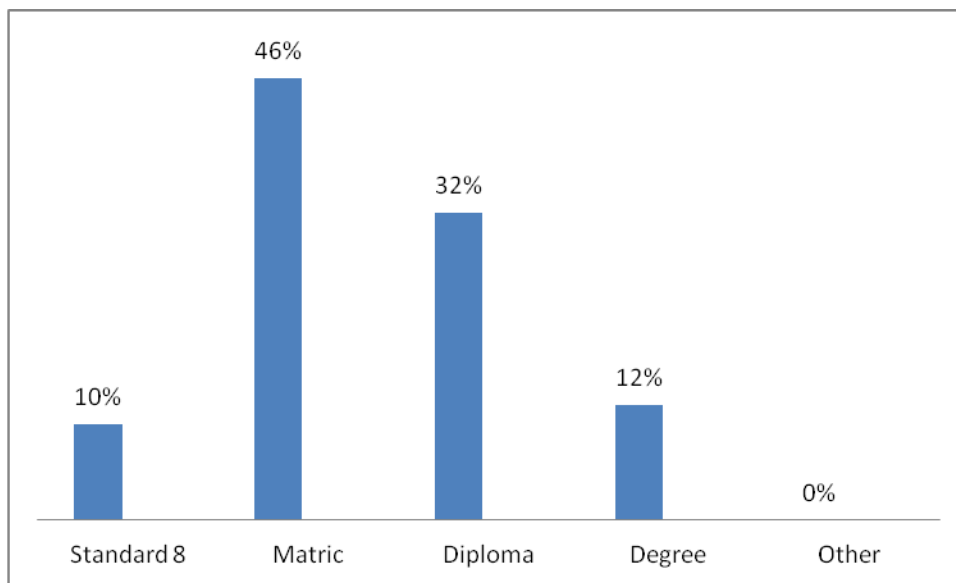
According to LeMoyne (2011:81) gender equality is the state of equal opportunity, access to resources and economic participation in all spheres of government regardless of gender. The results indicate that there are 0% females. It must be emphasize that, those are the findings for a certain section within the South African Navy not the reflection of the general department. However from the don of democracy 25 years, transformation of women should be regarded as a priority.

Statement 4: Please indicate your highest educational qualification

Given option was, Standard 8, Matric, Diploma, Degree and other

Educational qualification gives the researcher a baseline focal point of the communication problems that might exist within the organizational environment. The skills and educational expertise will determine the length of applicable solution and practicality of the solution implementation. Education goes beyond acquiring knowledge it is the ability to be empowered and transform theoretical teachings into practice by providing solutions that are effective and efficient (Ute, 2012:35).

Figure: 5.3 Level of education



Source: (own construction)

South Africa has come from a system that segregated citizens based on the color of their skins, created a big gap in terms of opportunities and access to resources, (Luthuli 2009:17). Dunnigan (2008:41) state that military members are trained to fight wars, and many South African soldiers fought apartheid and lost opportunity to be educated. Citizens of the enjoyed the democracy that many scarify their own life for freedom to rein, thus today education remains a sensitive subject to those who missed out. The results show the imbalance in terms of education 10% with standard 8; this may be attributed to apartheid. There's development of 46% with matric, and the elite 12% with degrees. Hardani (2012:79) point out that organization with enormous educational

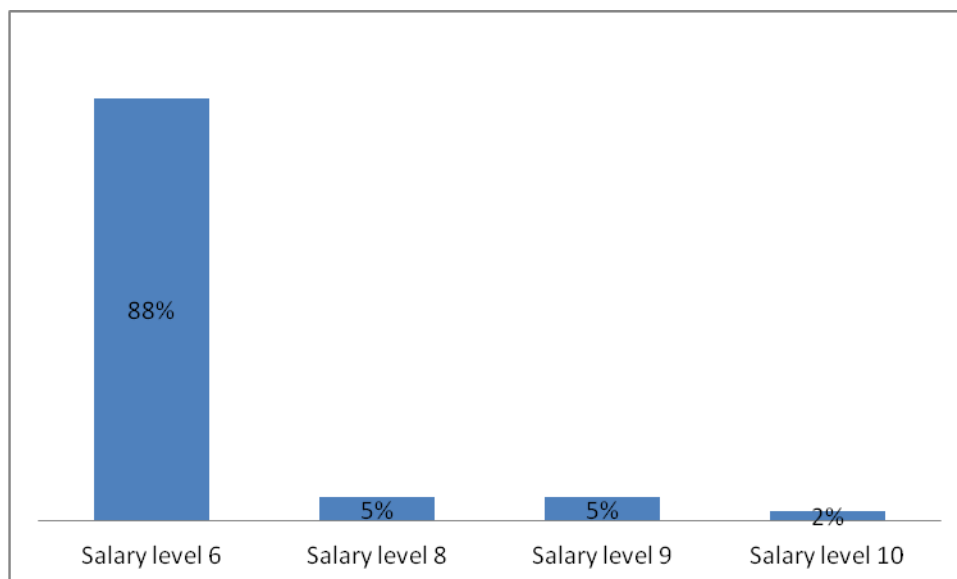
differences is more likely to have structural malfunction due to conceptualization levels. The gap between the matric and the degrees is enormous, it substantiate the World Bank statement that says “South Africa is the most unequal society in the world”.

Statement 5: Please indicate the salary level at which you are employed

Given options were Levels 1-4, 5-6, 7-8 and 9-10

Salary level represents position, responsibilities that are occupied by the member and authority thereafter. The researcher links salary level with influence and ability to impact change within the member’s immediate environment. Agarwala (2007:151), defines salary levels as a system that determines salary benefits and the status of the employee within the organization based on years of experience and specific functions that the employee performs.

Figure: 5.4 Salary levels



Source: (own construction)

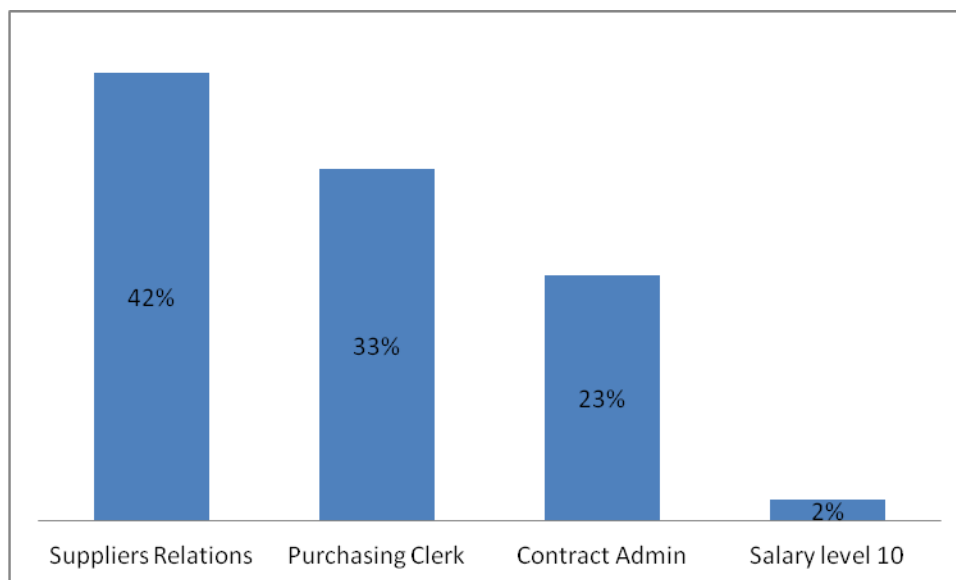
The majority members of the population are operating at South African government salary level 6, which makes them administrators and frontline clerks. 88% is the majority salary level; this is the anchor of the SPSC. The vast different in salary level suggest that people who are higher in salary level have absolute power. The gap is too wide

apart, post structure requires to be reviewed, and this might results to unhealthy working environment. Members are to be empowered to take part in management position so that standard of life in their personal capacity may improve in return organization contribution will increase.

Statement 6: Please indicate your job description

Given options were: supplier's relation, purchasing clerk, contract administrator and procurement officer

Figure: 5.5 Job descriptions



Source: (own construction)

The organizational structure based on the respondents depicts that suppliers relation has the majority members (42%), which, by design, members are required to communicate with suppliers - internally and externally. Communication remains the centre piece of the organizational reputation through across communication etiquette.

According to (Ijaiya 2009:72), in any organization communication leads to effective management whether formal or informal; therefore organizations require employees to best represent themselves on or off duty to achieve organizational goals.

Communication strategies are to be executed, at all levels of the organization to achieve optimum output.

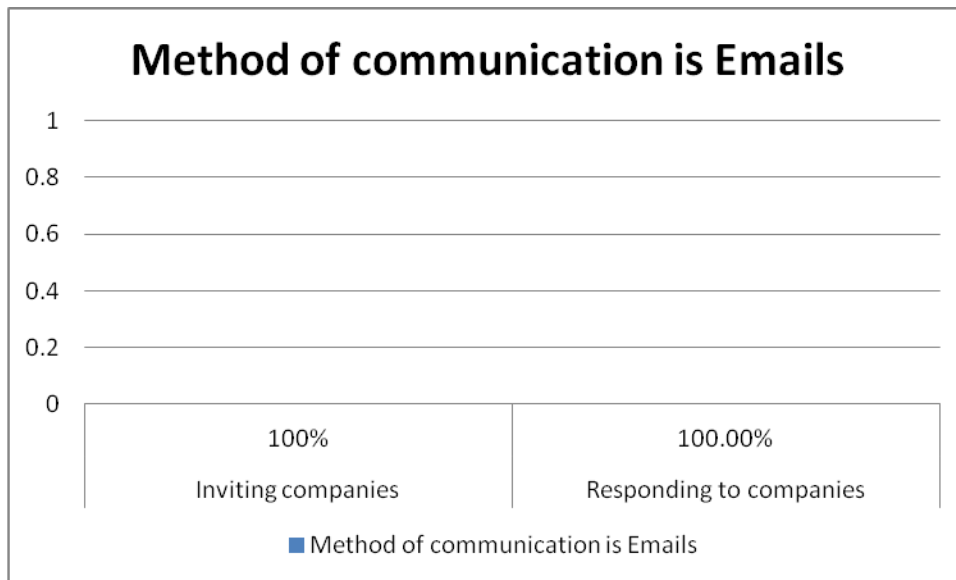
5.2.2 Section B: Project Briefings (Likert Scale)

The correct communication tool utilized ensures that the right information intended for the right audience reaches them at the right time for timeous response. Project Briefing allows customers and designers to have the same expectations about the progress of the projects and outlines short comings that might have been previously overlooked. According to (Meng 2014:367) a Project Briefing is a continuous communication process to share important information that clarifies ambiguity, and enhances the quality of communication internally and with the stakeholders involved.

Statement 7: How is your organization inviting companies for project bids?

Given options were: telephone, email, letter and meetings

Figure: 5.6 Method of communication



Source: (own construction)

The 21st century has introduced a high level of technology for the effective exploitation; people are equipped to perform better than yesterday through the use of technology. According to Berners (989:01) mentions that, when he designed the World Wide Web:

he had a vision to have a technology that will grow and impact the world improving the use of space and time. The emailing system have improved through cyber security, it is deemed reliable fast and secure. Littlejohn (2012:17) states that, the security around technology depends on the management understanding the criticality of losing information without a backup. The diagram above shows that, SPSC relies 100% on emailing system for communicating with clients. Cervone (2014:123) state that, technologies disadvantages is the continuation to have system that is faulty; in this regard productivity is lost.

Statement 7 to 8 were analyzed together in 5.6

Statement 8: What method of communication does your organization use to respond to the companies from the project bids?

Given options were: telephone, email, letter and meetings

The technological has evolved over the years; there are better ways of sending and receiving information at less the costs. Organizations can benefit enormously through technological applications. SPSC, respond to the companies from the project bids using 100% emailing system.

The traditional ways of posting a letter is deemed to be less effective given variables such as eroded post office infrastructure and lost mails that delay communication and increase organizational overhead costs. Meetings remain the core business communication activity that carries across the human touch and emotional compensation. An organization operates around meetings with its exhausting logistics such as conference rooms and parking bays.

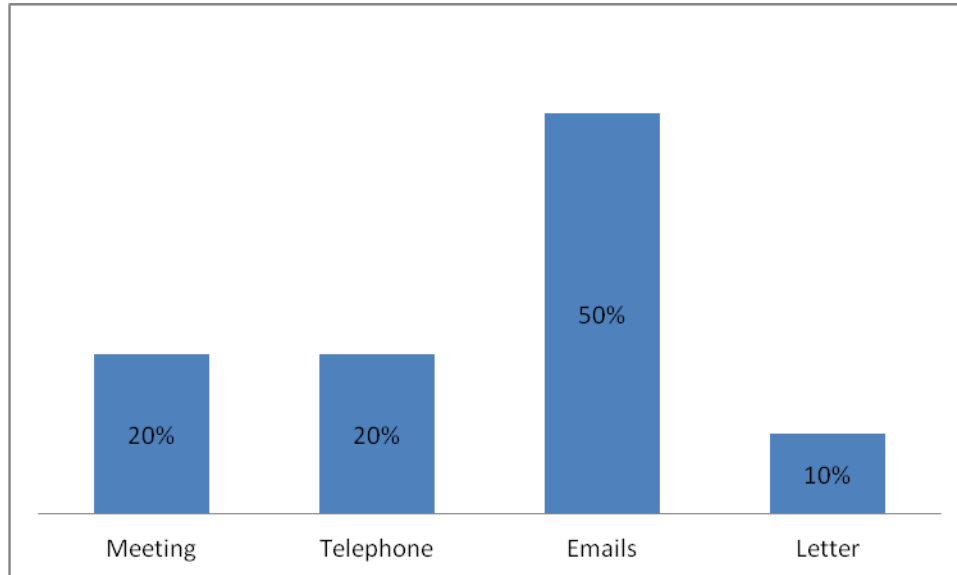
Statement 9: Is this your preferred way of communication?

Given options were: telephone, email, letter and meetings

The question itself is inter- linked with age group, level of education and organizational position. This is a personal question to determine the understanding, that older people with less education will prefer older way of doing things such as preferring hand written

letter or physical meeting rather than the use of technology to simplify logistics arrangements.

Figure: 5.7 Preferred way of communication



Source: (own construction)

According to Cervone, (2014:142) physical meetings were effective in the 19th centuries. Today's technology, however, has made it possible to have a virtual conference that accommodates several parts of the world without transportation being part of the concern. Every minute, economical productive people communicate by means of a telephone. It is a credible and reliable tool of communication with the exception of record maintenance and retrieval when required. Figure 5.7 gives a broader analysis from organizational culture to age differences and academic background.

Tsai *et al* (2009:101) organizational communication is developed in a manner that, it becomes the culture: clear lines of communication are drawn and the hierarchy is well understood. Newly recruited members to any organization will conform with rules and regulations and even the unspoken ones, which are passed by the elders to the new generation. That is organizational culture, members who are 15 years and more in

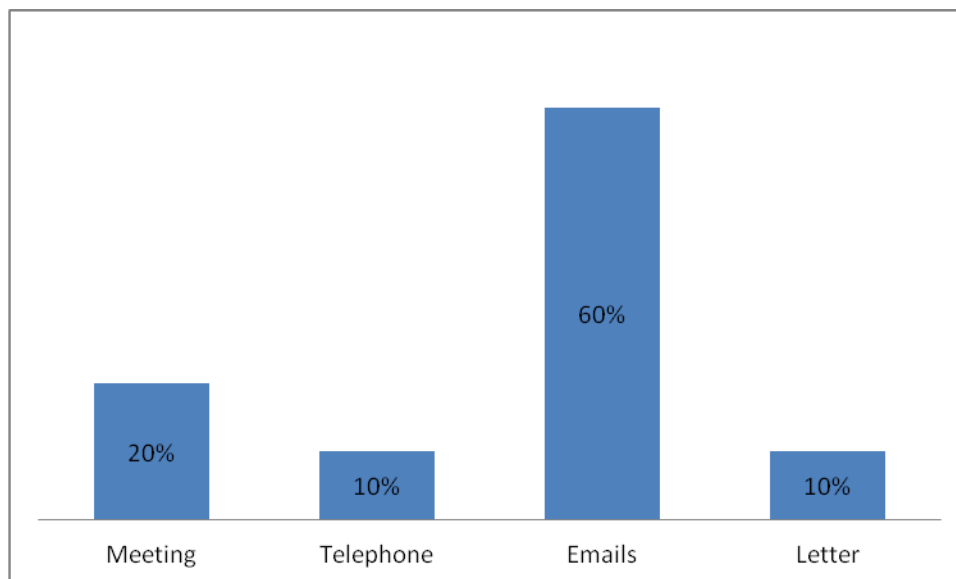
service are likely to be described as the old schools that will prefer meetings 16.66% and the 21.66% telephone.

Mpunga (2000:47) argues that, technology is viewed in relation to class and education: organizations that invest more in technology are deemed to be intelligence as compared to the one that invest little. Given the age group differences from SPSC, the researcher concludes that the 66.66% who preferred emails as a method of communication is the youth with tertiary qualifications. Bourne (2011:71) states that, members in the organizations should ignore their own feelings and adhere to set structures in order to avoid organizational fractions. Members should look after existing structures and follow proper channels for any dissatisfaction or improvement. It remains important to have effective communication that teach, enlighten and inform rather than distractive communication that divides.

Statement 10: How is the project scope communicated to team members?

Given options were: telephone, email, letter and meetings

Figure: 5.8 Project scope communicated to team members



Source: (own construction)

The method of communication used as depicted by figure 5.6 indicates 100% reliability on emails to invite companies for project bids. The same method of communication is used to respond to the companies. The preferred way of communication (figure 5.9) shows that 66.66% of responded are in favour of emails whilst 21.66% said telephone is their preferred way of communication. The institutions' respondents are in favour of meetings with 16.66% preferring meetings. The project scope in figure 5.8 shows that information is communicated through emails with 70% and 30% communicate using meetings. According to Ashalkaul (2006:123-126) emails have certain advantages that propel an organization to achieve its goals in an efficient manner in comparison with traditional ways of posting a letter. The advantages of emails in an organization include costs effectiveness, speed, global connectivity and (environmentally) good for the planet.

Technology increases market opportunity and has taken over the organizational world by enhancing social connectivity, creativity and efficiency. Delpont *et al* (2014:59) states that, one of the disadvantages of emails is over reliance on technology. Employee and employer lack emotional connectivity. When employees feel that their labour saving devices are not functioning optimally, they disengage. This may create a gap between management and staff, which can compromise the organizational vision and mission goals. Chances are high that information overload through email can cause misunderstanding in communication. When two people communicate face to face, the researcher suggests that it decreases possibilities of misunderstanding.

Mpunga (2014:89) suggests that, companies should establish a quality management system to manage technology. Organizations should further invest in project controls and procedures software that limits communication to be transmitted through the system. It will allow for automatic filing and document management for all communication processed, and serves as a recovery system when it is most required.

Statement 11: Does your organization issue follow up communication on appointment for projects?

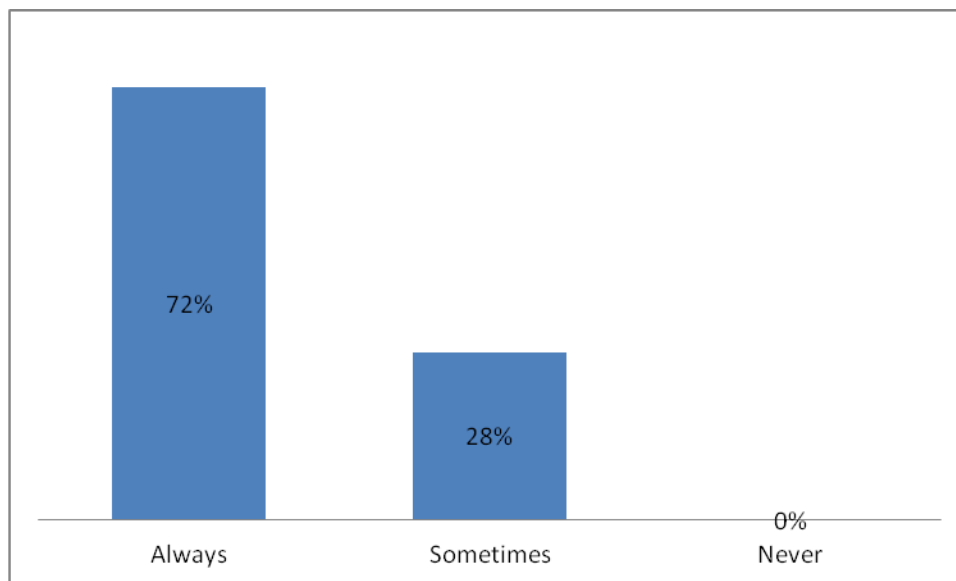
Given options were: always, sometimes and never

Communication remains a unique instrument in an organization that management uses to issue instructions and inform employees about opportunities. Employees provide management with crucial feedback for decision making (Akinnubi 2010:174). Suppliers in a project are quintessential based on their inputs for the project to be completed in time. Constant communication is required from project team to suppliers and vice versa. Figure 5.5 shows the frequency on follow up communication on project appointments.

Figure: 5.9 follow up communication on projects appointments

The follow up communication on project appointments affect the resource assignments of a project. If a supplier is not informed that they have been awarded the bid to supply, in essence there is no financial justification to supply goods and services. Figure 5.9 shows a 71.66% frequency on follow up communication, which is good but not good enough. The 28.33% is cause for concern and shows the need for follow up communication skills interventions.

Figure: 5.9 follow up communication



Source: (own construction)

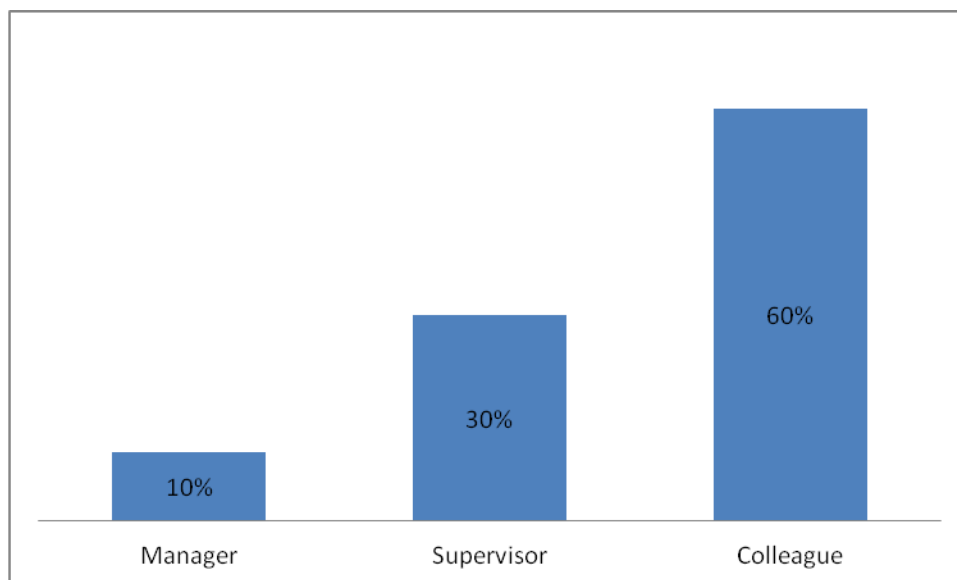
The follow up communication on project appointments affect the resource assignments of a project. If a supplier is not informed that they have been awarded the bid to supply, in essence there is no financial justification to supply goods and services. Figure 5.5

shows a 72% frequency on follow up communication, which is good but not good enough. The 28% is cause for concern and shows the need for follow up communication skills interventions.

Statement 12: Who do you speak to about work related problems?

Given options: immediate supervisor, supervisor and manager; Communication as a concept simply means the basic ideas and facts about imparting information and knowledge from one person to another with the intention of getting feedback upon understanding the message transmitted. Organizations should create a culture of employees to respect superiors and not fear them. By doing so, critical information and status of employees' wellness will be readily available to superiors, (Akinnubi 2010:178). Figure 5.10 shows the analysis who employees speak to about work related problems.

Figure: 5.10 Communicate work related problems



Source: (own construction)

There is a high percentage (60%) of respondents, which prefer to communicate work related problems with colleagues. Given the organizational structure of the institution this is not alarming. However, it depicts a picture that management is far apart from the ground. Adequate managerial internal communication with project teams enables

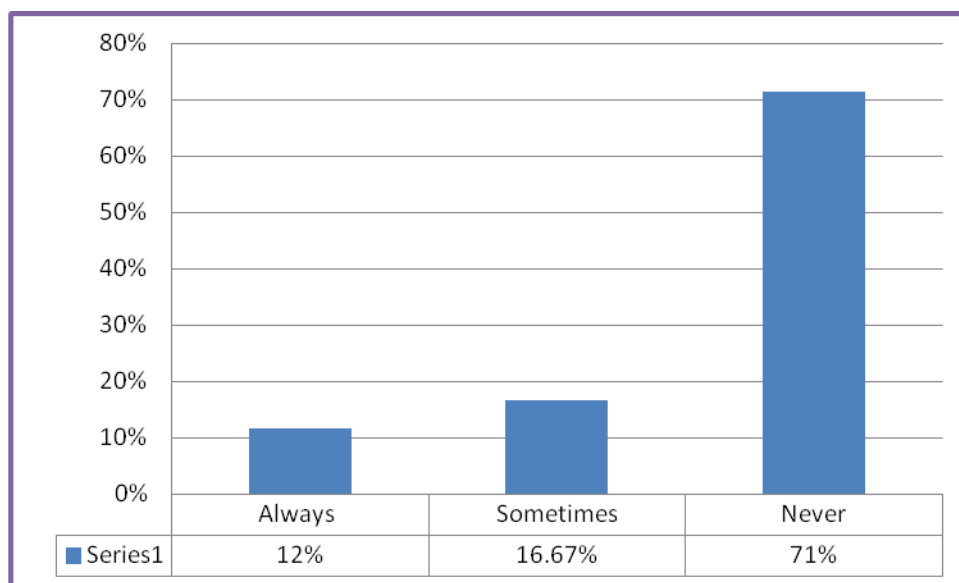
deeper understanding of the project status quo and determines organizational efficiency and effectiveness through improved internal communication (Delpont *et al* 2014:72). Only 30 of respondents indicate that they communicate work related problems to their immediate supervisor. This might be incorrectly interpreted that only minimum of problems exist. It is clear that management is far above operational problems as only 6.66% of respondents indicate that they communicate with their managers. The researcher concludes that it is the supervisors and the procurement officers who communicate with management.

Statement 13: Does your organization have communication plan for projects?

Given options were: always, sometimes and never

A communication plan is a strategic document that entails information regarding who should get what type of the information regarding the project and how often should stakeholders be updated. According to Kerzner (2003:148), a communication plan formally defines who should be given specific information based on their level of security classification and interest in the projects. It outlines communication channels to be utilized in delivering information.

Figure: 5.11 Communication plan for projects



Source: (own construction)

The communication plan should also address how project activities are communicated during emergencies and who the key role players are to disseminate information to - electronically and manually. The organizing of documents that contain critical historical information for future use in a logical manner may add value to the project. The lessons learned from previous projects serve as guidelines for do's and don'ts of similar projects in future. Tourism & Robson (2004:97) concurs that organizations should maintain records by developing a store with limited access for safekeeping of information, storing and retrieval.

Figure 5.11 shows that 71% of respondents say there is 'no' communication plan for the projects. But 11.67% of respondents concur that communication plans for projects exist. It is the Researcher's interpretation that communication plans do exist but that the 11.66% who knows about it, form part of management. It is crucial to disseminate information across all members of the team to ensure equal understanding of the project progress and prevent ambiguity that might arise due to information kept by management. With regards to the frequency of filing communication, 100% responded

Statement 14: Do you file your communication?

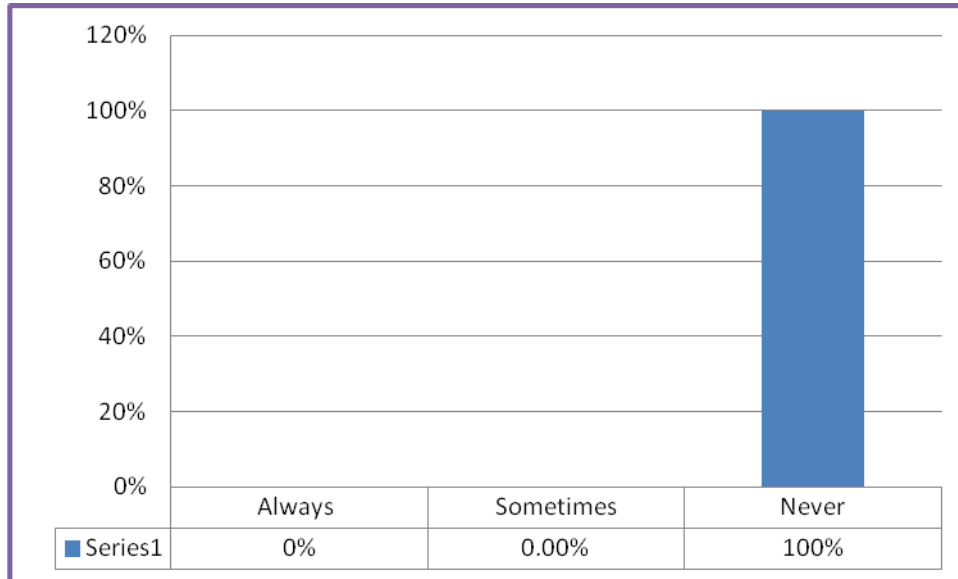
Given options were: always, sometimes and never

Filing was once a career path for many individual, the traceability of documentation solved many cases and saved businesses from liquidation. Tracking down document or information requires precise skills. Kerzner (2003:149) point out that, physical filing maybe replaced by computer back up. However organizations who rely heavily on technology have mastered the art of information backup after backup.

There are number of ways to communicate but basically it's a two way channel of receiving and sending information. This can be in the form of speaking or writing formally or informally to colleagues. The effective process of information by communication is the key element that determines the performance and effectiveness of the SANDF to execute its duties. Filing maybe called back up information for future

utilizations, organizations may consider the utilization of electronic filling, because the quest to have yesterday's information tomorrow will remain prominent.

Figure: 5.12 Filling of communication



Source: (own construction)

Figure 5.11 confirms that filling of communication it does not take place; however the researcher is of an opinion that big organizations such as South African Navy due to military practices, filling physical and electronic does take place. According to Dunnigan,(2008:52) cite that, military communication policies are developed for only the top secrecy members, even information that should be general knowledge is classified. David (2015:141) suggests that, procurement bids meeting minutes should be kept a secret due to the unequal power of the board members. Deviations from policies and framework total amount to corruption, however it is justified with authority. The above supports the researcher's opinion that, filling or communication backup exist at SPSC, it might not have been known when questionnaires were administered.

5.2.3 Section C: Operations (Likert Scale)

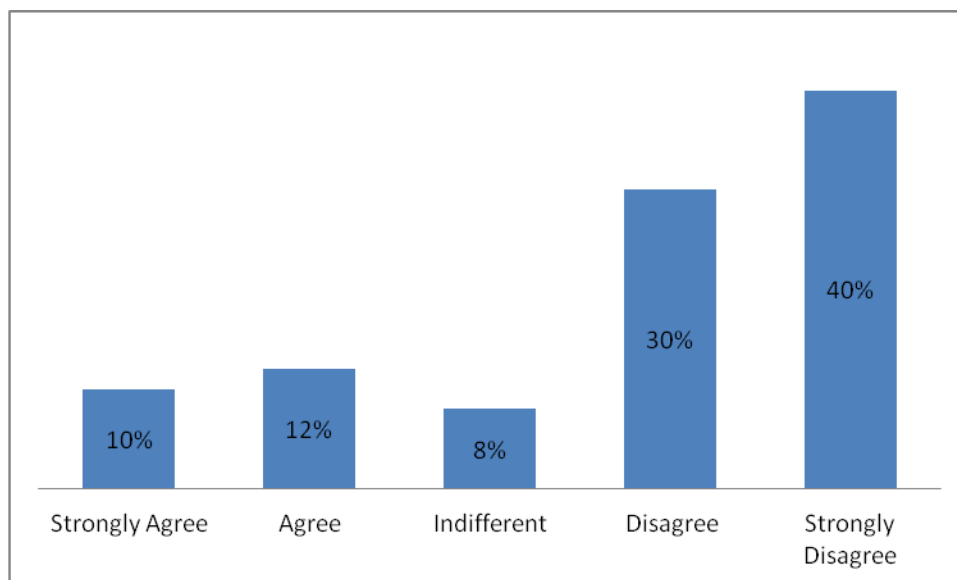
This section focuses on how employees perceive their working environment; the flow of communication; and how the vision and the mission objectives of the project are shared among project team members. The conduciveness of the work place to share work

related issues with management is being scrutinized to establish the flow of communication from bottom to top. The respondents to use the following scale: 1= Strongly Disagree, 2 = Disagree, 3= Indifferent, 4= Agree and 5= Strongly Agree

Statement 15: Management provides a clear mission and the vision of the project to the team

The vision and mission of the project is most important for project team members to know and understand the purpose of the projects and the value it is adding to the end-user. Management is required to make the vision and mission of the project visible as it describe the bigger future and furthermore state the intentions, summarize the values and demonstrate commitment to living up to during the project phases. Figure 5.7 shows an analysis of whether Management provides a clear mission and vision of the project to the team?

Figure: 5.13 Management providing vision and mission



Source: (own construction)

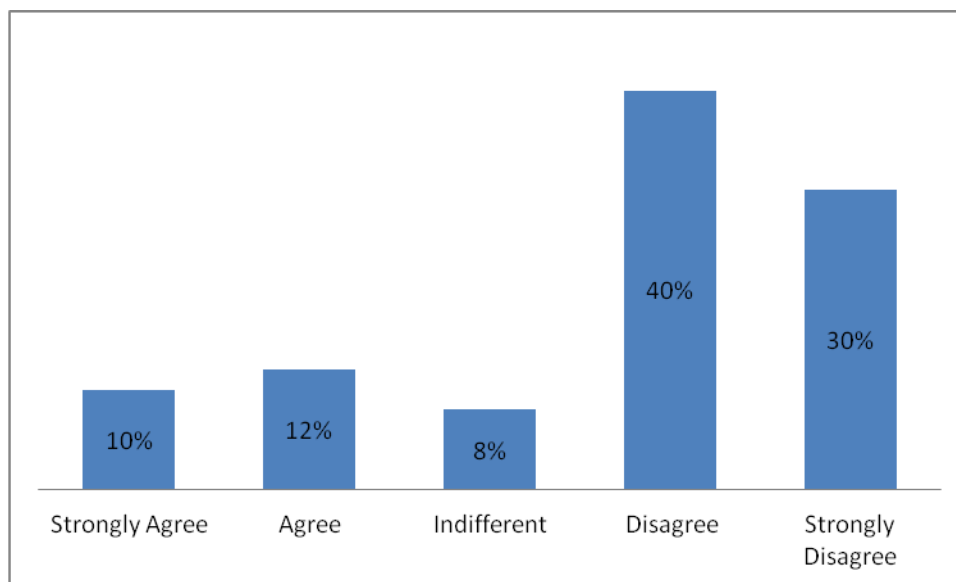
Figure 5.12 shows that management provides a clear mission and vision with 22% combined with members who strongly disagree. The percentage is inadequate for subordinate to perceive management contribution in this manner.

8%, indifferent posses project progress to be in between. Notwithstanding the 30% who disagree and 40% strongly disagree. The latter says management does not provide clear vision and mission. The numbers shows fraction within the institution. Fraction in an organization such as a military institution represents a lack of discipline. Management requires introspection in terms of duties and delegations to ensure every single team member understands the vision and mission of the project at any given time.

Statement 16: Guidelines are available for correctly performing the project tasks

Projects guidelines provide a roadmap for managing and preventing unnecessary deviations from the project scope. They play a critical role informing the project team how to execute tasks and serves a frame of reference during times of uncertainties. Burke (2008:127) attests that, project guidelines help to manage projects and provide the knowhow of project management activities, scaling project sizes, duration and critical activities such as planning, organizing, execution and management. Figure 5.13 shows the analysis of whether guidelines are available for correctly performing the project tasks?

Figure: 5.14 Available project guidelines



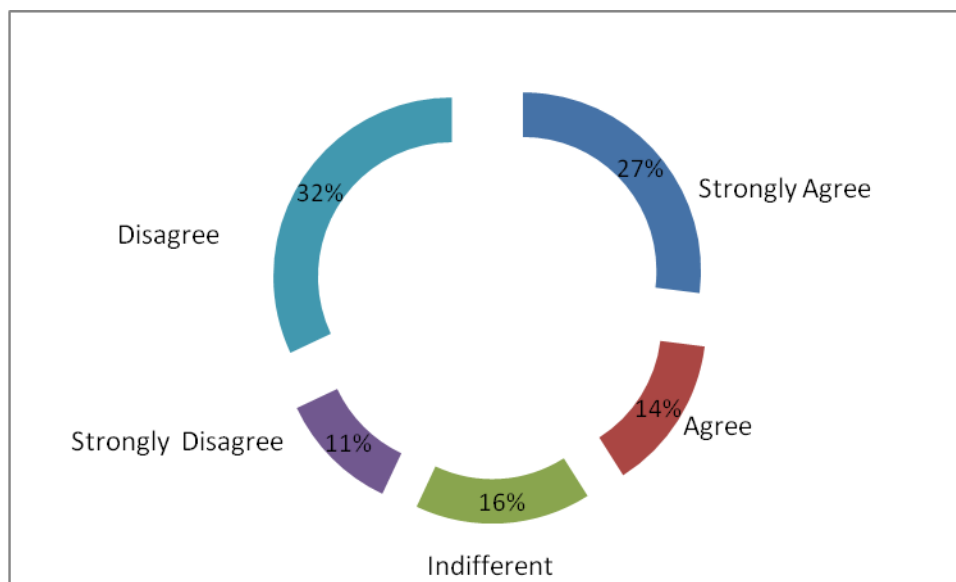
Source: (own construction)

Figure 5.13 show 22% combined with strongly agrees that respondents confirm guidelines are available to perform project tasks. In an environment where guidelines are available to assist team members to perform project tasks, there should be no space for deviations or mistakes in delivering the project scope in time. In this regards is the opposite, 70% confirms through the respondents that guidelines are not available. The Researcher suggests that ensuring compliance with stipulated project guidelines will ensure stability and successful project completion. The availability of information is magnificent, however the correct utilization of information aid the project to achieve its goals.

Statement 17: Feedback is given on performance to team members

Feedback is used to describe helpful information or criticism about action. It is communicated to an individual or group of people so that information may be used to enhance performance for future endeavors. The exchange of information in an organization it is not personal but in the interest of the project and involves performance expected and performance exhibited. Feedback information may be used to make better informed decisions (Ashalkaul 2006:119).

Figure: 5.15 Feedback given on performance to members



Source: (own construction)

Bureaucratic organizational structures such as the military where the communication flow from top to bottom, stipulates clear processes of communication enforcing the chain of command. The rank structure that is applicable in the military gives authority and the segregation of duties between members. Communication structures are based on responsibilities and discipline is uncompromised. Figure 5.14 shows the analysis of whether feedback is provided on performance to the team members, and whether feedback is given on performance to team members.

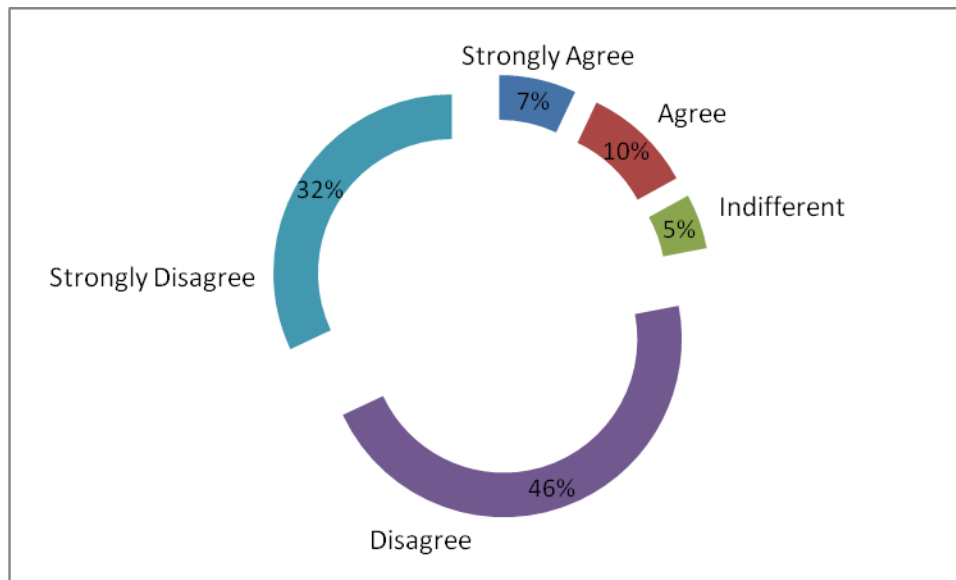
There is a positive response that management provides feedback to team members with 27% strongly agreeing and 14% agreeing. Feedback does not always have to be negative, as it provides team members with an opportunity to grow and feel good about a job well done. Maslow (1945:11) affirm that, people are motivated to achieve their needs as part of developmental growth, and being recognized in the organization as it forms a sense of belonging. Management should take cognizance of the fact that 32% of respondents disagreed that feedback is given on performance to team members, and ensure that all members receive feedback. It should be further mentioned that when the feedback is not what team members expected, it does not mean feedback was not given. The respondents present a variable of 16% indifferent, which means they are unresponsive. Management should seek the underlying core for the unresponsiveness to turn the situation around. Luthuli (2009:74) suggests that, leaders should have the necessary development and implementation skills to turn bad situation into good benefit of the organization. Managers should take on leadership responsibilities that are based on sound leadership skills.

Statement 18: Structured communication processes are in place

Structured communication is a process whereby framework describes how individual interact within the organization to limit ambiguity and further present a conflict resolution plan. Thomson & Mabey, (2014:25) affirms that, structured communication provide subordinate with a clear vision of the organization from management perspective and outlines required input to achieve set goals.

Structured communication serves as a communication plan, when unforeseen circumstances arise it details how does the organization communicate in order to reduce panic, harm and confusion. The purpose is to enhance communication capabilities and also to limit unnecessary flow of information.

Figure: 5.16 Structured communication processes



Source: (own construction)

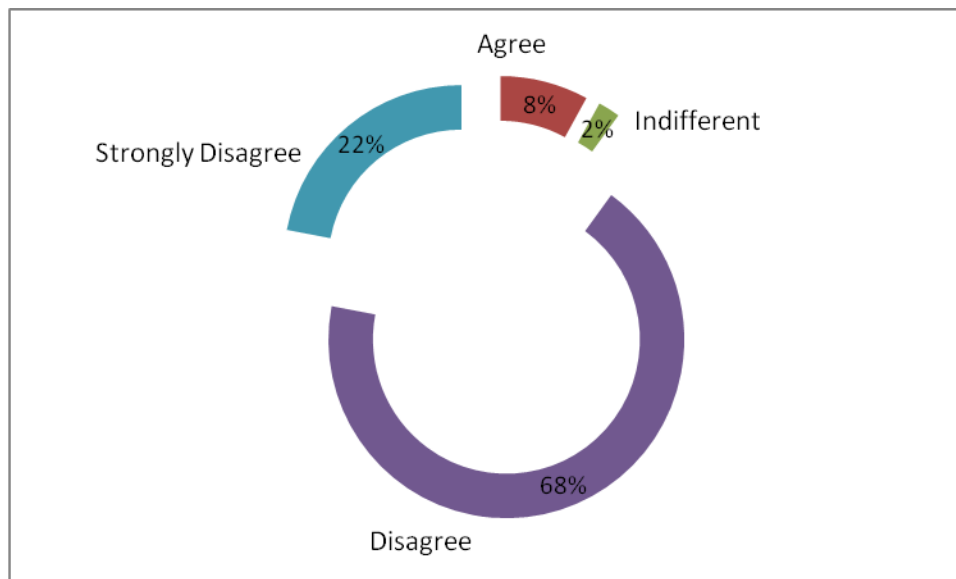
Structured communications processes are in place with 46% of respondents who disagree and 32% strongly disagree. According to Virkus (2009:17) leadership skills is a combination of different facets such as technical, conceptual and communication skills. Managers motivate subordinates to perform beyond expectation and such are accomplished when organizations have structured communication processes that are known by subordinates.

This may be cross referenced with statement 13 which asks the question: does your organization have a communication plan? The equivalent responses came back, with 71% negative and 12% positive. It is the Researcher's opinion that the 12% who responded positive is management; therefore management should share the communication plan and educate team members about the communication processes.

Statement 19: Discuss all work-related issues with my superiors

Communication with supervisor is important for the team member and the supervisor for the project success through team members following instructions and asking clarifying questions. Communication presents both entities with an opportunity to report any problems resulting in work performance and informing supervisors about problems experienced during the execution of duties. Conducive working environment should promote open communication within seniors and subordinates with restriction of communication channel to address matters.

Figure: 5.17 Discuss work related issues with my supervisor



Source: (own construction)

Team members should be informed about protocol and communication channels to address issues. Burke (2008:19) substantiates that, managerial positions have become a social class status and project managers have become unapproachable. Kulkarni (2015:4) affirm that, managers who distance themselves from subordinates lack the real time knowledge of organizational production from the ground. Subordinates lack trust to managers whom does not understand their needs, therefore it is advisable for managers to pay attention to subordinate wellbeing.

An analysis of discussion of work related issues with supervisor shows 8% of respondents agree. There is a 2% indifferent, majority with 68% disagree, there's requirement for immediate management development in order to change the status quo. The operational skills of managers in a project environment also include knowledge of the overarching functions, rules of their organization and the standard operating procedures of all entities. Knowledge of the products and services are also of the utmost importance (Yukl, 2006:10). Managers in projects should be in possession of the necessary knowledge, competence and proficiency to undertake their own managerial and leadership tasks as described in their job description.

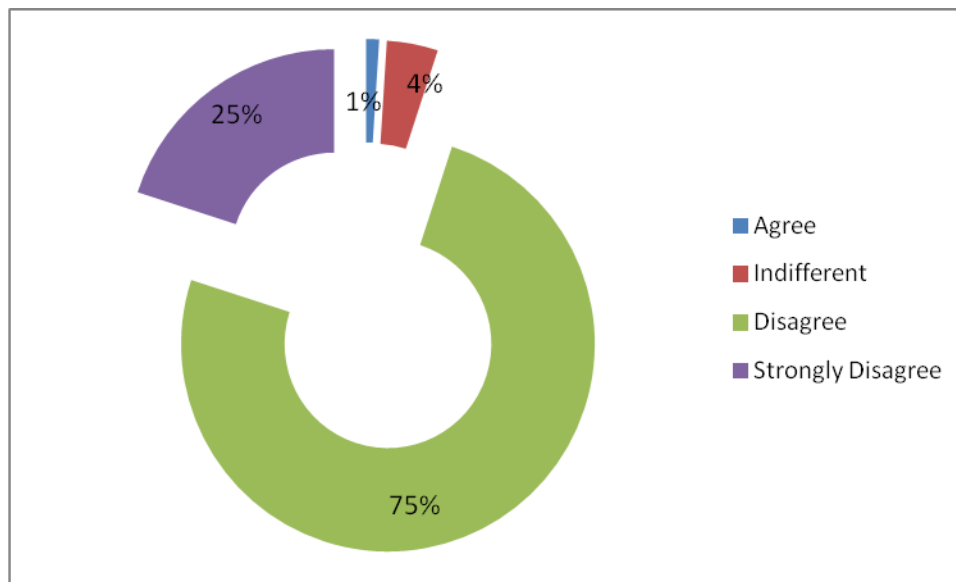
Statement 20: Communicate to a person at a higher salary level

Military organizations are crossed the world make use of rank structure that is internationally recognized, for this purpose rank represent position and level of authority vested into the member. The structure represent peers, subordinate and seniors so as the communication. According to Hargie & Tourish (2009:277) substantiate that, large organization structures turn to exclude management from being in touch with subordinate, therefore subordinate would not simple communicate with seniors.

The South African salary dispensation that awarded people with scares skills, intended to empower women was applicable to other government department except the department of defence. In this study it was discovered that SPSC does not have women's in their environment. The researcher attributes exclusion from dispensation to the lack of women's in the SPSC.

Visser (2012:32) ascertains that the human brain is like a sponge however filtering of information is very important to separate the important and not so important information to prevent information overload. It is easier to concentrate and listen to one source at a time then multiple sources. The human brain is like a sponge however filtering of information is very important to separate the important and not so important information to prevent information overload. It is easier to concentrate and listen to one source at a time then multiple sources.

Figure: 5.18 Communicate to a person at a higher salary level



Source: (own construction)

The results show majority of the people are more or less on the same salary scale and there is a big gap between salary level 6 and 7. The 75% disagree and 20% strongly disagree represent majority of members that are in salary level 6. This can be cross referenced with figure 5.6 that showed 83% of the workers from the population are in salary level 6. The 11% that agreed, this had to be management. According to Kerzner (2008:152) project failures are often attributed to managers denying reality and forced to distinguish correctness of the project rather admission of truth and seek help.

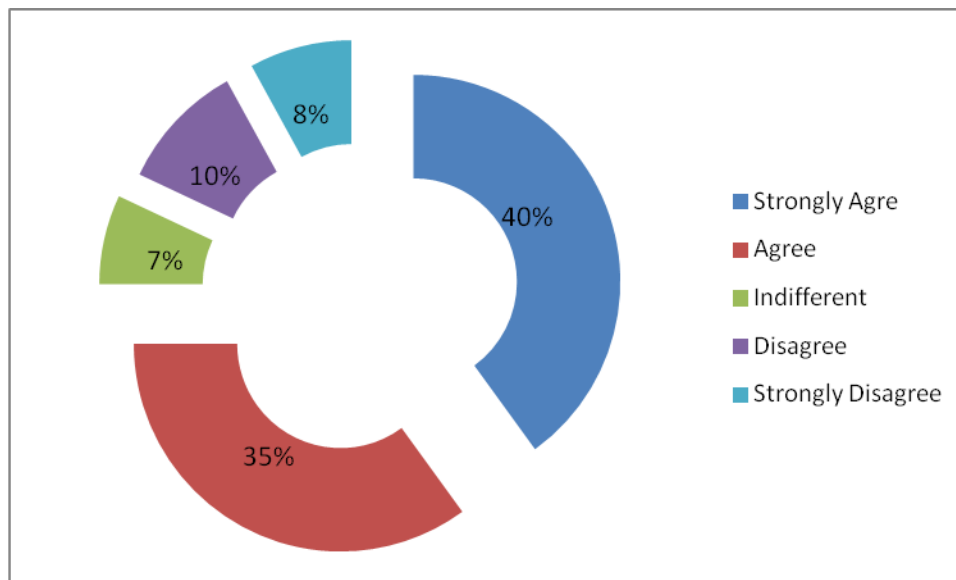
Managers have a tendency to ignore reality in order to thrill stakeholders while people on the ground are in distress. Hargie & Tourish (2009:279) organizational structures require that communication should be embedded within, in order to achieve organizational goals without perplexity. SPSC is a military unit which substantiates the difficulties in communication between different salary levels. Dunnigan (2008:78) articulate that, military communication approaches are deemed conformist by civilian society. The purpose of military communication is always born with the aim to protect citizens of the country, whether in support function or combat role. During this process civilians continues to observe and seek for mistake in terms of constitutional violation.

Statement 21: Communicate with anyone in other sections

Internal communications encompasses both official and unofficial communication to impart, inform or instruct team members through various media such as memos, policies and procedures. The unofficial communication that happens between team members during lunch or other break times can take the form of exchange of ideas, opinions and development of personal relationships Bourne, (2011:19-21). In many ways internal communication is the solid foundation of the organization. Team members spend most of their daily time at work. Without internal communication team members are just a collection of disconnected individuals each working in the organization.

The most valuable investment any organization can make is in the development of its subordinate as well as future managers are to equip them with the necessary leadership skills to lead their effectively through the application of communication across organizational level.

Figure: 5.19 Communication with anyone in other sections



Source: (own construction)

The results are satisfactory; with 35% agreeing and 40% strong agree that communication with anyone in other sections is possible. Sections in organizations are inter-related due to task and organizational culture. Internal communication is the basic

understanding of the organization and team members. The 10% who disagrees might be subjected to misinterpretation of the question. The Researcher is of the opinion that respondents read the question as: communication with anyone in other sections regarding work relating issues. Based on the previous questions respondents expressed that, it is not anyone whom you can communicate with regarding work related issues. According to Khotari, (2009:96) respondents in research questionnaires turns to be neutral with the fear of victimization from the employer, the neutrality affects the core findings of the study. The 7% indifferent maybe attributed to fear of victimization from the employer. However it exists, therefore resources should be allocated to resolve the matter.

Statement 22: Complete a task with someone from a different department

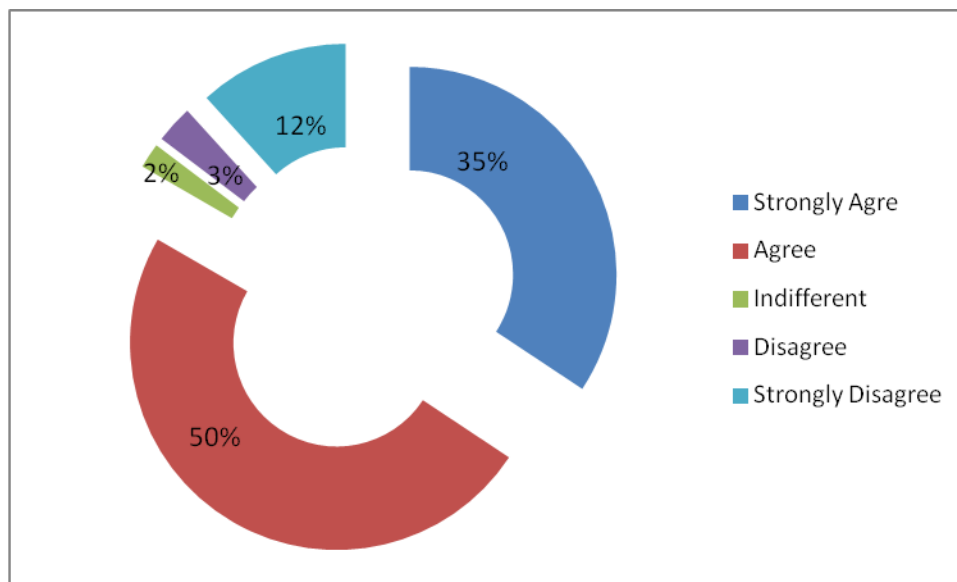
The ability for an organization to cross departmental task completion is accredited to good leadership and effective application of communication skills. Collaboration saturates the organization to have employees that are engaged, attraction of talent and increased productivity. Collaboration with other departments and team members at lower salary level and higher is actually the single most potent element for an organization's survival. It improves flexibility of the team members to handle sudden change (Armstrong 2016:114).

Tourish and Robson (2014:166) suggest that most personal communication techniques contribute to member's openness to other organizational section in order to complete tasks; which demonstrate professional and sound business ethics. It is imperative for a leader to communicate effectively and continuously promote unity in an organization due to the shared values and success for all. Effective communication in a team could be what separates a poor leader from a good one or create good or bad organizational ethics. If there are harmony within a team and no misunderstandings can create a healthy and peaceful work place. If there are effective and efficient communication the work can be completed quicker and professionally.

The dynamics of a team is dependent on getting the lines of communication open with your team. Some personal communication techniques that can be used are to have an

open meeting. This will allow them to see and feel your passion and buy in to what you proposing. Training can also be utilized to communicate effectively within a team because most people especially in the military takes training seriously. In order to use sound organizational ethics to stimulate effective communication seriousness and confidence must be displayed. In a team listening skills is important and the leader must not talk for the sake of it.

Figure: 5.20 Complete a task with someone from a different department



Source: (own construction)

The positivity indicates unity within institution and project goals may be easily achieved. The stability of policies and effective organizational structures enjoys benefits inter-departmental assistance and task completion. Burke (2011:112) resource scheduling integrates, the project cycle. Task completion with someone from other department is leadership, innovation and appropriate style of management.

The 3% who find it difficult to complete the tasks with team members from other departments requires motivation and this can be crossed referenced to figure 5.18. in which respondents indicate the 10% whom find it difficult to communicate with members in other sections. Management is getting things done through other people in an environment where communication is top down. Yukl and Mahsud (2010:81) state that

the philosophy on which situational leadership is built can be found in the idea that leaders must be flexible and that their leadership style should change according to different situations in their work environment.

Statement 23: Complete a task with someone at a lower level than mine

Completion of task with anyone requires the following: skills, knowledge, resources and communication. The SPSC organizational structure and communication model is from top to bottom. Managers find it easy to delegate and get the task done with someone lower than their level, they have official power. Lael (2011:9) managers should empower the lowest level in the organizational structure to strive for organizational efficiency through skills development. According to Thomson & Mabey (2014:152) investing in human resource development has become the corner stone of organization success and resources may be utilized better than before.

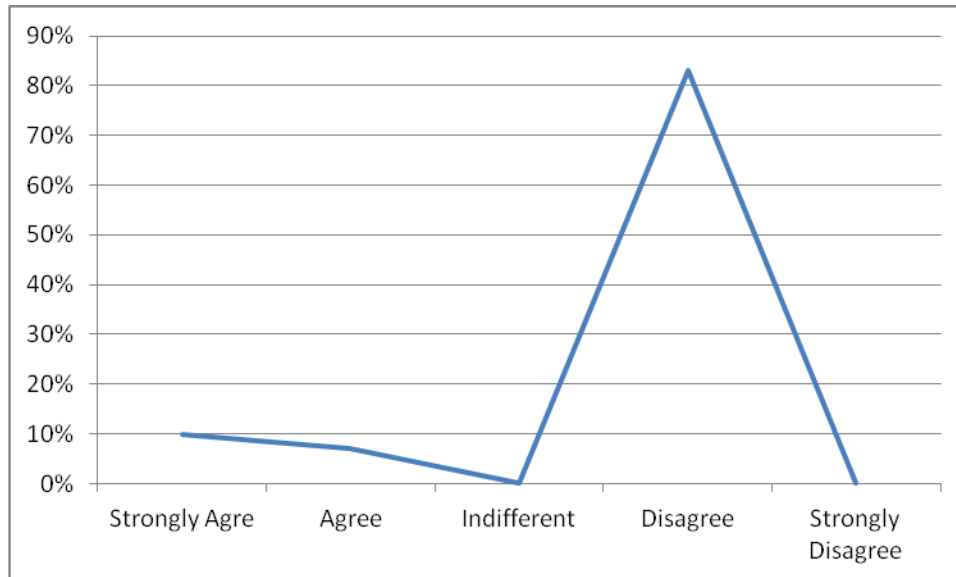
Organizations that are lead by leaders who possess the following skills should not experience problems in completing task with subordinates:

- Directing
- Coaching
- Supporting
- Delegation

Hamilton (2016:5) state that the situational leadership theory focuses on the four leadership styles from (directing to delegating), but they emphasize that the four leadership styles requires flexibility as the situation present itself. A subordinate may be on two different maturity levels at the same time, which means by implication that they function at low maturity for some of their tasks, but on a higher maturity level for the rest of their tasks. This requires that the situational leader brings a more flexible dimension to leadership than most other leadership theories. Lael (2011:24) explains the phenomenon of job delegation, most members or people who does not have subordinate will not experience the magnificence of job delegation and senior retains

accountability. Completion of task with someone lower than your level has many variables such as: delegation and empowerment, juniors learn from seniors.

Figure: 5.21 Complete a task with someone at a lower level than mine



Source: (own construction)

Situational leadership suggests that managers should focus on the task outcome to further aid continuity of the organization. Bourne (2011:72) highlights the importance to implement situational leadership over an extended period of time in order to secure successful implementation of the approach. The results shows an interesting change of mindset from the majority, 83% disagree that task can be completed with someone below them. This is attributed to the fact that 83% of the population is on salary level 6; those members have not experience delegation to the next person. They are always given instructions and they execute.

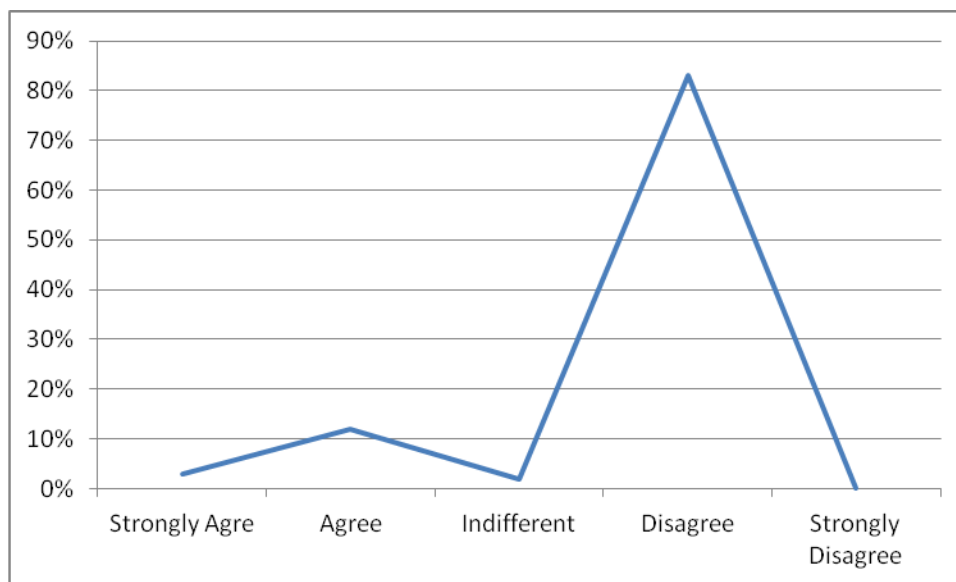
Management understood the question from their own perspective as the results shows 10% strongly agree, this could have been the middle managers and senior management with 7%. Lael (2011:8) affirms that maturity level is a guiding element when difficult situation arises, management should be equipped to understand subordinate and the value their contributing to the organization. The above mentioned results could have been different should have management, developed subordinates to

occupy senior responsibilities in the future. The 83% is the majority at the lower level so they have no one to delegate and no one lower than them.

Statement 24: Complete a task with someone at a higher level than myself

Organizations operate in different environment which means one solution fits all is impractical. The ideology to assembly people in smaller teams turns to be effective in the 21st century. Tindall and Holtzhausen (2012:375) people are group based on the task at hand and the skills they encompass in order to complete the task. In any organization they are leaders for command and control so even in small teams. Tourish and Robson (2014:152) authenticate that organizational status made managers to be distance from the operational theatre of the organization; it is perceived that people on the ground are dim-witted. A leader who has a long term organizational vision and developed people skills seek to improve life's of subordinates and threats everyone equal.

Figure: 5.22 Completion of task with someone at a higher level than myself



Source: (own construction)

Great leaders create an environment whereby people can work with one another regardless of organizational hierarchy; the important part is the task at hand and understanding duties segregation. The intention is to focus on the problematic area of

the results. 83% respondents who disagree may be cross referenced with statements 20: communicate to a person at a higher salary level - the results are the same. Robbins *et al* (2011:316) advocate that, subordinate whom experience difficulty to communicate with seniors, they have lost trust in management. Therefore situation as such requires leaders who understand the root cause of the problem and address it precisely. The findings confirm that the rigid communication lines hamper organizational progress. Only 12% agrees that a task can be completed with someone at a higher level. The study discovers a trend of minority who constantly respond indifferent.

Statement 25: Does not communicate critical operational information to us

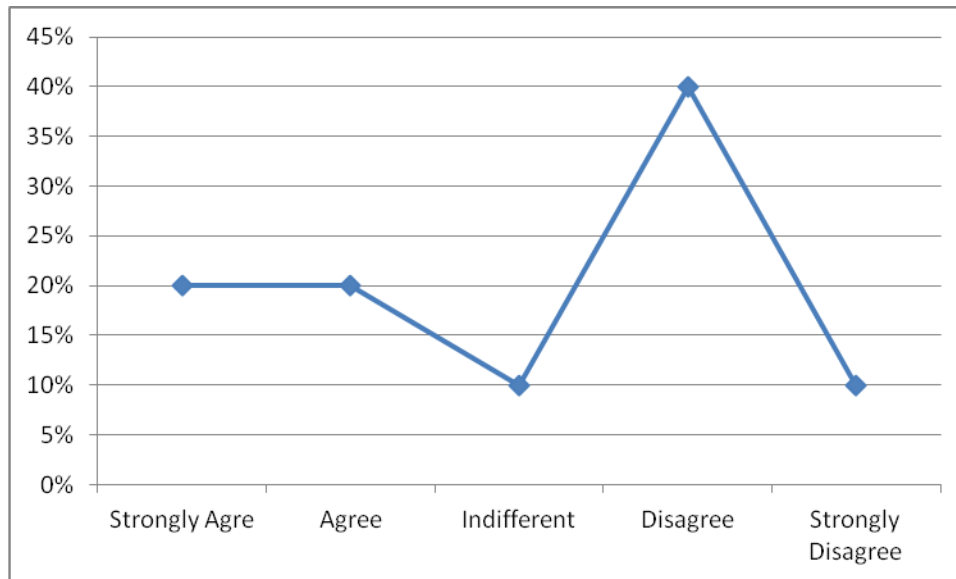
The aim is to determine whether management and supervisors communicate critical information to members. Critical information contributes to project success and it is important to have informed team members. According to Lawler and Finegold (2015:204) communication from management is essential to effect team performance and ensures coordination of production factors, and human elements of an organization as an efficient network of change and advancement. Therefore, it cannot be over-emphasized that managerial creativity and effective use of communication channels ensures that critical operational information reaches the team members in time and bring about high performance output.

Ljaiya (2010:141) strike a chord to managers that communication is the centre peace of management in manner the tone, gestures and postures delivers a message impacts on the responds. Good communicators as management gets the task accomplished smoothly as compared to others. Communication as a management tool plays a major role in achieving organizational goals, clear, concise and instructional communication. Managers should further learn to communicate with subordinate not to subordinates, this skill build trust, promotes open lines of communication, (Lael 2011:9).

The effective utilization of communication can quickly alleviate challengers that members of the organization experience by taking the opportunities to share critical operational information to the members. Communication systems effectiveness depends on management ability to communicate the processes with the workforce.

Poor communication will affect all organizing, planning, leading and directing evolutions required to meet the results.

Figure: 5.23 Does not communicate critical operational information to us



Source: (own construction)

The results depicts fractions within the institution with a 40% who disagree and 10% strongly disagree. Given the population participated in the study this tells us that 50% disagree that critical operational information is not communicated to the members. Kroukamp (2007:11) continues to warn leaders that organizational fractions divides the unity and force followers to pursue individual goals rather than of the organization. Leaders should guard against popularity in the organization: members should not be bigger than the organization.

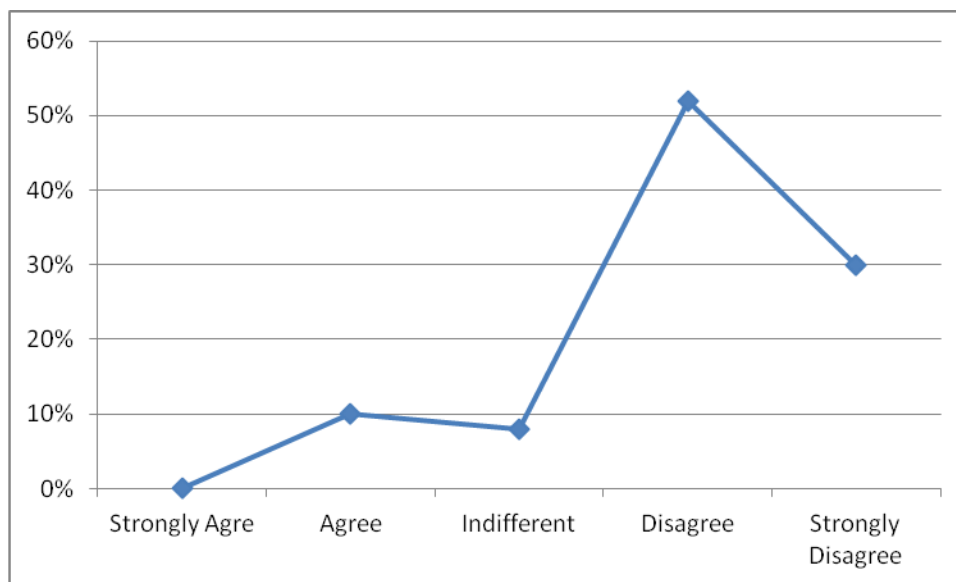
The 10% minority continues, require influence to understand the organization and honestly take a side. The 40% part confirms that management communicates critical information with them. Mgwebi (2010:2) point out that leadership is a foreign concept in the African community, most great African leaders have one thing in common namely lynching in power. This is evident in small organization whereby leaders create a group of members whom will follow blindly and organizational program will remain a dream. Information should be shared equal to everyone who requires affecting a task,

transparency of management is encouraged in this regard. The withheld of critical information by managers to members it sets the organization back in terms of production.

Statement 26: Never comes to me to discuss any work related issues

Littlejohn (2012:11) explains work related issues is a cultural norm that advocates being personally accountable and responsible for the work that one does and is based on a belief that work has intrinsic value. Kerzner (2008:72) defines work as the carrying of tasks, which involves the expenditure of mental and physical effort for the objectives to be achieved in return for salary. Communication about work related issues, this include employer and employee. Managers often are representatives of employee, they delegate, pass information also reprimand when necessary. Clear lines of communication improve workers relationship with superiors and faults are easy report to seniors, further it maintains a healthy working environment, (Hamilton, 2016:147).

Figure: 5.24 Never comes to me to discuss any work related issues to me



Source: (own construction)

A managerial leader can be defined as a person who has a combination of knowledge, skills and experience to lead other people and to make them his or her “willing” followers, (Kroukamp 2007:62) . Kulkarni (2015:152) defines leaders in the public office

as persons who can motivate, delegate and reprimand subordinate to follow them to promote better service delivery in the process. To some certain extent the results will show whether management discuss work related issues to members: this forms part of duties and delegation of any manager to provide direction of the organization to subordinate.

The findings show that management and supervisors communicate with team members (52% disagree), this is an indication that communication requires attention. 30% strongly disagree, managers are so distant to an extent that they don't communicate with members with work related issues. This may also be attributed to technology because emailing system is in use for communication. 10% agree, the questionnaires were populated to everyone at the SPSC, the researcher conclude that this percentage is the management. The 8% indifferent require managers and their subordinates or followers have to elevate or raise one another to higher levels of morality and motivation during periods of change.

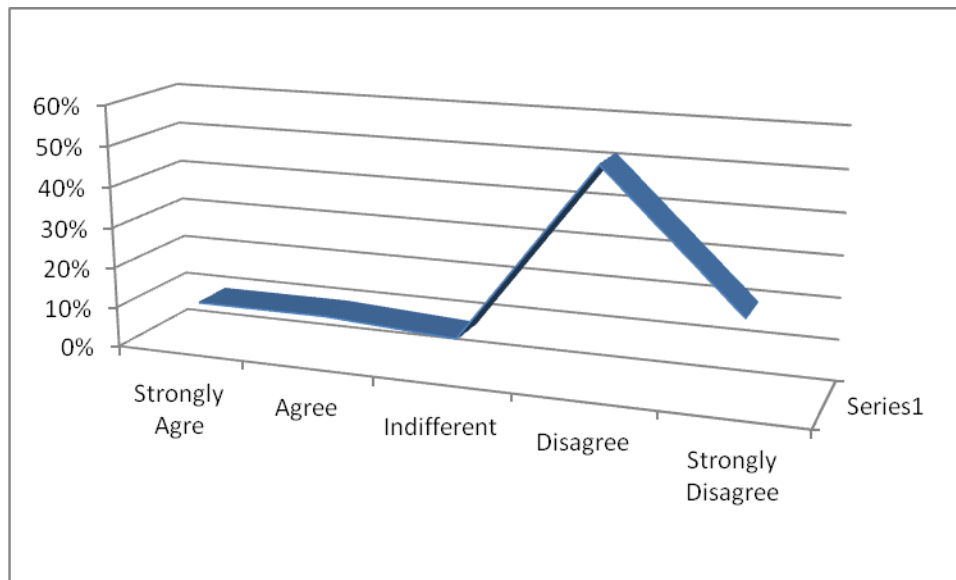
Statement 27: Communicate necessary feedback in time for my operations

The focus of this question is to determine that managers do provide timely feedback to individual when required. On time individual feedback helps both parties to keep track of activities and deviations can be quickly rectified. Northouse (2007:12) defines communication feedback as the final component of the important factors in the process of communication, whereby response is given by the receiver to the sender. Boshomane (2014:96) assert that feedback can be negative or positive. Positive feedback indicates that the sender can continue his/her communication in the same manner as before. Negative feedback on the other hand, indicates a need for a change in the manner of communication.

Communication Feedback provides an opportunity for both parties to express and also praises for excellent output. Hargie and Tourish (2009:277) affirm that communication feedback serves as: positive, negative, deliberate, and immediate or no feedback. Time is deemed the most precious tool of the projects due to deadlines and time is quantifiable in monetary value, so project management environment revolves around

time. Therefore it cannot be over emphasized that feedback regarding operations need to be given timely to team members. The role of managers is to envision change and find ways to motivate themselves and followers to secure better performance in the future.

Figure: 5.25 Communicate feedbacks in time for my operations



Source: (own construction)

The findings show that management and supervisors communicate does not communicate feedback in time for members operation. 52% disagree; this is an indication that communication requires attention. 20% strongly disagree; managers are so distance to an extent that they don't communicate feedback in time for operation.

The results show similarities with figure 5.22, further respondent accent that communication is problematic from top to bottom. The lack of communication maybe attributed to technological system that is used for communication. Members may want a one on one feedback sessions, however the organizational culture dictate that messages may be send to the next person using an email.

10% agree and other 10% strongly agree; there has been a discovered trend when analyzing the questionnaires. There's always a minority that supports the management and majority that disagree with the status quo. What seems to be exasperating is the steady 8% indifferent. Management has been identified by scholars as a key

determinant of the success organizations, such as SPSC. Research indicates that creating the appropriate management development climate and management approach within SPSC will lead to a motivated workers core, increase performance and will establish a 'happy' core of subordinates that are focused on reaching SPSC goals.

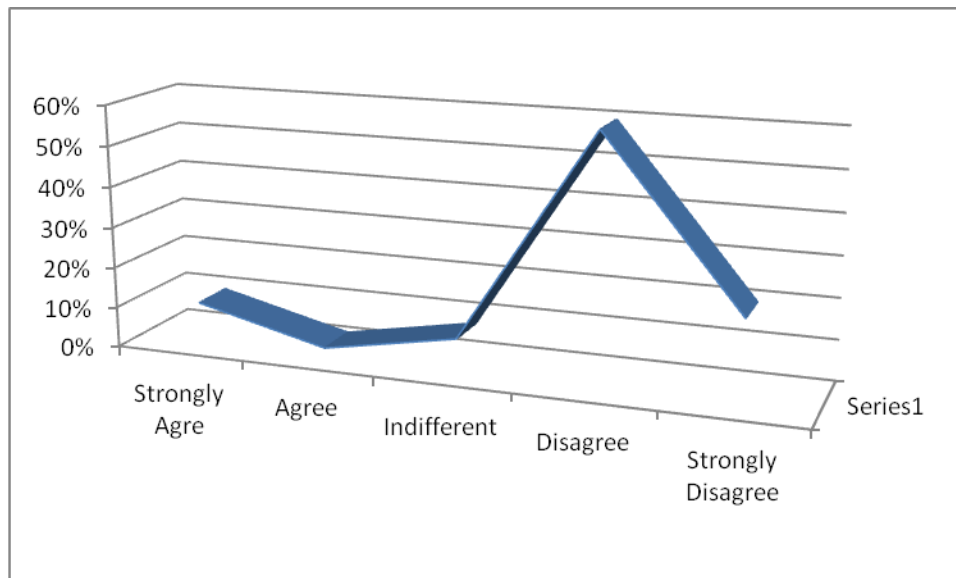
Statement 28: Always delays in giving me the necessary feedback to any requests

The aim of this question is to ascertain the urgency of management devoted in processing requests and providing team members with feedback. The urgency and sensitivity of requests differ in content to another. Sana (2015:19-20) insist on time management is an answer to the issue of poor planning and eventually affects productivity for the organization. Time is a precious tool that revolves around skills, activities and mindset for most senior members. Correct utilization of time may turn around business strategy and improve team member's morale moreover productivity. Hargie & Tourish (2009:278) emphasize the importance of prompt feedback, thus it contributes in problem solving, aid leaders to manage information and be innovative to find best way to motivate subordinates. Tshishonga (2013:27) describe that organizational request vary in handling processes as the sensitivity differs, he explore three organizational request processes namely: urgent, emergency and normal. However there should be an applicable rule that a request will take so many days for feedback to be provided, but to make exceptions for different circumstances.

Hardani (2012:77) is; however of the opinion that leaders should always remember that being a leader of people is a privilege. Therefore human resource is the most valuable asserts in the organization, managers should be empowered with skills and knowledge to use discretion. Leadership skills development remains a critical part of any manager's profile to be effective in their role as managers and leaders in organization. This is particularly relevant during complex, uncertain, changing times and when organization requests are drastically increased. Kerzner (2008:52) state that team members should be mindful that requests are privileges not a right, the outcome depends entirely on managerial discretion. There should be guidelines from a policy point of view, on how to

handle requests to avoid accusations of favoritism or bias, and team members being unfairly disadvantaged. Equality promotes unity; it remains the role of management to create a working environment that practices fair labor across the board.

Figure: 5.26 Delays in giving me the feedback to any requests



Source: (own construction)

The results depicts that 60% disagree and 20% strongly disagree that managers provides feedback in time to any request. The figures fluctuate from positive to negative as compared to figure 5.23, whereby 10% agree that communicate feedbacks is given in time for my operations. Then result shows that only 2% that agree that feed back is given to any requests. Furthermore there's 8% steady indifferent and it is not doing justice to the study. The outcome of the questions proposes that, there's a predicament from managers with regards to communication with subordinates. Communication with subordinates remains a crucial part of organization strength and understanding the people whom are the working force.

Kerzner (2008:53) suggest that although request depends on manager's approval, given the content and the nature of emergency, it remains the manager's responsibility to communicate feedback to the member whether positive of negative. Negative response should always be substantiated with facts, why it was not approved. Delays in

providing members feedback should be treated as unforeseen circumstances, however not a known norm. Managers in this regards should value their position and at least regard subordinates requests and address them in time for harmonious working environment.

Statement 29: An effective team spirit amongst my team members

The aim of this question is to quantify the level of the group team spirit and the effectiveness of the team. No man is an island. Modern business models are structured around team concepts, so that, when members are required to help as part of their job delegation or emergencies, there should be immediate cooperation. Snelgar and Potgieter, (2014:91) mentioned that it is important for every member to understand how the organization operates in a teamwork concept and consider individual jobs as part of the team effort in processing the final product. Teamwork is based on the organizational culture and team spirit emanates from the top by building teams with the correct attitude.

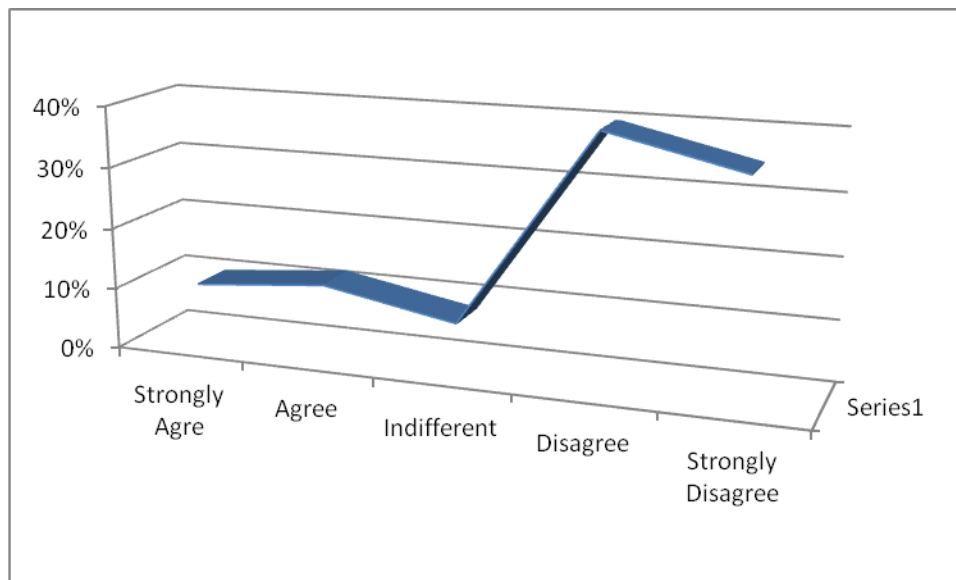
According to Mattson (2019:01) recommend the following benefits for team work:

- Fosters creativity and learning: working together enhances creativity, people thrive when are working together. Sharing ideas as a group is better than one person view point. Collaborating on a project creates an enthusiasm for learning that solitary work usually lacks. Being able to share discoveries with the rest of your team excites employees and fosters both individual and team knowledge.
- Blends complementary strengths: working together members learn from each other, shares different abilities to resolve problems and improve standard operating procedures for the effective output.
- Promotes a wider sense of ownership: Team projects encourage employees to feel proud of their contributions. Tackling obstacles and creating notable work together makes team members feel fulfilled. Working toward achieving company

goals allows employees to feel connected to the company. This builds loyalty, leading to a higher level of job satisfaction among employees.

Team spirits serves as the cornerstone for subordinates happiness and organization benefits through having loyalty members which result in decrease of staff turnover, scarce skills can be developed and retained within the organization.

Figure: 5.27 An effective team spirit amongst my team members



Source: (own construction)

The percentages are too wide apart; there's no effective team spirit amongst team members when 40% disagree and 35% strongly disagree of respondents. The results above paint a very unpleasant working environment whereby members literally dislike the environment. The role of effective leadership is to provide guidance in uncomfortable times and restore hope. The above situation require leader who will: define what effective leadership means in the context of the organization. By means of: creating systems, processes and policies that support good leadership. Develop leaders' skills at the hand of leader's skills development training programmes. Creating the conditions in which the value of leadership is recognized and lays the foundation for their further development as leaders.

The 10% strongly agree and 10% agree, figures are too vast apart from positive respondents to negative. It is the Researcher's opinion that building effective teams with the right attitudes lies within management's domain. Organizations should promote communication that is open and honest to better team members' interaction. This will result in good teamwork among team members and considerable amount of trust in management from subordinate. Management should continue to recruit team members with right traits that fit organizational culture and continue to invest in training.

Statement 30: Some people get more information earlier than others

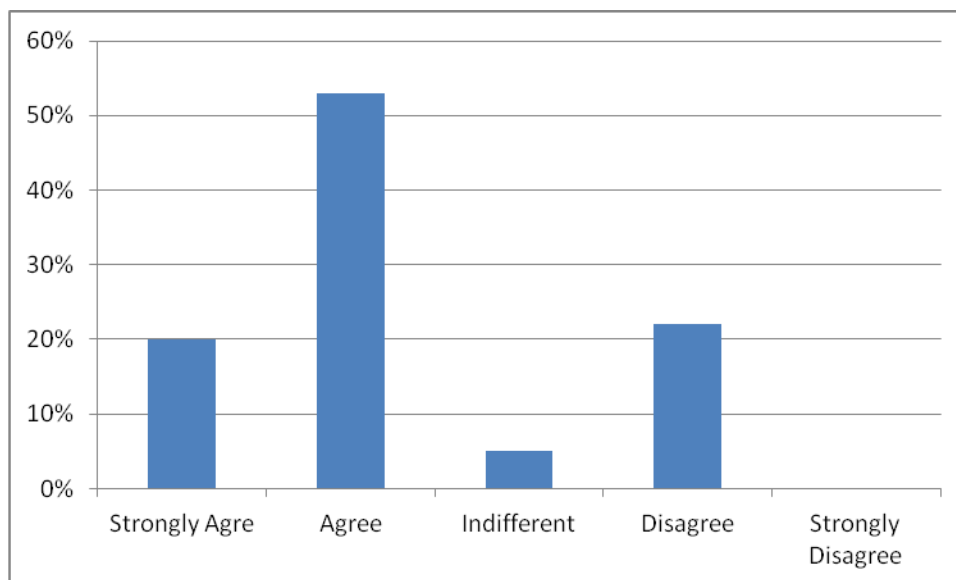
The aim of this question is to ascertain whether all project team members are subjected to equal treatment. Equality represents a firm conformation of organizational operational prescript for all and exceptions may be considered depending on each individual case. The project environment uses different communication models and channels that ensure all team members receive the required information at the right time for action to be effected. Boshomane (2014:72) says there is no doubt that favoritism is bad managerial practice. It divides team members' morale and creates discouragement for good performance.

Abun (2014:01) utter the effects of favoritism, it is classified as discrimination and discrimination is illegal according to RSA constitution. Discrimination takes place when employers make job decisions that altered the agreed working contracts conditions. Favoritism is a poison to employee morale; it creates fractions within the organization and generates hates towards the favored employees: organizational goals shift focus and strength will be mislaid.

Hamilton (2016:17) warns management about favoritism, thus favoritism does not benefit anyone in the organization but it destroys everything the organizational values stood for. According to Census report 2011, South Africa is a diversity country with 79, 2% blacks population, 8.9% whites, 8.9% coloreds, 2.5% Indians and others 0.5%. There are four constitutionally recognized race namely: (blacks, coloreds, Indians and whites) and eleven official spoken languages with a rich background, culture and different outlook in life.

However the blacks are divided into different tribes namely: Sotho, Setswana, Isiwati, Ndebele, Zulu, Isixhoza and Tsonga. Whites are also divided into Afrikaans and English, thus the other race lack documented or proven division. Mgwebi (2010:4) state that favoritism may be attributed to the apartheid system of the past South African government that segregated people based on the color of their skin. To date the country enjoys democracy, however suffers from post apartheid system that concession citizens mind and continues to exterminate every effort made to eradicate favoritism, criticism and racism, (Mgwebi 2010:4).

Figure: 5.28 Some people get more information earlier than others



Source: (own construction)

The figure 5.26 interestingly shows a different positive change, 5% of indifferent, the number slowly decreased from 8%. The question might haven clear enough for the members to understand and not being unsure. However there's a steady results that fault management in the outcome of the study, 53% as a majority stated that some people gets more information than others. 20% strongly agree, this constitute favoritism and ghastly leadership practices, demoralize members and creates unfavorable working experience. When working conditions are not conducive, the output represent status quo.

The 22% disagree that some people get information earlier than others, this may represent management whom in their eyes processes are correct. An organization that often meets their external obligation, management seems to understand that everything is fine. Research benefits are to delineate the underlying tribulations, in order to achieve maximum output without human resource dissatisfaction and further develop strategies to improve existing processes.

Statement 31: Constant and timely feedback to all team members

The purpose of this question is to ascertain whether teamwork facilitates a constant and timely feedback to all team members. The question is based on internal communication between team members and management. Poor organizational and structural communication has a negative impact on internal communications due to divisions within the project teams and it hampers cohesiveness. Pawar (2016:01) make available the process of creating a culture of feedback within organizations. Feedback is the process of interacting with team members based on the evolution completed, with intension to inform, praise and reprimand.

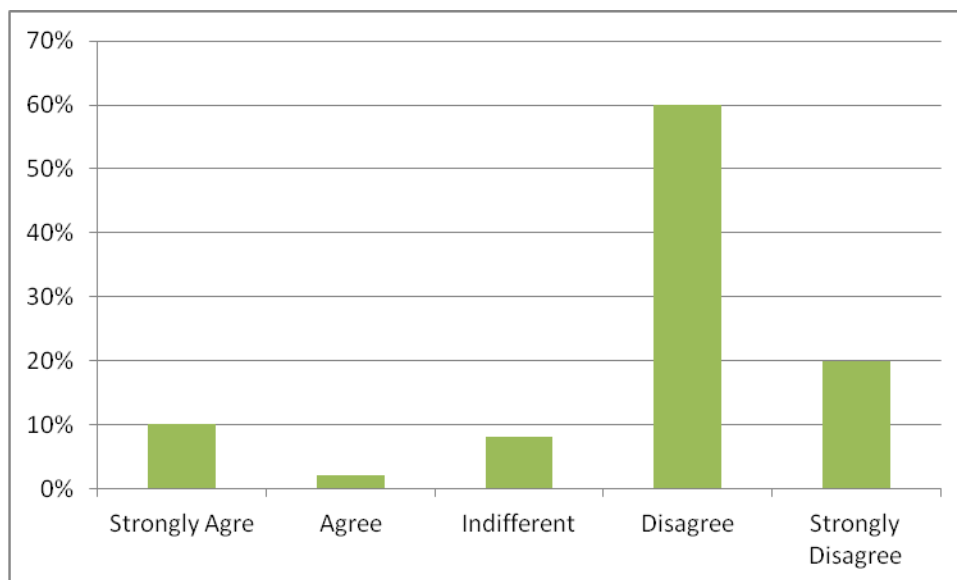
The process of creating a culture of feedback in the organization it includes the following:

- Communication of vision and goals: managers should have the ability to assess the existing situation and identify the future direction and resources required to achieve the set objectives. The vision of the organization is implemented by the working force: it should be clear, concise and understandable by all. Whenever there is a deviation from the target, employees can be easily given feed back to re adjust and realign their efforts towards organizational goals.
- Purpose of continuous feedback: is to manage performance of individuals, identify areas where performance requires improvement. Managers should work close with subordinate to address short comings and come up with ultimate solutions. As a results one gets to be informed about the things/he or

she should keep doing and in the process bond and trust is created. Continuous feedback doesn't mean that only managers give feedback to their teams. They can also invite feedback from the team members and identify potential problems and reasons for conflicts within these teams.

Employees need to be given a chance to voice their opinions. If at they feel that their opinions are not valued, they can always look for better opportunities. The management should be open to receiving feedback, (Pawar 2016:01).

Figure: 5.29 Constant and timely feedback to all team members



Source: (own construction)

The findings maybe cross reference with figure 5.23 whereby it is discovered that: management and supervisors communicate does not communicate feedback in time for members operation. 52% disagree; this is an indication that communication requires attention. 20% strongly disagree; managers are so distance to an extent that they don't communicate feedback in time for operation.

The results show similarities with figure 5.24, further respondent accent that communication is problematic from top to bottom. The results depicts that 60% disagree and 20% strongly disagree that managers provides feedback in time to any request. Then result shows that only 2% that agree that constant and timely feedback to all team

members. Furthermore there's 8% steady indifferent, the above together with cross referenced figures affirms that structural impediments hampers communication within the SPSC. Managers need to address the findings as a matter of urgency in order to support the South African Navy's vision through the procurement systems.

Statement 32: Relaxed environment and spirit, which allows me to speak freely

The aim of this question is to ascertain how freely team members interact and communicate with other members. Team members make the organization and the project to be a success, so they are the most valuable assets of the organization. The environment and spirit stem from the highest level of the organization and filter down to team members. In military institutions, speaking freely to superiors requires an approved request, however amongst peers it is a right.

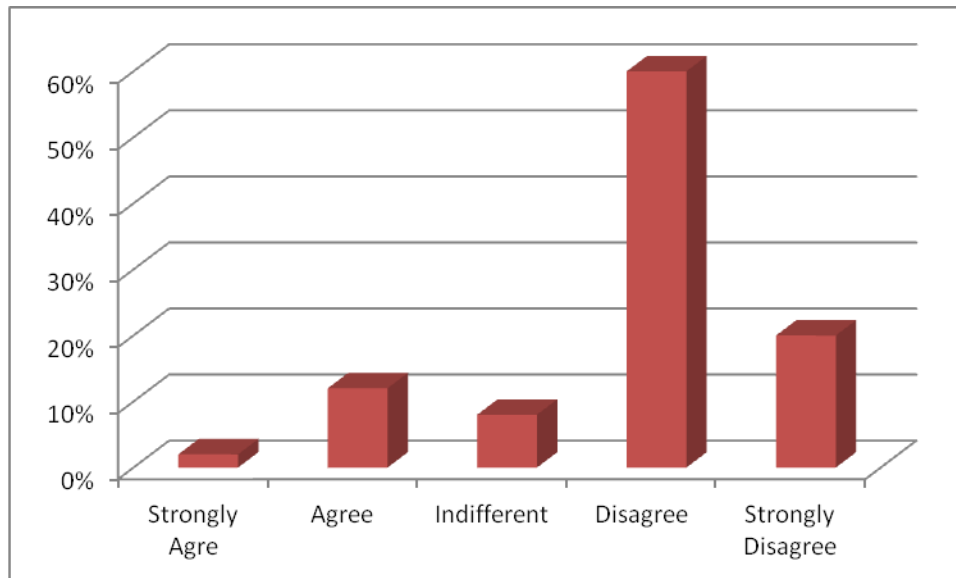
Dunnigan (2008:123) intricate the freedom of expression in the military environment, members have limited rights that are contained in the country's constitution. Therefore military's structured are designed to give orders by superiors and execute by juniors, in order to maintain discipline from war perspective hence the segregation. Orders are not questionable are meant to be executed. Luthuli (2009:460) contribute to leadership body of knowledge by saying, military leaders are commanders they enjoy command without being questioned.

Theletsane (2016:119) enlighten that, in the military members may never speak freely due to the fear of victimization by superiors or career limiting statement. The environment is designed to be edgy; it only makes sense to the volunteers in the military service. Many members have the desire to ascent to higher ranking within the system in order to enjoy authority and power that is called command. There is no clear requirement for one to become the highest ranking member in the military, so in a manner one carries himself might be the determination for promotion.

Esterhuyse (2007:92) support the above, military units and ship's are govern by rigid system that does not promote freedom of speech, team building exercises should be done in a manner that represent military values. Members of the military are on duty even if are off duty in the manner they should carry themselves and be always ready to

take instruction for execution without questions. Military is not corporate environment whereby employees speak freely and affront superiors while trying to emphasize a point, therefore member's remains discipline and serve their country.

Figure 5.30 Relaxed environment and spirit which allows me to speak freely



Source: (own construction)

The environment does not allow members to speak freely with other team members, 60% of respondents attest to the above statement. The research outcome has point out that members within the SPSC are unhappy with the management from the communication perspective to the operation. The 8% constantly indifferent, it a symptoms of being scared to express freely on the proceedings of the working environment

This is attributed to the rank structure within the military as had been indicated in statement 24 and figure 5.21, that 83% cannot complete a task with people higher than themselves. The problem is communication; it hampers task completion and the spirit of team members. The minimum 15% fall within the scope of possibilities, while the majority is experiencing hardship. Management requires a holistic approach to the matter and must ensure that the majority also enjoys the benefit of a relaxed working environment that allows them to speak freely.

5.3 Chapter summary

The purpose of this chapter was to provide research results, which was achieved through the analysis of raw data from respondents. The data was analyzed using Microsoft Excel providing the simplified critical information for managerial consideration, to influence the communication system that contributes to effective project management. It was important to analyze the results in more detail to determine precisely what it entails.

The SPSC has been in operation for 25 years and there are employees that have been here since its inception. The questions in the first section required biographical information and were asked to make sure that suitably candidates participate in the survey.

The second section dealt specifically with operational issues as they are perceived by the respondents, primarily the purpose for the research. Likert Scale was used to measure people's attitude on the topic. Khotari (2009:412) classify likert scale as a psychometric scale where questions based on this scale are normally used in a survey. It is one of the most widely used question types in a survey.

Generally, there's a clear position that the respondents has taken in terms of responding to the questions. It became very clear from biographic in terms of gender representation that there's lot of work that requires attention especially from management perspective.

It can however be said that the figures give a "not so positive" result as regards communication at the SPSC. The effective and efficiency of relaying information by proper communication can be detriment to any force. SPSC as a military unit in general have always been at the fore front of employing a unique style of communication; that contributed to the negative outcome of the results. The findings of the research will be discussed in depth during chapter six.

CHAPTER SIX

RESEARCH FINDINGS AND RECOMMENDATIONS AND CONCLUSIONS

6.1 INTRODUCTION

The study objectives were met to analyze the effect of structural impediments to procurement in South African Navy. The structures were designed to serve a certain purpose based on the requirements that arose in the past, imperativeness of continuous assessment of the operational requirement and mandatory management to have effective structures to meet supplies. The effectiveness of the structure requires organizational communication, which simplifies project tasks and ensures the flow of information is not compromised. When the structure itself becomes a communication barrier that hampers project execution, intervention is required. Therefore the outcome that stems from structural impediments of communication initiated by the Researcher is to develop a standard communication procedure for project management and team members to alleviate glitches.

Chapter one of the dissertation, introduced the title of the study by providing the background to the theoretical applications through literature review followed by the problem statement, research objectives, research methodology, population, sampling, data collection and analysis including ethical consideration.

Chapter two provided a general overview of what has been written concerning the research problem. The study focused on exploring communication as a management tool, to overcome barriers that hamper effective communication. The roles of managers in an organization indicate that senior managers must demonstrate that they are skilful as managers and that they know and understand the principles on which effective leadership is built.

Chapter three discussed the importance of effective communication and Development of a Communication Model. The development of leadership skills plays a critical role especially to senior managerial positions whereby strategic decisions are made to affect the organization at large.

Chapter four-The focal point of this chapter was on the research methods used to obtain results and the conclusions of the study. Other aspects that this chapter also focused was the target population that was studied and the sample, sample size, method that was used to collect data, system that was used to interpret the data, assumptions that were made for the research, and the scope and limitations of the study. The ethical standards for professional research in the social sciences in which there are human participants which were observed and respected always during the conducting of the study.

Chapter five The purpose of this chapter was to provide research results that were acquired by means of raw data, which focused on the effect of structural impediments to procurement in South African Navy. The researcher explores questions posed to, and answers from the respondents were provided and scrutinized.

Chapter six- Conclusion and recommendations were made based on the, discussion of limitations, identification of future study areas and overall the new comprehension to be contributed to the body of knowledge. The study objectives were met to analyze the effect of structural impediments to procurement in South African Navy. The structures were designed to serve a certain purpose based on the requirements that arose in the past, imperativeness of continuous assessment of the operational requirement and mandatory management to have effective structures to meet supplies.

6.2 RESEARCH FINDINGS

This section of the dissertation compromises the outcomes of the questionnaires that have been analyzed to complement the study objectives. The subsections of research findings are divided into three, namely: Section A - biographical information, Section B - project briefings, and Section C - operations. The sub-section gives the vivid picture of the SPSC communication findings.

6.2.1 Section A: Biographical Information

This section contained biographical information for statistical purposes and to determine that the sampling represented the population. There are sixty members that are

employed at the section with PSAP and DAP employment contracts, all members volunteered to participate. The data was interpreted in figure 5.1 – 5.3. The findings show that 68.33% are employed under the DAP contract and 31.67% under PSAP, which means military bearing uniform members are in large numbers. Uniform bearing members are not subjected to the Basic Conditions of Employment Act. They may belong to a labour union; however they may not strike or directly neglect their duties and delegations. Every member has more than 10 years' working experience within the section. The genders of the employees are males only.

Education qualification: 10% of members have a qualification below matric. The minimum salary level is at South African government salary level 6, which is administrator. Administrators are required to perform junior managerial tasks and communicate effectively. **It can be concluded** that the SPSC is having more uniform bearing members for organizational continuity, command and control. The communication problems may be attributed to the lack of educationally empowered members.

6.2.2 Section B: Project Briefings (Likert Scale)

Project briefings focus on communication methods used. SPSC is technologically inclined with 100% confirmation that companies are invited for project bids using emails and no other communication method is used. The team members indicated that 50% prefers communication through emails but there is a minority of 20% who prefers the human interaction through meetings. Organizations that invest in technology over a certain period of time, exile the traditional norms of business applications such as meetings. Meetings are deemed to be long winded, cost ineffective with no positive outcome through human lack of emotional intelligence.

The organization issues follow up communication on appointment for projects, through emails, the same medium of communication used to invite companies for projects bids. It makes communication logic to respond using similar techniques. Team members (68%) communicate work related problems with colleagues rather than immediate supervisor. Only 8% communicates directly to supervisor. When a project manager

loses communication indulgent with team members, project success is compromised. Communication plans simplify and outline communication roles. 71% confirmed that the organization does not have a communication plan.

It can be concluded that SPSC's communication technique that is employed to communicate with companies is the emailing system. Majority of team members prefers to communicate work related problems with colleagues rather than immediate supervisors and management. Management is not in possession of a true reflection of project difficulties due to ineffective communication between two entities. Team members are not informed about the Communication Plan, only minority is acquainted with the plan.

6.2.3 Section C: Operations (Likert Scale)

The project operation focuses on the flow of communication between managers and team members' relationships when completing tasks. Figure 5.12 shows that management provides a clear vision and mission of the projects, with 30% who disagree and 40% strongly agree. When there is availability of guidelines for task execution, errors are minimum and prospects for increased project success. Unfortunately in this case respondent says the unit is operating without a known vision to members. The 40% disagree says projects guide lines are not available and 30% strongly disagree, in total 70% of the population disagree.

Team members explain that it is not easy to discuss work related issues with management (68 %) concurs. Management in the organizational hierarchy is regarded as a person higher, notwithstanding higher people in other sections. Team members made it known though this study that communicating with a person higher in salary is impracticable (75%). Regarding inter-sections communication, 40% indicated they may communicate with anyone in other sections.

Completion of tasks with someone from a different department is feasible with 85% in total team members agreeing. Team members state that critical information is not communicated to team members with 50% confirmation and 52% disagree and 30%

strongly disagree that management comes to discuss work related issues with them. Management does not provide feedback to subordinates 60% confirms the statement.

According to 40% disagree and 35% strongly disagree of respondents that there is no effective team spirit amongst members. This corresponds heavily with 60% of respondents indicating that the environment is not relaxed to freely engage with each other especially management.

It can be concluded that there is always a majority that responded opposite to the preponderance, for example 30% disagrees that management provides clear vision and mission of the projects and 40% strongly disagree. The 32% argues performing members do not receive feedback from management. The figures shows only 8% communicate work related issues with management and 11% communicate with people in higher salary notches. Communication with anyone in other sections is deemed suitable by the 40% strongly agree team members. There is a minority of 10% to 2% who constantly indifferent. 75% of members confirmed that there's ineffective team spirit amongst team members and 60% indicated that the environment is not relaxed to engage with management.

6.3 RECOMMENDATIONS

The aim of the study was to analyze the effect of structural impediments to procurement in South African Navy. Objectives of the study were to review contemporary literature, analyze internal and external communication systems and make recommendations. Thus far, it has highlighted biographical factors, project team briefings and the flow of communication between management and team members during project execution. Research findings lead to the following recommendations:

6.3.1 Section A: Biographical Information

It is recommended that South African Navy should consider the employment of females within the SPSC in compliance with South African National Development Plan Vision 2030 and Medium-term Strategic Framework 2014-2019 outcomes of

government. The framework seeks to achieve a progressive 30% representation of women in decision-making structures within the government.

In the new democratic South Africa, it is the only government department or section that has 100% males employed (South African Navy, 2017). The South African Defence Review 2015, which is mandate driven rather than finance driven, helps to address the defence policy that is supportive of government's priorities and strategic intent. To decrease the level of unemployment, therefore gender representation should effect within all the spheres of government.

The qualification level of 10% that is below Matric requires immediate attention to capacitate the institution through a planned approach by way of targeted programmes and interventions to increase or enhance the ability of individuals through formal education.

6.3.2 Section B: Project Briefings (Likert Scale)

It is recommended that SPSC institute a communication plan that will be visible and known and understood by all team members through an induction process. Communication Plan will alleviate a number of anomalies mentioned in the process of delivering continuous successful projects. Electronic communication systems require a backup system that all team members should be familiar with, not only management.

The institution should invest in a filing system for record keeping, record management for future utilization and that information should be organizational knowledge. To date 60% of team members do not communicate work related issues with immediate supervisors or management. To change the status quo every member that has a subordinate requires a formal communication training programme to strengthen the relationship between team members and management.

6.3.3 Section C: Operations (Likert Scale)

It is recommended that the whole institution attend a communication workshop to detail team members and management about structured communication, to counter-act

the 76% in total majority of team members who are unaware of structured communication that exist. The content of the course should be based on the research findings to further address the impracticality or rather discrimination of communication based on salary notch, as it was revealed by the team members that 68% cannot communicate upwards. Team building exercises should be planned to promote organizational cohesiveness and spirit within team members. Every team member should perceive and experience relax working environment that allows and encourages freely speaking without fear of victimization.

6.4 Chapter Summary

The study objectives were met through outlining strengths and weakness of structural impediments of communication at the SPSC. The Researcher developed a communication model that will alleviate current and future communication problems when the model is correctly implemented. This study could help in the improvement of maritime operations through completion of procurement project with communication guidelines.

Managerial communication is deemed crucial by team members to enhance performance and the emotional touch that management cares. Information helps team members to make better decisions, correct past mistakes and have a sense of belonging when appraised by management. The research findings stipulate that 70% of team members do not experience unity of team spirit. Team members' efforts contribute to the whole organizational success through individual contributions that forms team work concepts.

The Researcher recommends gender diversification and communication workshops to aid management and team members with communication skills and knowledge for better project execution. This study is not without limitations: it capitulates to a lot of insight but it was conducted in one procurement service centre in the Western Cape. The outcome of the research findings suggest that more of this study could be repeated in other areas.

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ANNEXTURE A COMMUNICATION MODELS USED IN DIFFENT ORGANIZATION

Ser no	Author	Model	Description
1	Asif and Sargeant	Sargeant Internal Communication	It uses both formal and informal communication techniques directed at informing employees about important organizational news and encouraging employees to provide managers with feedback
2	Pincus and Rayfield	Top Management Communication	It focuses on two way communication, and suggest that employees prefer to receive information about their organization such as strategies and future plans from top-level management
3	Van Gemert and Woudstra's	Twente Organisational Communication Model	Main focus is on open system and integrated communication as essential features. Disadvantage it lacks mechanisms as to how communication should be evaluated and monitored.
4	Claassen and Verwey's	Integrated Communication Management Model	Articulates the strategic positioning of the communication management function. By following an integrated and open system approach
5	Freeman and Barrett's	Strategic Employee Communication Model	Employee communication is positioned strategically to facilitate change
6	Groenewald	Benchmarking Internal Communication at South African companies	A study was conducted amongst a number of South African companies to benchmark their internal communication practices

(Source: own construction adapted from: khanyisa: 2017)

ANNEXTURE B. RESEARCH QUESTIONNAIRE

THE EFFECT OF STRUCTURAL IMPEDEMENTS TO PROCUREMENT IN SOUTH AFRICAN NAVY

Dear Respondent; This questionnaire is an academic exercise exploring the perceptions in the South African Navy procurement service centre in relation to communication between officers at different levels. Your identity is protected. **Please do not put your name or any form of identification on the questionnaire.**

SECTION A. BIOGRAPHY Indicate with an X in the relevant box and fill in the blanks.

1. Please indicate the number of years you have been working in the South African Navy?

-----Years-----months

2. Please indicate the Act under which you are employed?

Defence Act Personnel		Public Service Act Personnel	
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3. What is your highest educational qualification?

Standard 8		Matric		Diploma		Degree		Other	
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If other specify-----

4. What is your job description?

Suppliers relation		Purchasing clerk		Contract admin		Procurement officer	
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5. Please indicate the salary level at which you are employed?

1-4		5-6		7-8		9-10	
-----	--	-----	--	-----	--	------	--

6. Gender

Male		Female	
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SECTION B PROJECT BRIEFING

7. How is your organization inviting companies for projects bids?

Telephone		Email		Letter		Meetings	
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8. What method of communication does your organization use to respond to the companies from the projects bids?

Telephone		Email		Letter		Meetings	
-----------	--	-------	--	--------	--	----------	--

9. Is this your preferred way of communication?

Telephone		Email		Letter		Meetings	
-----------	--	-------	--	--------	--	----------	--

If other specify-----

10. How is the project scope communicated to team members?

Telephone		Email		Letter		Meetings	
-----------	--	-------	--	--------	--	----------	--

If other specify-----

11. Does your organization issue follow up communication on appointment for projects?

Always		Never		sometimes	
--------	--	-------	--	-----------	--

12. Who do you speak to about work related problems?

Immediate supervisor		Manager		supervisor	
----------------------	--	---------	--	------------	--

If other specify-----

13. Does your organization have communication plan for projects?

Always		Never		sometimes	
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If other specify-----

14. Do you file your communication?

Always		Never		sometimes	
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SECTION C OPERARTIONS

Please respond to all questions by putting an X in the respective boxes (numbers) corresponding to each statement. Use the following scale: 1= Strongly Disagree, 2 = Disagree, 3= Indifferent, 4= Agree and 5= Strongly Agree

0	The flow of communication in my work place	Strongly disagree	Disagree	Indifferent	Agree	Strongly agree
15	Management provides a clear mission and the vision of the project to the team	1	2	3	4	5
16	Guidelines are available for correctly performing the project tasks	1	2	3	4	5
17	Feedback is given on performance to team members	1	2	3	4	5
18	Structured communication process are in place	1	2	3	4	5
	IN MY WORK PLACE –is it easy to					
19	Discuss all work-related issues with my superiors	1	2	3	4	5
20	Communicate to a person at a higher salary level	1	2	3	4	5
21	Communicate with anyone in other sections	1	2	3	4	5
		1	2	3	4	5

	COMPLETION OF TASKS – it is easy to;					
22	Complete a task with someone from a different department	1	2	3	4	5
23	Complete a task with someone at a lower level than mine	1	2	3	4	5
24	Complete a task with someone at a higher level than myself	1	2	3	4	5
	MY MANAGER/ SUPERVISOR					
25	Does not communicate critical operational information to us	1	2	3	4	5
26	Never comes to me to discuss any work related issues	1	2	3	4	5
27	Communicate necessary feedback in time for my operations	1	2	3	4	5
28	Always delays in giving me the necessary feedback to any requests	1	2	3	4	5
	TEAM WORK; there is -					
29	An effective team spirit amongst my team members	1	2	3	4	5
30	Some people get more information earlier than others	1	2	3	4	5
31	constant and timeous feedback to all team members	1	2	3	4	5
32	Relaxed environment and spirit which allows me to speak freely	1	2	3	4	5

Thank you for your cooperation.