

**THE IMPACT OF ORGANISATIONAL CULTURE ON INTEGRATED
COMMUNICATION: THE CASE OF THE GOVERNMENT COMMUNICATION AND
INFORMATION SYSTEM (GCIS) IN POLOKWANE**

by

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2020

DECLARATION

I **Chuene Alfred Semono**, declare that this dissertation is my own work in design and execution of all texts, diagrams, and figures referenced and quoted in this study.

I also declare that this research has not been submitted in the past to any institution of higher learning in relation to obtaining an MA or any other qualification.

.....

Mr Semono CA

.....

Date

DEDICATION

I **Chuene Alfred Semono**, dedicate this dissertation to my mother, Abusia Sepaela, my late grandfather, Joseph Kata Semono, my grandmother Frengelinah Sepaela, and the Government Communication and Information System (GCIS) in Polokwane, Limpopo Province, South Africa.

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ABSTRACT

This study explored the impact of organisational culture on integrated communication (IC) at the Government Communication and Information System (GCIS) in Polokwane, South Africa. Martin and Niemann-Struweg (2015), argued that top management in organisations poorly understood IC. This study investigates if the same applies to the GCIS in Polokwane. The study adopted a qualitative approach and made use of individual interviews and content analysis in order to collect data, which was then analysed by means of thematic analysis. The study used both the General Systems Theory (Bertalanffy, 1968) and the Organising Theory (Weick, 1989) as its theoretical framework.

The findings suggested that organisational culture at the GCIS was shaped by both employee behaviour and organisational activities. The study found that information sharing was poorly implemented by the GCIS, which meant that, information contained in organisational documents differed from the perceptions shared by the employees. Measures to improve both the sharing of information and the perception of this information have been provided in the recommendations.

ACRONYMS AND ABBREVIATIONS

GCIS	Government Communication and Information System
IC	Integrated Communication
IMC	Integrated Marketing Communication
Comtask	Communication Task Group
CSA	Communication Service Agency
LEAR	Local Environment Area Report
RCC	Regional Communications Coordinator
TREC	Turfloop Research Ethics Committee
DoC	Department of Communication
RSA	Republic of South Africa

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CHAPTER ONE

1.1 INTRODUCTION AND BACKGROUND

This study explored organisational culture and examined its impact on communication integration in an organisation. Organisational culture varies, and how it is viewed by organisations affects attitudes towards communication. The aim of this study was to examine the culture of an organisation, understand the concept of culture and examine how it is viewed by the organisation. Most importantly, the study investigated the impact of organisational culture on the integration of communication.

Organisational culture is approached from three perspectives namely; integration, differentiation, and fragmentation. However, it can be viewed from various approaches: “to view culture as something an organisation *has* and an approach that views culture as something an organisation *is*” (Smircich, 1983 in Dainton & Zelle 2015:158).

Communication in an organisation is divided into several fields. Barker and Angelopoulos (2006) stated that “the more prominent fields that deal with communication in the organisational context are: business, management, corporate, public relations, and marketing communications”. However, this study will focus particularly on an examination of organisational communication and analyse how organisational members integrate communication into the organisation’s culture.

IC can form the foundation to create, maintain, and sustain relationships with both internal and external stakeholders. IC encourages openness or interdependency among organisational members or departments in order to achieve the organisational goals. Integration of communication is therefore important as it enables the organisational members to develop long-term relationships with stakeholders, creates clear communication channels and a more effective means of transferring data from one individual to another.

Organisational communication is important for organisations to function, and it provides direction of commonly acceptable behaviours which contribute to organisational culture. Therefore, a well-planned organisational communication strategy can contribute to a clear understanding of organisational culture.

The researcher examined the Government Communication and Information System (GCIS) in Polokwane in order to complete the study. The GCIS became functional in 1998 and was established 'in terms of Section 7 (subsection 2 & 3) of the Public Service Act' Comtask Report of 2000. The GCIS is an organisation that strives to provide professional services, share coherent government messages and communicate with citizens about government plans, programmes, policies and success stories.

The mandate of the GCIS is to 'co-ordinate, judge and advise on government communication (including media liaison, development communication and marketing)' (Annual Report, 1998/99).

Their primary vision is to seamlessly achieve integrated and co-ordinated communication between the government and South African citizens to promote participation in the country's transformation. This research examined whether the organisation has achieved this goal and successfully integrated and co-ordinated communication between the government and the public.

1.2 DEFINITION OF TERMS

1.2.1 Organisational culture: "is a pattern of beliefs and expectations shared by the organisation's members. These beliefs and expectations produce norms that powerfully shape the behaviour of individuals and groups in the organisation" (Schwartz & Davis 1981 in Brown 1995:6). In this study organisational culture is defined as the organisational behaviours practised repeatedly by most of the organisational members.

1.2.2 Integrated Communication (IC): "is the strategic management process of organisationally controlling or influencing all the messages and encouraging purposeful, data-driven dialogue to create and nourish long-term, profitable relationships with stakeholders" (Mulder & Niemann-Struweg 2015:85). IC refers to the strategic inclusive practise of converging all organisational messages so that they are handled holistically, stakeholder orientated and transfer quality data.

1.2.3 Organisational communication: "is the central binding force that permits coordination among people and thus allows for organised behaviour" (Myers & Myers

1982). In this study organisational communication refers to the consolidated communication channels and patterns that guide and provide clear instructions to organisational members on their roles and functions.

1.3 RESEARCH PROBLEM

The IC approach exists in some organisations. In this study, its impact is of interest, specifically the organisation under study, the GCIS. Martin and Niemann-Struweg (2015), argued that IC was poorly understood among top management of organisations. There is a need to evaluate the impact of organisational culture, in particular, the impact on communication in the organisation. According to the Director of the GCIS, to date no research has been conducted on the Government Communication and Information System in the Limpopo Province, of the Capricorn District.

1.4 LITERATURE REVIEW

This section of the study provides a brief discussion of other relevant studies on organisational culture, organisational communication, and IC.

1.4.1 Organisational culture

Organisational culture refers to the pattern of beliefs, values, and learned ways of coping with experiences that have been developed during an organisation's history. It tends to be manifested in its material arrangements and the behaviour of its members (Brown 1998). Organisational culture is one aspect in the field of Organisational Studies and Management, which describes the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organisation (Obasan 2012). According to this definition, organisational culture derives from the organisation's history and the experiences employees have had within their organisation. This means that what the organisation accepts as the right way to behave within that organisation is based on how often such behaviour has been practiced and the results attained from those actions. In this sense, organisational culture is "a learned product of group experience and is, therefore, only experienced when a definable group with a significant history exists" (Obasan 2012:122). Every organisation has its own culture, which is unique.

1.4.2 Cultural perspectives

In studying organisational culture, there are three perspectives namely: integrated, differential and fragmented. An integrated perspective is the most prominent and is the focus of this study. "The integration perspective portrays a strong or desirable culture as one where there is an organisation-wide consensus and consistency" (Schein 1991 in Obasan, 2012:123). "Espoused values are consistent with formal practices, which are consistent with informal beliefs, norms, and attitudes. Cultural members share the same values, which promote a shared sense of loyalty and commitment. Where there are inconsistencies, conflict or subcultural differentiation occur, this is portrayed as a weak or negative culture for the organisation" (Obasan, 2012:123). In other words, the formal value system of the organisation is related to the informal values of the employees. Informal values include practices that conflict with the beliefs, norms and attitudes of organisational employees. Employees of the organisation share many values, beliefs, attitudes, and all are tied to the formal organisational culture. Therefore, "these so-called informal commonalities may impact on the formal organisational culture and either uphold or disrupt the formal rules of engagement" (Mulder & Niemann-Struweg 2015:87).

A differential perspective relates to the subcultures of an organisation. It argues that the subcultures may be in harmony within the organisation, but not necessarily with the entire organisation and the other subcultures that exist within the organisation. Subcultures "arise along the divisional lines of status, gender, organisational level, and job level" (Van Maanen in Mulder & Niemann-Struweg 2015:88). Employees may experience distance between the different subcultures within the organisation based on these lines of division. Management has the responsibility to create harmony between the different subcultures (Mulder & Niemann-Struweg 2015:88). In organisations where any differential perspective exists, management first must deal with the segregation between the organisation's departments, before trying to integrate communication within the organisation. Put differently, this approach encourages integration and it suggests that the management of the organisation may initiate it.

The fragmentation perspective is defined as an approach that "views ambiguity as the norm, with consensus and dissension co-existing in a constantly fluctuating pattern

influenced by events and specific areas of decision making” (Mulder & Niemann-Struweg 2015:88). This explains that within an organisation it is acceptable to have different views, consensus may be fleeting, and organisational members are encouraged to provide input. Furthermore, Mulder and Niemann-Struweg (2015) contend that this perspective acts as the median between the integration perspective, which at one end of the continuum is focused on a state of utopia, where integration and harmonious integration exists. At the other end of the continuum is the fragmentation perspective, where there is frequent conflict amongst employees and the subcultures that coexist within the organisations parameters.

This description suggests that the fragmentation perspective will not lead to proper integration of communication because it accepts the existence of conflict within the organisation and acknowledges separation based on employee differences. This means that both the integration and fragmentation perspectives support segregation, and they both encourage harmony though from different angles of integration.

Organisational culture is made up of and affected by several factors, such as inconsistencies, ambiguity, dissension and subcultures. This study intends to examine organisational culture and its impact on integrating communication within the organisation. To sum up, as a result of varying definitions, organisational culture is complex and viewed differently by different organisations. Even within the same organisation, members have their own views of the organisational culture. As a result, integrating communication within an organisation is a challenging task.

1.4.3 Organisational communication

Within the organisation, meanings are created, groups of employees (based on their interests and differences) develop, and these developments lead to an organisational culture that affects the organisational communication. Organisational communication centres on the extent to which meaning is created between individuals in an organisational setting, between individuals and the organisation, and between organisations and societies (Feldner & D’Urso 2010 in Dainton & Zelle 2015). From this definition, it is clear that organisational communication stands as a binding force between different systems of an organisation. It builds common interest and understanding between individuals and organisations, and between organisations and societies.

“Organisational communication also entails exploring the implications of communication within that system: the rules and procedures governing communication; the levels, boundaries, and roles and tasks within the organisation; the continuous process of creating, affirming, changing, and enacting interlocking behaviours; as well as the impact of patterns of external communication on internal communication” (Manning, 1992:12).

Organisational communication, in this manner, helps the organisation implement communication with both internal and external stakeholders, to create an effective working environment with rules and procedures to live by and create patterns of behaviour to be followed by staff members. Organisational communication may create a path to maintain and sustain organisations. Organisations may rely on communication for their survival. Implementing IC can create a better working environment and improve the overall success of the organisation.

1.4.4 Integrated communication

Integrated communication (IC) is defined as “the application of analysis, communication, and evaluation techniques to create and manage integrated, multi-faceted interventions” (Gayeski & Woodward 1996:3). This speaks to “merging information, instruction, collaboration, business process design, feedback, and incentive systems to enhance human performance in the workplace in order to achieve organisations’ missions and visions” (Gayeski & Woodward 1996:3). This emphasises that IC enables the organisation to operate effectively and accommodate all organisational processes. An organisation practicing IC will have a more holistic approach and mandate shared by its employees.

IC needs to be applied in various forms, “communicating purposefully, which suggests that integration involves everyone in the business” (Hallahan, 2000 in Mulder & Niemann-Struweg 2015:186). Organisational integration starts with top management, who should initiate the process of implementing IC. It emphasises building relationships with, and or between members of the organisation. However, organisations should have a foundation of reciprocal communication before implementing an IC approach.

Organisations need to have a clear understanding of who they are and how they operate before they implement an IC strategy. How organisations evolve from their historical operations, relies on the process they undergo to resolve their conflicts and other problems that are encountered. Thus, most importantly it is essential for organisations to have a clear understanding of their own culture in order to be successful and integrate communication within their organisation.

1.5 THEORETICAL FRAMEWORK

This section discusses the theoretical approaches used in this study in order to understand organisational culture and the IC within an organisation.

The study drew on Weick (1969)'s organising theory to address different notions about organisational culture and its organisational setting. Organising Theory comprises of several stages, namely: rules, double interact, enactment, selection and retention. Both the enactment and double interact stages are discussed in the study in relation to IC. Selection, retention and rules are discussed below in relation to organisational culture.

It is important that one understands the overall objective of the Organising Theory and the relevance of this theory to the study. According to Dainton and Zelley (2015:238), organising refers to "the process of communication that creates an organisation". What this means essentially is that communication creates and sustains organisations. This is why organisations rely on communication to achieve their day-to-day mandates. Hence, the implementation of IC is vital for the survival of every organisation if they are to achieve their goals and survive long-term.

The Organising Theory was developed to reduce equivocality of information in an organisation. All the stages of the theory explain how multiple interpretations of information can be reduced. The stages emphasise the use of communication and revising strategies used to resolve similar past dilemmas. Organisational culture can be understood as the right way of doing things in the organisation. Since the organisation continually applies the same methods to resolve organisational problems and issues, the approach repeatedly used becomes the right way of doing things in the organisation (which serves as the organisation's culture).

Multiple interpretations of information exist, and this creates disagreement between organisational members. However, it can be dealt with in various ways. One means to reduce equivocality of information is to rely on rules (also called recipes) (Weick, 1969). The term rule often refers to guidelines for behaviour, and Weick's use of the term is consistent with conceptualisation (Weick 1969). Typically, organisations have rules or guidelines for analysing both the equivocality of messages and for how to respond to messages. Rules can be regarded as organisational culture as they set standards of accepted behaviour within organisations, and these behaviours are constituted as the right way to behave within the organisational environment. This means that the standards set form part of the organisational culture created.

The figure (1.1) below represents Weick's Model of Organising which was adopted from Dainton and Zelle (2011:169). This discussion is based on the model below.

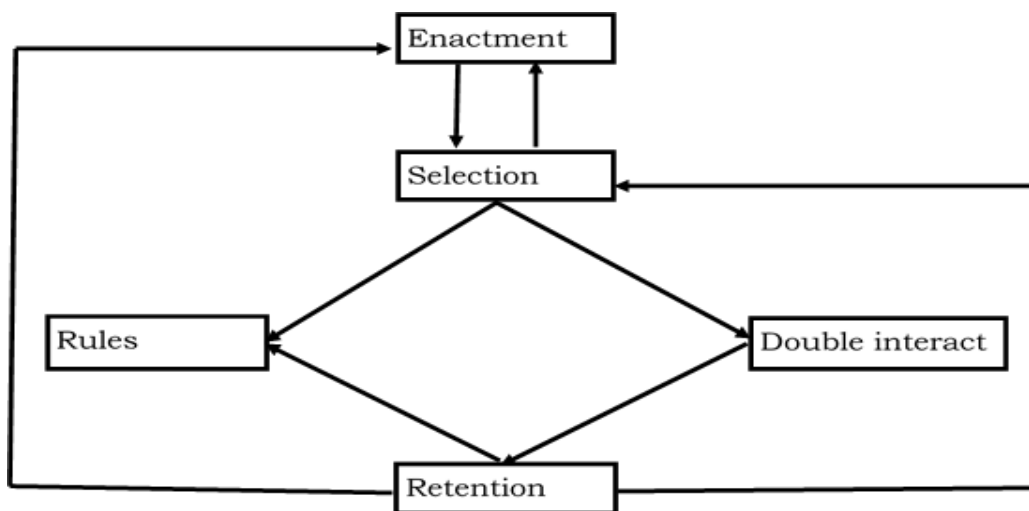


Figure 1.1 Weick's Model of Organising.

Multiple interpretations of information have to be dealt with in order for the organisation to reach consensus. “In seeking to reduce equivocality, organisational members must choose how to respond. Organisational members can choose between rules, or standard guidelines for how to respond, and a double interact, or communication process that allows members to adapt solutions to the problem” (Weick in Dainton & Zelle 2011:113). This implies that organisational members select a pattern or way in which to operate, which will be regarded as the organisational culture, based on its success or failure. The approach that is often selected and used by the organisational members to reduce equivocality is then adopted and applied continuously to similar

situations. Thus, it then serves as the accepted way of operating in that specific organisation, which will in turn become the organisational culture. All this happens within the selection stage.

Every organisation marks its successes and failures, any steps taken are noted to help the organisation in the future. "Retention is a form of organisational memory. What was done and how it was done is stored, formally or informally, so that organisational members can refer to it again" (Dainton & Zelle 2015:168). Culture in an organisation is regarded as the way in which things are done. "This process of retention is a stage of acceptance which looks at the operational history of the organisation to select what behaviours should be adopted or used again, this process continuously occurs whenever there is equivocality of information" (Westwood & Clegg 2009:201). Those adopted behaviours are eventually accepted as the right way to behave in an organisation; and they become the organisational culture.

In summary, rules, selection and retention are used to understand the culture of the organisation, as the organisation grows it discovers patterns of behaviour, which it be, considers as the right way to behave. Accordingly, these stages can be used to establish and understand organisational culture. The Organising Theory consists of two more stages namely: double interact and enactment, which will be discussed in relation to IC or communication at large.

Certain measures have to be taken and communication has to take place in order to deal with equivocality. Double interact consists of an act, a response, and an adjustment (Weick 1969). According to Weick (1969), an act is communication behaviour initiated by one person or a group of people. The receiver of the message communicates in return, which is considered a response. This two-way exchange of messages is typically used to understand the communication process. Weick (1969) proposes that genuine communication requires a third step, an adjustment to the information originally received. This adjustment can take several forms. It might be a confirmation that the information has been understood. If the information is still equivocal, the adjustment might be additional information gathering (Dainton & Zelle 2011). Double interaction requires organisational members to develop interdependent relationships in the process of communication. Organisations "whose members don't use double interact to resolve new forms of ambiguity, will not survive and flourish"

(Dainton & Zelle 2015:169). It is against this backdrop, that this view is conceived: change is the key to organisational success, and change occurs through the process of communication. The process of communication requires the double interact stage for it to be effective in an organisation.

Double interact emphasises the importance of communication in the organisation. In addition, double interaction suggests that interdependency among organisational members and IC “can build links (ultimately relationships) between different sections of the organisation” (Mulder and Niemann-Struweg 2015:189). Furthermore, Mulder and Niemann-Struweg (2015) stated that communication establishes a sense of oneness, especially internally (within the organisation).

Weick (1969) proposed a three-stage process of sociocultural evolution for organising, namely: enactment, selection and retention. Enactment is discussed below in relation to the communication process, while selection and retention were previously discussed in relation to organisational culture.

Once communication occurs, members need to engage further in a review of equivocal information in order to eliminate or reduce it. According to Weick (1969), enactment occurs when members of an organisation take note of equivocal information in their environment, which can be recalled and interpreted in multiple ways. Both the recognition of the multiple interpretations and implementation of mechanisms in order to make sense of that information is at the heart of enactment. During this stage, organisational members communicate their differences and ensure transparency and connection among themselves.

Consequently, relationships are built. Generally, to encourage these relationships it is important to have effective communication in an organisation. Double interact and enactment support relationships between stakeholders of the organisation, and interdependency among organisational members through constant engagement or communication. These stages emphasise the importance of communication in an organisation.

1.6 PURPOSE OF THE STUDY

1.6.1 Aim of the study

The aim of the study was to investigate the impact of organisational culture on integrating communication within the GCIS in Polokwane.

1.6.2 Objectives of the study

- To qualitatively determine perceptions surrounding the extent of integration of communication within the GCIS.
- To investigate the mandate of the GCIS and to determine whether the implementation of the mandate is reflected within the organisational culture and organisational communication structures of the organisation.

1.7 RESEARCH QUESTIONS

- What are the perceptions of IC within the GCIS?
- What is the mandate of the GCIS, and is the mandate reflected in the organisational culture and structures of organisational communication?

1.8 RESEARCH METHODOLOGY

1.8.1 Research design

The researcher adopted the qualitative paradigm and interpretivist approach. In the selection of Organising Theory, an interpretivist approach was adopted as part of the study, which makes use of qualitative research design.

“Qualitative researchers are interested in understanding the meanings people have constructed, that is, how people make sense of their world and the experiences they have in the world” (Merriam, 2009 in Guest *et al.*, 2013:2).

Consequently, the researcher employed the qualitative approach in order to extract meaning and to understand how people make sense of their world.

Interpretive research places a strong emphasis on a better understanding of the world through first-hand experience, truthful reporting and quotations of actual conversation

from insider perspectives (Merriam, 1998). In the study, the researcher followed the interpretative approach because the research topic is “subjective in nature, provides an insider viewpoint, search for patterns, themes, holistic features and appreciate variations” (Antwi & Hamza, 2012:222). Moreover, the research employed a case study design. By definition, a case study design is

“an approach to research that facilitates the exploration of a phenomenon within its context using a variety of data sources and this ensures that the issue is not explored through one lens, but a variety of lenses which allow for multiple facets of the phenomenon to be revealed and understood” (Baxter & Jack, 2008:544).

1.8.2 Population

The population for the study was the complete staff (11 in number) of the GCIS in Polokwane. This represented a 100% sample.

1.8.3 Sampling

Sampling involves following a rigorous procedure when selecting units of analysis from a target or accessible population. A population not only refers to people but can also be defined as any group or an aggregate of individuals, group, organisations, social artefacts / objects (e.g. mass-media messages), or social interactions and events (Du Plooy, 2009:108). This study used purposive sampling, which refers to the selection of individuals from the population, whom it was believed, could provide the information needed (Du Plooy, 2009:123). As a result, in this study the researcher engaged with all the employees of the GCIS in Polokwane.

1.8.4 Data collection

The design employed for the study affects the selection for the data collection tool. Data for this study was collected by means of individual interviews and organisational documents that explained the integrated strategy of the organisation. The researcher used individual interviews to establish the organisational culture, and to determine whether the integration of communication took place. Individual interviews can help facilitate in-depth discussion to obtain more information on the discussed topic. However, “interviews are the most common method of data collection used in qualitative research” (Gill *et al.*, 2008:295). This tool was selected as most appropriate

for this qualitative study because interviews can be used to probe the motivation of individual participants. As a result, the researcher conducted interviews with 7 of the 11 staff members of the GCIS.

Furthermore, the researcher used organisational documents that explain or demonstrate the strategic intent of the organisation, its vision and mission. Documents can explain the strategic approach to completing mandates, and/or all available organisational documents can provide valuable information. The documents dated from the development of the organisation up to the present time. The analysis of documents provided valuable information about the strategic intent of IC.

The process of “content analysis is often used in combination with other qualitative research methods. Hence the use of different data sources and methods is encouraged; such methods include interviews, participant or non-participant observation, and physical artefacts” (Bowen 2009, Yin 1994, Denzin 1970).

Moreover, documents of all types can help the researcher uncover meaning, develop an understanding, and discover insights relevant to the research problem (Merriam 1998:118). The documents used for content analysis in this study were namely: The Comtask Report (2000), the Government Communicator’s Handbook (2014/17), Government Communication Policy (2018), and the Annual Report (2016/17).

1.8.5 Data analysis

Interview data was analysed by means of thematic analysis, and the organisational documents were analysed with the use of content analysis. According to Boyatzis (1998:29), “the use of thematic analysis involves three distinct stages: Stage I, deciding on sampling and design issues; Stage II, developing themes and a code; Stage III, validating and using the code”. Thematic codes were developed from the theory, prior to research intent, and from data inductively. Thematic analysis is a method for identifying, analysing, and reporting patterns (themes) within data. Braun and Clarke (2006) stated that thematic analysis can be an essentialist or realistic method, which reports experiences, meanings and the reality of participants, or it can be a constructionist method, which examines the ways in which events, realities, meanings, and experiences. These can be applied to a range of discourses operating

within society. In addition, thematic analysis helped the researcher to extract essential critical information that was relevant to the topic. Moreover, this tool assisted the researcher understand the reality and experiences that employees held, concerning the research subject. This is what influenced the development of a tool to analyse data extracted from the both the reported experiences and realities of the participants.

On the other hand, content analysis is also a systematic procedure for reviewing or evaluating documents – both printed and electronic (computer-based and internet transmitted) materials (Bowen, 2009:27). Like other analytical methods in qualitative research, content analysis requires that data be examined and interpreted in order to elicit meaning, gain understanding, and develop empirical knowledge (Corbin & Strauss, 2008). This means that content analysis involves skimming (a superficial examination), reading (a thorough examination), and interpretation (Bowen, 2009:32). The researcher found it appropriate to employ both methods in order to gain a get clear understanding of the research problem.

1.9 QUALITY CRITERIA

1.9.1 Credibility

Credibility means that the results of qualitative research are credible or believable from the perspective of the participants in the research (Trochim, 2006; Howie, 1996; Avis, 1995). In this regard, individual interview questions were developed which were based on the purpose of the study. The researcher ensured that the data collection practices were fair and objective in order to be sure that credible, relevant information was secured in response to the research questions. To make certain that the data collected was credible, the researcher provided proof of the participants involved in the study and has attached a consent form (Appendix 2) as evidence of the voluntary participation of all the individuals who participated in the study.

1.9.2 Transferability

Transferability refers to the degree to which the results of qualitative research can be generalised or transferred to other contexts or settings (Trochim, 2006). The researcher collected data from the majority of the staff members of the GCIS and provided evidence of the data. From this evidence generalisation were made. The

researcher has accumulated information from only 7 of a possible total of 11 members (the whole population of the organisation under scrutiny) to support generalisations of the results to achieve transferability of the study.

1.9.3 Dependability

Dependability includes the aspect of consistency; you need to check whether the analysis process is in line with the accepted standards for a particular design (Korstjens 2017). The traditional qualitative view of dependability is based on the assumptions of replicability or repeatability (Trochim, 2006). Dependability focuses on changes to the field of study that will affect the study's approach. The field of organisational culture is typically studied from an interpretivist approach, as was the case for this research study. An interpretivist perspective approach has strengthened the dependability of the study. The research problem derives from previous studies. Sufficient literature sources have been consulted, and included to ensure that the study is academically founded. The study has been supported with a range of referenced literature (from different approaches and perspectives) in order to indicate that this study is supported by other studies within the same field, all with the similar aim of resolving problems faced in organisations

1.9.4 Confirmability

Confirmability refers to the extent to which the results of a study could be attested or corroborated by others (Trochim, 2006). As indicated in the problem statement, management do not fully understand IC, the study investigated this phenomenon within the GCIS organisation (Martin and Niemann-Struweg, 2015). The results of this study both confirmed or disputed previous findings. It tackled related problems with both methods and approaches that had been used previously in former studies.

1.10 SIGNIFICANCE OF THE STUDY

As stated earlier, most organisations fail to integrate communication, or they think they already are. Organisations can, at times be unaware of the factors that stop them from integrating communication within their organisations. This study may help organisations to better understand and introduce new ways of integrating communication. Furthermore, the study may help organisational members to

understand their individual cultural differences and the organisational culture. This study also may add knowledge to organisations either integration, fragmentation or differential perspectives and increase their awareness of cultural factors that may negatively affect the organisation's success. In the field of organisational culture and communication, this study may provide additional information and knowledge to help other researchers, organisations and individuals to understand the importance of IC and demonstrate how it could be implemented. Moreover, the study has unearthed problems encountered with Government Communication and Information System and provides recommendations that may help to resolve their problems.

1.11 ETHICAL CONSIDERATIONS

The researcher requested permission from all of the participants by means of a letter of consent. Proof has been attached (Appendix 4). Data collected from the participants will remain confidential and anonymous, and the information was used only for the purposes of this study.

1.11.1 Permission to conduct the study

The researcher obtained permission to conduct the study from both the GCIS and the Turfloop Research Ethics Committee (TREC) of the University of Limpopo, where the researcher is a student. The GCIS agreed and the confirmation letter has been attached (Appendix 6).

1.11.2 Voluntary participation

Participation in the study was unpaid and purely voluntary. The participants were encouraged to take part so that the researcher could conduct such a study. Since there are so few employees in the GCIS, all the employees were encouraged to participate in order for accurate data to be produced. The researcher requested participants to complete a consent form before any participation in the study.

1.11.3 Informed consent

The researcher acquired permission from the GCIS to conduct the study. A letter to support the agreement was provided to all staff members (Appendix 2).

1.11.4 Confidentiality and anonymity

In order to ensure confidentiality and anonymity was maintained, any personal details about the participants was not included in the study. By signing the consent form, the participants also confirmed that their participation remained confidential. This, meant employees were free to participate, knowing that their personal information and privacy would not be violated.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

The aim of the study was to investigate the impact of organisational culture on IC at the GCIS in Polokwane. An organisations culture and its impact is influenced by how it is perceived throughout the organisation. This section of the literature review will first discuss organisational culture, the importance of different approaches to it, and varied views of organisational culture.

Organisational culture is investigated in relation to IC, specifically how it affects the integration of communication. This was informed by the point of view that organisational culture is central to the essence of an organisation rather. Everything that takes place within an organisation should be studied in relation to its culture. IC is a recent concept and was introduced to improve organisational performance and strengthen relationships between different sections in an organisation. The importance of IC, the different areas of integration and implementation effects will be further explained.

The impact of organisational culture on IC was examined at the GCIS. The GCIS is a government owned organisation, communication-orientated in its focus and constantly affected by the environment (environment includes factors such as politics and economy). The GCIS was examined in order to judge the extent to which organisational culture had on its transformation to achieve integration. The structure, functioning, type of communication, decision-making process and perceptions of employees towards integration and organisational culture were analysed in order to understand the GCIS and draw relevant conclusions on how they dealt with integration.

Lastly, this chapter will discuss the theoretical framework of the study. Theories that have been discussed include the General Systems Theory (Bertalanffy 1928) and the Organising Theory (Weick 1969). The discussion comprises their historical background, including developments, the relationship of the General Systems and Organising Theory, the GCIS, rationale of their application to the study, and lastly their relevance to the integration of communication and organisational culture.

2.2 THEORETICAL UNDERPINNINGS

2.2.1 Background: key terms

The following section of the study discusses all the key terms which have been used in the study. The discussion covers the historical background, description, importance, and impact of key concepts. Key concepts to be discussed include organisational culture, IC and the GCIS.

Furthermore, this chapter will conclude with a discussion of the theoretical framework of the study, in relation to the GCIS. The theoretical framework consists of two theories namely; the General Systems Theory and the Organising Theory.

2.2.1.1 Organisational Culture

This section of the study focuses on organisational culture. The discussion begins with a variety of academic descriptions of organisational culture. This is followed by a broad discussion on the importance of organisational culture and a focus on what forms part of organisational culture. This includes both approaches to and perspectives of organisational culture.

Only two approaches to organisational culture are dominant, an approach that views organisational culture as what an organisation *has* and an approach that views organisational culture as what an organisation *is* (Dainton and Zelle, 2011). For the purposes of this study, organisational culture is viewed as what an organisation is, to integrate an organisation. However, there are many varying views as to what organisational culture can be. Perspectives to organisational culture are namely, integration, differentiation, and fragmentation.

a) A description of organisational culture

This section of the study provides a brief description of organisational culture from various authors. Before describing organisational culture, 'it is important to note that there are at least two competing perspectives on organisational culture: "an approach that views culture as something an organisation *has* and an approach that view culture as something an organisation *is*" (Smircich, 1983 in Dainton and Zelle 2011:100). Different scholars view organisational culture differently.

Organisational culture refers to the deeply seated (often-subconscious) values and beliefs shared by the employees in an organisation. The organisational culture is manifested in the typical characteristics of the organisation. It therefore refers to a set of basic assumptions that worked well in the past that they are accepted as valid assumptions within the organisation (Martins & Terblanche 2003). Hence, organisational culture is often perceived as the right, accepted way of doing things within that organisation. This means that the researcher refers to organisational culture as a collective of distinct behaviours, attitudes, beliefs, and norms adopted and shared by most individuals in the organisation. It serves as the dominant organisational culture, which may differ from that adopted and shared by individuals of other organisations.

b) The importance of organisational culture

Organisational culture speaks of those qualities of the organisation that give it a particular climate or feel. Scott et al. (2003) further explain that organisational culture affects performance from at least four different perspectives. It may drive economic efficiency, affect equity, influence overall economic and social objectives that an organisation pursues, and may encourage co-operation and relationship building. Both authors highlighted the point that it is important to pay attention to organisational culture as it has the potential to determine the success or failure of the organisation.

Organisational culture exists in every single organisation; thus, it is therefore important to study and understand it to ensure the success of the organisation. Prince (2003) suggested that to work towards improving the culture, an organisation must find out “who” it is. For this to happen, Martin (2002) suggested that all employees of an organisation should be studied, in order to indicate the culture of the whole organisation. Both authors emphasised the need to study and understand organisational culture in order to assist organisations explain their unique culture and better understand their own organisation.

Organisational culture influences organisational activities, either in a positive or negative way. This is determined by how the members of the organisation attend to issues of their organisation’s culture. It has been argued that culture and/or the lack thereof influences the success or failure of organisations. The culture of the

organisation plays a significant role because it is the basis for ensuring that change is accepted, and the work environment is conducive for the employees (Mangoela, 2014). Therefore, “an organisation needs to understand its status before any strategic action occurs” (Davidson, 2004). Organisational culture plays a vital role within the organisation; it is immensely importance to understand it. Kolisang (2011) also suggested that organisational culture is an important factor of organisational behaviour and performance.

Organisational culture covers a wide range of actions governing the organisation. All the activities that occur in the organisation are either new or repeated. At some point, the most successful way of implementing those activities is adopted. This implies that organisational culture is developed through organisational activities; an organisation defines their culture based on what they encounter on a daily basis. Kotter (2011) defined corporate culture in the simplest terms as the way things are done in an organisation.

The “organisational mission, setting and what is required for success (innovation, efficiency, and reliability) shape organisational culture. Systems, policies, procedures, and rules governing work are formally documented, they have a more specific impact on shaping the initial culture by suggesting what behaviours and attitudes are important for success” (Kilman 1984).

Organisational culture is built by organisational activities and equally it affects those activities and continues to develop, based on environmental, cultural, political, and economic effects.

Subcultures may occur due to occupation, function and geographical lines that separate employees, an organisation may have a dominant culture (Robbins 1998, Scettetal 2003; Terpstra and David 1991). It has been stated that organisational activities shape the initial culture. Within organisational culture, subcultures exist. Consequently, the dominant culture may have subcultures, which coexist with it, which deny or support it. (Scott, 2003). This indicates that subcultures exist in every organisation and it is of utmost importance to let subcultures exist, according to the general systems theory as they help follow the dominant culture in the organisation.

Corporate culture is presented in the organisation's values and mission; the organisations leaders' conduct business and they become perceptible in the attitudes and behaviours of employees. Culture in the organisation includes the "policies and practices manifested, and they are often described as a deep, less conscious set of meanings about the context of work in organisation" (Mangolela, 2014:18). This highlights the importance and usefulness of organisational culture, its impact practice and implementation. Mangolela stated that organisational culture affects communication links and relationships within the organisation. Organisational culture becomes one of the cornerstones of a successful organisational restructuring. A poor understanding of culture reflects in poor communication links and a lack of relationships within the organisation.

Organisational culture primarily tries to integrate employees and help them to have a collective understanding and the same goals. Mulder and Niemann-Struweg (2015:82) stated that, "organisational culture unites, distinguishes, drives, incorporates and integrates those whom form part of the organisation". This means that if the organisational culture impacts on the internal integration and adaptation to the working environment, then an understanding of and respect for the organisational culture will help the organisation acquire all it needs to achieve its daily mandate.

There are three perspectives to approach organisational culture, various scholars explain them differently, and each perspective has a distinct impact. These perspectives include integration, differentiation, and fragmentation, as adopted from Martin (1992).

c) Perspectives of organisational culture

This section of the study discusses different perspectives of organisational culture as determined by Martin (2002). These perspectives include; integration, differentiation, and fragmentation. The discussion includes the relationship between these perspectives and their differences.

Ultimately, understanding culture is important because it provides an insight into the analysis and understanding of the organisation, its management, the working life and environment. "A cultural perspective offers powerful ways to understand deep-level, partly non-conscious sets of meanings, ideas, and symbols" (Smerek, 2010:381).

Organisational culture has become more prominent and captured the attention of communication researchers so that new perspectives to the subject are constantly being introduced.

Firstly, the integration perspective approaches culture from an angle that focuses on consensus and a holistic understanding of everything that happens within the organisation. Smerek (2010:382) stated, the

“integration perspective assumes consistency, organisation-wide consensus, and clarity. Diverging from integration are treated as regrettable shortfalls from an integrated ideal”.

Ideally, the integration perspective suggests that the organisation needs consistency, agreement among all organisational members, and clarity through interactions. Failure to establish consistency, consensus and a holistic understanding, means that integration would be poor. Integration brings harmony among all organisational units and a greater focus on the actions.

Secondly, the differentiation perspective assumes that culture is manifested by differences among subunits, and that consensus only occurs in subcultures (Smerek 2010). Inversely, the differentiation perspective admits that consensus is reached within subcultures or groups that exist among the organisation. This means that, the entire organisation holds different perceptions based on their differences. The management, administrative, and external stakeholders, all have consensus when they are on their own, however, when the whole organisation needs to engage and focus on the same matter, consensus and clarity are replaced by their differences, which appear to lead the organisation.

The third perspective, fragmentation, assumes that culture can best be described by ambiguity in an organisation. Consensus from a fragmentation perspective is transient and issue-specific. Research from this perspective means that goals are unclear and there is a lack of clarity as to whether outcomes have been reached (Smerek, 2010:382). The fragmentation perspective highlights ambiguity and unclear objectives, which means that objectives have not been specified and success remains uncharted. A perspective that presents the narration of colleges and universities as “organised anarchies” (Cohen & March, 1974). Based on fragmentation perspective, consensus

is occurring frequently, such that not every topic discussed can be agreed on. Agreement is not guaranteed on every topic in organisations because fragmentation exists.

The three perspectives are indicated in the table, as adapted from Smerek (2010:385).

	Integration	Differentiation	Fragmentation
Orientation to consensus	Organisation-wide consensus	Subcultural consensus	Multiplicity of views
Treatment of ambiguity	Excludes ambiguity	Channels ambiguity outside subcultures	Acknowledge ambiguity
Primary focus of study	Harmony	Conflict/differences	Ambiguity, irony, paradox, and the multiple interpretations that do not coalesce into collective-wide consensus

Table 2. 1 Organisational culture's perspectives

These differences (as held by the three perspectives of organisational culture) have been discussed in the previous section. The differences are clear, and an organisation is expected to adapt either one of the approaches for its survival. Ogbonna and Harris (1998) stated all these perspectives co-exist in one organisation and they are based on the hierarchical positions of the organisational members. In this study, the researcher investigates which perspective(s) exists in the organisation.

The focus of this study was to examine which perspective the GCIS uses and to discover how such a perspective affects the integration of communication in the organisation. In relation to this study, integration refers to coordination, aligning, working together, rigorous procedures for doing things within the organisation, and accepted ways of behaving within the organisation. It is important for an organisation to have an integrated system where the integration of communication entails alignment

of all organisational activities, working together as an organisation, transferring a single message across the organisation.

2.2.1.2 Integrated Communication

This section provides a brief historical background and description of the different areas of integration, importance and relevance of IC in the organisation in relation to the organisations success or failure.

d) Background to IC

The rationale behind IC emerged and gained importance in the early 1980s (Niemann 2005, Smith 1996). Kitchen and Schultz (1999:21) disagree and state, “that IC had its early development at the Medill School of Journalism at North Western University in the United States of America” in as early as 1921. An integrated marketing communication program was offered from 1991, in most universities at the United States of America.

IC is often confused with integrated marketing communication (IMC). However, integrated marketing communication focuses on the dissemination of the brand message so it is described as “a communication process that bring about the planning, integration and implementation of a range of marketing communication components” (Shimp, 2010:11). In organisations where the focus is not entirely on brand management or communication, integration of communication will be measured differently.

e) Description of IC

According to Maenetja (2009:42), IC is “the strategic management process of organisationally controlling all messages and encouraging purposeful data-driven dialogue to build and maintain long-term, profitable relationships with stakeholders”. This description states that the integration of communication helps the organisation to control, regulate and manage, it creates and maintains strong relationships with stakeholders and keeps the organisation connected with all stakeholders. Thus, integration is necessary for a company to have consensus. The study investigates whether GCIS has applied integration since its development.

Integration refers to that part of the process during which the various bits of information are put together (Steinberg 2007:146). Communication integration refers to the process of overcoming the differences held within the organisation, sharing the same message across the organisation, and having a long-term relationship with stakeholders. IC is seen as the assembly of all relevant corporate communication activities. This entails that IC combines organisational communication activities and the spread of the same communication message across the whole organisation.

IC has more impact than communication as messages are not in isolation. Within the current era of information and knowledge, information overload occurs in every communication platform. As a result, consolidation of information to share across all channels has a greater chance of surviving through a clutter of less important information shared (Change Communication, 2001). This can improve information control and sharing within organisations. The GCIS is an organisation that shares information frequently, thus, manifestation of integration has to be explored.

Weick's theory supports the interconnectedness of individuals in an organisation, which means that the actions of individuals in an organisation can strengthen it and connect individuals. However, Van Wezel (2000) stated that organisations and the external environment co-exist interdependently, so that organisations are also affected by politics, culture and technology. Organisations must manage interdependence, failure to do so can result in the decline of the interdependence of subsystems and perhaps the demise of the organisation. Organisations need to connect to the outside world in order to survive. Attention should be given to other issues such as politics, culture, economy, technology, legislation, and most importantly the environment.

In summary, organisational change is necessary, without it environmental conditions will affect innovation, so that the organisation will find itself no longer competitive in an increasingly complex and technologically sophisticated economy (Van Wezel, 2000). Implementing IC is considered a great step towards innovation, and it is important to organisational success. Innovative ideas and directions are established during innovation and most importantly; all parts of the organisation work together [integrate] to achieve the same objective at the same time. This will increase the effectiveness of the organisation.

Note, Van Wezel (2000) suggested that change and innovation through integration. Issues such as politics, economy, surrounding environment, and technology mostly affect governmental organisations. Hence, it is important for them to remain innovative and make drastic changes whenever necessary in order to implement integration of communication within organisations such as the GCIS.

IC combines all forms of communications (internal and external) into one unit. Differences within the organisation or a unit can exist, but need not affect the integration of communication within the whole unit. Niemann (2005) stated that IC focuses on two-way communication, the strategic objective of the organisation as a whole directs communication and IC contributes to the strategic thinking process of the overall of the organisation. Integration of communication should support the organisation's mission, vision, goals and strategic intent.

Integration should be attempted once the organisation knows its status. It is advised that an organisation should examine and understand their development, especially concerning how change can affect it. It is then expected to have sub-systems within the organisation but most importantly, they should not supersede the main culture of the whole unit or system. Hence, integration, coordination and harmonisation of all forms of communication in any organisation is important, it unifies the organisation into a whole. Integration of communication is important and it is a requirement for organisational success and effective communication overall (Martin and Niemann-Struweg 2015).

Organisations can work together for certain activities and disband during other activities. Hence, Barker (2005) stated that organisations should be discreet units that conduct inter-organisational relations for exchange. Organisations are systems that need to have boundaries by which employees remain behind their borders so that management can limit joint decision-making and remain in power or control. This emphasises a less efficient working environment and could lead to poor communication.

For organisations that are divided into departments operating as independent silos, integration becomes poor and as a result communication becomes important and it should be strengthened. Cutlip et al (1985) stated that "communication is driven by a

strategic objective of the organisation; communication builds and sustains relationships with internal and external stakeholders”.

Integration in organisations begins with top management. Schultz and Kitchen (2000) stated, “all communication activities need to be integrated for business to survive and prosper in a globalised world”. Hence, organisations need to be integrated, starting with the integration of employees and continuing to build a solid relationship with both their internal and external stakeholders. The communication of such an organisation will be effective and the more the messages are integrated the greater the impact they have on recipients.

Christensen and Cheney (2005) argued that IC might lead to the despondence of employees who are assigned to work for organisational objectives especially if the organisational values have little meaning to employees. Building relationships with employees will create a sense of importance, and they will have a positive attitude towards IC. IC is focused on corporate identity and brand, that is what the organisation is, and represents (Du Plessis and Schoonraad, 2006). For Christensen and Cheney (2005) IC is consistently conceived of as a broader effort to consolidate communication processes, beyond the field of marketing. To date the distinction between IC and integrated marketing communication has not been clearly understood.

To clarify, IC is a model that confines itself to both internal and external communication, and joint application to information, dissemination, collaboration, learning and performance support. IC is the application of analysis, communication and evaluation techniques to develop and sustain integrated, multifaceted interventions to accomplish an organisation’s vision, mission and objectives, (Gayeski and Woodward 1996). Scholars that view integration of communication from this perspective are then able to implement it. They have a greater understanding of IC that allows them to focus on its implementation. If scholars still fail to see integration from this perspective, it is evident that they do not fully understand the concept.

IC is equivalent to quality management in its focus on enhancing the whole organisation. IC is concentrated on the management of long-term relationships of both an organisation and its differing internal and external stakeholders (Gronstedt, 1996).

f) Areas of integration

In implementing IC, the top management team or executive committee of the organisation should suggest and more importantly support the idea. Every organisation relies on commitment of the senior employees to succeed. According to Pittegrew (2001), IC starts at top management level and filters down. Mulder and Niemann-Struweg (2015) also support the idea that the integration of communication should start at top management. Table 2.1 below describes how integration of communication occurs in any organisation.

Organisational integration	Stakeholder integration	Environmental integration
CEO/ top management integration	Interactivity integration	Open system
The renaissance communicator	Brand contact point integration	Learning organisation

Table 2. 2 The three areas of integration

The organisation is the first place where integration occurs. Most importantly, integration is either horizontal or vertical. The long-term strategic direction of the organisation should drive the organisational integration. Horizontal integration involves integration and alignment across business units, functions, and regions related to systems (particularly environment), communication and procedures (Mulder and Niemann-Struweg, 2015). Linking knowledge and expertise between departments is essential, and it is the vital start of integration. Vertical integration relies on communication integration between people working in different business units, and departments. It encourages communication that is more open, frequent and effective. Vertical integration encourages top-down communication from top management.

Integration from top-management level enables the organisation to integrate with support from the management. Top management integration creates a sense of the importance of communication within the organisation. Management regularly check the integration progress and its alignment with the organisational mission and goals. Top management should create an awareness of communication within the organisation and support the long-term organisational strategic plan.

The organisation and the environment constantly interact and change one another. Hence, it is important to provide alternative approaches to communication that can be flexible with organisation and environmental change. For an organisation to achieve integration proactively, Mulder and Niemann-Struweg (2015) suggest that it at least requires enough capital to ensure effectiveness, knowledge and comprehension of core competencies, strategic consistency in all organisational effort, inherent cross-functional planning, and zero-based communication and marketing planning. This means that, in order to succeed, integration requires support from all stakeholders of the organisation and all employees as well.

g) Stakeholder integration area

Organisations need to realise that all stakeholders are equally important. Relationships with stakeholders are important for effective interaction. Stakeholders' involvement is vital and should be promoted. Interactivity, integration and brand contact point integration, are required for this type of integration.

Interactivity integration entails that productive and effective communication is strongly encouraged. Communication should be two-way (symmetrical) communication, purposeful and personalised. Two-way symmetrical communication emphasises that communication should be fair and partial between parties, it should be viewed and mutually understood (Mulder and Niemann-Struweg 2015:221). Communication should be effective, most importantly purposeful and have a target audience. Purposeful dialogue among stakeholders and the organisation is essential for integration and relationship building.

Within the stakeholder integration area, brand contact point integration is another step towards integrating the whole organisation, which demonstrates that stakeholder involvement is a necessity. Mulder and Niemann-Struweg (2015) explain that stakeholders need to be classified and differentiated, based on their potential impact on the organisation. Influential stakeholders (internal and external) are important to consider during communication integration. Brand contact point integration is based on the idea that the message and incentive delivery system must be stakeholder appropriate. This means that continued dialogue ensures a 360-degree brand idea, and the timing of messages and incentives should be built on stakeholder preferences.

It is essential to identify and understand potential stakeholders for communication integration, and they should be a priority of the organisation.

h) Environmental integration

Lastly, integration with the environment determines what will happen to the organisation. The environment and the organisation continuously interact and changes take place, due to environmental forces. The organisation functions as an open system. Politics, social factors, and economy are the environmental factors with more influence on organisational change. Environmental change is constant and encourages organisations to continuously learn and innovate to prosper. Constant interaction between the environment and the organisation is vital for the long-term survival and sustainability of the organisation.

Environmental integration is important for organisational survival. An evolutionary model of integration by Duncan and Cawood (1996), encourages a “silo focus”, which is vital for integration to occur. In summary, not all areas that need to be involved can be integrated at once; it is encouraged to focus on one area of integration at time. Environmental, organisational and stakeholder integration areas are all-important and should be integrated from top-management point of view with support from all organisational units or departments.

This section discussed the integration of communication in its historical context, its various stages and areas of integration. Integration of communication starts from top management. It is important for the organisation to unite and have effective internal communication. Moreover, they need to build relationships among employees to be able to communicate the same message by means of their external communication.

2.3 THEORETICAL FRAMEWORK

This section of the study discusses Weick's Organising Theory of 1969 and the General Systems Theory of Bertalanffy (1968) and the relationship between them. The discussion starts with a brief discussion of General System Theory and finishes with a discussion of Weick's Organising Theory.

2.3.1 General Systems Theory

Ludwig Von Bertalanffy proposed his General Systems Theory in 1928, although the theory took some time before it became well known. The theory received the name General Systems theory as it was developed to apply to any type of system.

In the 1970s it was believed that all components of the theory were interrelated, which meant that change to one variable was a change to all or many of the variables. The view of organisations as open systems, which continuously interact with their environment became important. Organisations must always adopt to environmental changes. During the 19th century, the work of Bertalanffy gained popularity in the field of philosophy and gained attention in the 20th century as many scholars in various fields of study expanded on it.

The Systems Theory stresses that organisations experience a birth, development, and death (Papa et al 2008). Considering the above stages, the development stage is most importance as it determines the death or continuous existence through generations. Papa et al (2008:105) stated that the, “systems theory relied on several important concepts to explain the organismic characteristics of organisations. The concept includes wholeness, hierarchy, openness, and feedback”. However, Bertalanffy stated that the General Systems Theory allows logico-mathematical definitions of many ill-defined and much disputed concepts such as those of wholeness, summative, emergent and resultant evolution, progressive segregation, mechanisation and centralisation, individuality, hierarchical order, controlling parts, finality and equifinality, physical and biological time, and so forth. This are some concepts found within the theory and this study will selectively use those related to the study, i.e. hierarchical order when discussing organisational culture.

According to Kast and Rosenszweg (1972:450), “key concepts of the General Systems Theory include; sub-systems or components, holism, open/closed system view, system boundaries, negative entropy, dynamic equilibrium or homeostasis, feedback, hierarchy, internal elaboration, multiple goal-seeking and equifinality of an open system. Within this study, a few aspects are important to discuss, that include sub-systems, system boundaries, holism, feedback and an open system view.

Robbin (1998) stated that, *sub-systems* may occur due to occupation, function, geographical lines, although an organisation may have a dominant culture. A dominant culture expresses the core values that are shared by most employees.

Sub-cultures depict that an organisation is not whole or unitary, but rather a system composed of interrelated parts or elements. Elements of a system are interrelated. Sub-systems ought to be barriers to integration as they separate the organisation into small groups that make the overall organisation, but it is important to note the sub-cultures before establishing integration.

Organisations should be viewed as one unit that consists of interrelated elements. According to Robbin (1998), *holism* emphasises that the entire system is not just a sum of the parts; the system itself can be explained only as a totality. Holism is the opposite of elementarism, which views the total as the sum of its individual parts. Totality is the integration of elements in a system, which supports the notion that a system (organisation) is a definite whole, and not a sum of the individual parts.

System boundaries help differentiate between open and closed systems in a manner that boundaries help us understand open and closed systems. According to Kast and Rosenszweg (1972), a closed system has rigid, impenetrable boundaries; whereas an open system has permeable boundaries between itself and a broader supra-system (environment). However, boundaries are difficult to delineate in social systems, such as an organisation. Consequently, organisations are likely to develop as an open system as they are not definite as to what boundaries (factors influencing organisational change and activities) are related to open and closed systems. In relation to this study, systems refer to an organisation. The organisation that incorporate external stakeholders and the public constitutes as an open system.

An *open system view* suggests that systems can be considered in two ways (1) closed or (2) open. The environment, through the exchange of information and material, affects an open system. A closed system avoids interaction with the environment, and works instead in isolation of external opinions. However, systems can be closed or open. In addition, boundaries are not absolute; hence, a closed system is not clearly differentiated from an open system without engagement with the environment. The

GCIS as an organisation interacts with the environment, this classification of systems enables the researcher to establish the type of organisation the GCIS is.

Kast and Rosenszweg (1972) stated that the concept of *feedback* is important in understanding how a system maintains a steady state. Inputs and output of information enable the system to change (transform). Feedback can be positive or negative. Positive feedback encourages a continuous use of current procedures; whereas negative feedback suggests readjustment to a new steady state.

According to Foil (1989), system's theory enforces the establishment of strong organisational boundaries so that there is less chance for joint decision-making processes. Managers fear loss of organisational power to control and dictate. This affects interdependencies of systems and integration will not occur since management, who are responsible to initiate integration distance themselves from the rest of the organisational members. Organisations need to be open systems and divisions should not affect work or be work related.

2.3.2 Karl Weick's Model of Organising (1969)

Before the discussion of Weick's model of Organising [Organising Theory], it is essential to note a few points on how the Organising Theory and General Systems Theory relate to one another/this study. For example, Weick's theory circulates around information transfer, adjustment and feedback. Weick suggests that information can be equivocal and once multiple interpretation occurs, adjustments are made through interpreting information. On the other hand, Bertalanffy states that negative feedback requires adjustment to create a consensus. Weick's model of organising derives from the concept of feedback. The stage of retention encourages revisiting memories to review how situations were resolved, and readjustment are made to eliminate multiple interpretations of information, which leads to a new stage of understanding. In Bertalanffy, adjustment will lead to the new steady state. Both theories then suggest change in diverse ways.

This study draws on Weick (1969)'s organising theory and will address different notions regarding organisational culture and IC in an organisational setting. Organising theory comprises of several stages namely; rules, double interact, enactment, selection and retention. Both enactment and double interact stages will be discussed

in relation to IC. Selection, retention and rules are discussed below in relation to organisational culture.

An understanding of the concept of organising theory is important and relevant to the study. According to Dainton and Zelley (2015:238), organising refers to “the process of communication that creates an organisation”. Communication creates and sustains organisations. Organisations rely on communication to achieve their day-to-day mandates. Therefore, the implementation of IC is essential for the survival of each organisation if they are to achieve their organisational goals and survive.

Organising theory has been developed to reduce multiple understanding of information amongst organisational members. All the stages of the theory explain how multiple interpretations of information can be reduced; however, they emphasise the use of communication and revising strategies that have been used to resolve similar past dilemmas. Organisational culture refers to the ‘right’ way of doing things in the organisation. However, due to repeated application of the same methods to resolve organisational obstacles/disputes in the organisation, the approach used becomes the accepted (right) way of doing things in the organisation and then serves as the organisational culture).

Multiple interpretations of information exist, and they create disagreement between organisational members, but can be dealt with in various forms. “One way to reduce equivocality of information is to rely on rules (also called recipes). The term rule often refers to guidelines for behaviour, and Weick’s use of the term is consistent with conceptualisation” (Weick 1969). Typically, organisations have rules, or guidelines for analysing both the equivocality of messages and how to respond to them. Rules can be regarded as organisational culture as they set standards of accepted behaviour within the organisations, and these behaviours is constituted as the right way to behave within the organisational environment. Therefore, these standards set form part of the organisational culture.

The figure (1.1) below represents Weick’s theory of organising, which was adopted from Dainton and Zelley (2011:169). The discussion is based on this model.

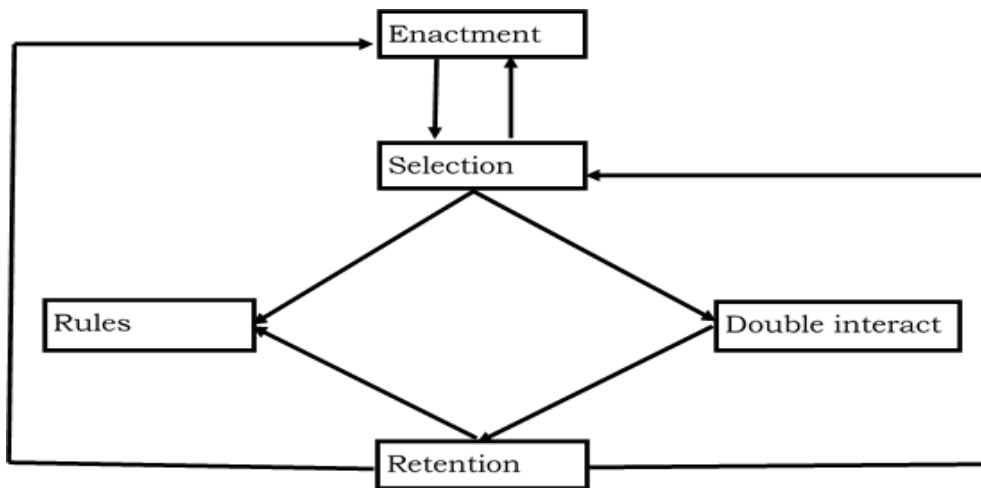


Figure 2.2 Weick's Model of Organising.

Multiple interpretations of information should be dealt with for the organisation to reach consensus. In attempt to reduce equivocality, organisational members must choose how to respond. Organisational members can choose from rules or standard guidelines to guide their response, and a double interact, or communication process that allows members to modify solutions to the problem (Weick in Dainton and Zelley 2011:113). This implies that organisational members select a pattern or way of operating, which may be regarded as the organisational culture based on its success or failure. The approach that is often selected and used by the organisational members to reduce equivocality is then adopted and applied continuously to similar situations. It then becomes the accepted way of operating in that specific organisation, and will in turn become part of the organisational culture. All this happens within the stage of selection.

Every organisation marks its successes and failures: “retention is a form of organisational memory. What was done and how it was done is stored, formally or informally, so organisational members can refer to it again” (Dainton and Zelley 2015:168). Culture, in an organisation, is regarded as the way in which things are done and how they are done. This process of retention is the stage of acknowledgement, which perceives the operational history of the organisation to choose what behaviours should be adopted or used again. This process continuously takes place when there is equivocality of information (Westwood and Cleggs 2009). Those adopted behaviours are eventually prioritised and accepted as the right way to behave in an organisation, which is in turn the organisational culture.

In summary, rules, selection and retention are used to understand the culture of the organisation as they investigate and discover patterns of behaviour, which can be considered as the right way to behave. These stages can be used to establish and understand organisational culture. The theory consists of two more stages namely; double interact and enactment, which will be discussed in relation to IC or communication at large.

Certain measures should be taken, and communication has to take place in order to deal with equivocality. Double interact consists of an act, a response, and an adjustment (Weick 1969). An act is communication behaviour initiated by an individual or group of people. The receiver of the message communicates in return, which is considered a response" (Weick, 1969 in Dainton and Zelle 2015:167). This two-way exchange of messages is typically used to understand the communication process. Weick proposed that genuine communication requires a third step, an adjustment to the information originally received. This adjustment can take several forms. It might be a confirmation that the information has been understood. If the information is still equivocal, the adjustment might be additional information gathering (Weick in Dainton and Zelle 2011). "Double interaction ...requires organisational members to develop interdependent relationships in the process of communication. Organisations whose members don't use double interact to resolve new forms of ambiguity, will not survive and flourish" (Dainton and Zelle 2015:169).

Change is the key to organisational success, and change occurs by means of the process of communication. The process of communication that is emphasised through the double interact stage.

Double interact emphasises the importance of communication in the organisation. Double interaction suggests interdependency among organisational members and IC can build links between different sections of the organisation (Mulder and Niemann-Struweg, 2015). Furthermore, Mulder and Niemann-Struweg (2015) state that communication establishes a sense of individuality, especially internally, so that, double interact encourages the process of communication.

Weick proposed a three-stage process of sociocultural evolution for organising, namely; enactment, selection and retention. The first, enactment, is discussed in

relation to the communication process, while selection and retention have been discussed in relation to organisational culture.

Once communication occurs, members need to engage further to review multiple information to eliminate or reduce it. According to Weick (1969), enactment occurs when members of an organisation notice ambiguous information in their environment, which can be interpreted in multiple ways. Recognising that multiple interpretations exist and putting into practice a mechanism in order to make sense of that information, is at the heart of enactment. During this stage, organisational members communicate their differences and ensure transparency and a connection among themselves. Relationships are built, and they are important to enable effective communication in an organisation. Both double interact and enactment support relationship building and interdependency among organisational members through constant engagement or communication. These stages all emphasise the importance of communication in an organisation.

2.4 THE GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM (GCIS)

2.4.1 Background to the GCIS

The GCIS was launched on the 18th of May 1998. It came into being after an investigation by a communication task group (Comtask) into the effectiveness of government communication. Before 1994, the ruling government had a culture of secrecy, disinformation and restrictions on press freedom. In 1994, when the constitution of the Republic of South Africa guaranteed the right of press or information, it led to the development of the GCIS. A Comtask team was formed to investigate and review government communication at local, provincial, national and international level. Recommendations were made and the GCIS was established as a new government organisation.

The GCIS emerged to replace the former South African Communication Service (SACS). The proposal came with recommendations from the implementation committee and included the establishment of a government communication and information system to plan and co-ordinate government communication and information in close collaboration with the cabinet and presidency. The purpose was

to transform the existing SACS to suit the requirements of the new constitutional framework, and restructure the existing communication arrangements in ministries and departments.

The GCIS was formally established in terms of section 7 (sub-section 2 and 3) of the Public Service Act, 1994, as a strategic unit located in the presidency. The mandate of the organisation was to “co-ordinate, guide and advise on government communication (including media liaison, development communication and marketing communication)” (Comtask report, 2000). The core vision was to achieve an integrated, coordinated and clear communication between the new government and the South African citizens, to enable them to be informed of and involved in the country’s transformation.

2.4.2 Structure and functioning of the GCIS

The objective of GCIS stipulates that the organisation is expected to play a vital role in integrating the citizens of South Africa and the government through communication. It was given the lifetime task of meeting the government communication needs and those of South African citizens. Montsho (2003) states, “for GCIS to ensure that government communicates effectively, firstly it has to ensure that its employees within the organisation communicate effectively”.

A mutual understanding amongst employees and management of the GCIS is a prerequisite. Communication among GCIS staff is essential, so it must be clear and effective. Integration will occur through effective internal communication, which will encourage effective external communication and integration with the environment. The GCIS’s primary responsibility is to maintain communication between government and the public. Therefore, it is essential for the organisation to follow a two-way symmetrical communication approach.

The GCIS has a primary mandate, vision and mission. Most importantly, the main function of the GCIS is to serve as a mediator to ensure that there is communication between the government and the public [both their communication needs are met, and communication should be clear and effective]. The vision of the GCIS is to be the pulse of communication excellence in government. It is designed to provide professional services, set and influence adherence to standards for an effective government

communication system, drive coherent government messaging, and proactively communicate with the public about government policies, plans, programs and achievements.

The GCIS offers professional advice to departments and leads some of the major communication campaigns formulated by the government. Its key functions as listed in its annual report of 1998/99 are as follows:

(1) “a strategising body located in the Presidency dealing with issues of government message, communication strategy and corporate image, (2) a body to integrate, co-ordinate and rationalise the work of all communications structures in government including training, (3) through a Communication Service Agency (CSA) to be responsible for the production and distribution of government media and general dissemination of information, (4) through its media liaison structures, strengthen working relations between the media and government and ensure accurate and unbiased reflection of government work and views, (5) through its Research and Policy Unit, conduct research into public opinion and process this for utilisation by government as a whole, and (6) the GCIS should also develop a media policy for government including such issues as diversity of ownership”. (RSA. GCIS Annual Report 1998:2).

The GCIS is structured differently from than other government departments. The Director-General, who serves as the official spokesperson for government, leads the GCIS. The Director-General chairs the GCIS Executive Committee, a strategising body who integrates, coordinates and rationalises the work of GCIS and government communication. The GCIS is made up of three branches, each headed up by a Deputy Director General. Each GCIS branch is divided into chief directories, managed by chief directors.

2.5 APPLICATION OF GENERAL SYSTEMS THEORY AND ORGANISING THEORY TO THE GCIS

This section of the study will elaborate on the relevance between the GCIS and both theories. The GCIS will be discussed first in relation to both the General Systems Theory and the Organising Theory.

2.5.1 Relevance of General Systems Theory to the GCIS

General Systems Theory involves many concepts but not all were discussed within the theoretical framework section, since they were not relevant to the study. Concerning the GCIS and General Systems Theory, the following concepts are discussed: feedback, holism, system boundaries and sub-systems. The three stages faced by each organisation and the decision-making process are included in the discussion.

2.5.1.1 Feedback [positive and negative]

The GCIS engages with the environment, as it was developed to serve the public. During each engagement with the public, they receive feedback on the service provided, which can be either positive or negative. Positive feedback for the GCIS will mean a continuation of its current procedures in the provision of services to the public. However, if negative feedback is received this means that the GCIS needs to change their procedures and readjust them so that they are accepted by the public.

2.5.1.2 Holism [totality]

Each organisation has a perspective or approach by which they view themselves. In relation to the GCIS, the organisation can view itself from two approaches: (1) an approach that views the GCIS as an organisation that is solely presented in absence of all components contributing to overall image. (2) An approach that views the GCIS as an organisation that has elements or sum of its part those contribute to the totality of an organisation as a whole.

It is not yet known how the employees of the GCIS in Polokwane view their workplace. Employees may view the GCIS as well integrated, where staff work in alignment with the overall organisational goals. On the other hand, if they view the GCIS as an organisation that consists of different elements, which contribute to the organisation, there are less chance of integration. It is possible for the GCIS to never experience integration if it is viewed as an organisation that consists of separate elements.

2.5.1.3 System Boundaries [open and closed systems]

The GCIS is an organisation that works with the public, so it is bound to interact with the environment on a regular basis. An organisation can either operate as an open or closed system. The environment through an exchange of information and material affects an open system, while a closed system avoids interaction with the environment. The GCIS, through Imbizo interacts with the public, gathers information, and deliver information too. This means that it operates as an open system. This is the first time you have used the term Imbizo It requires an explanation within this context.

2.5.1.4 Sub-Systems

Sub-systems within an organisation emerge due to occupations, functions and the power of employees to influence organisational change or actions. Employee occupations may create tension. Functions or employees create groups based on duties and reporting lines, and in this way, sub-systems fight against unity. Employees create a dominant culture, which is enforced to lower level employees based on power. Sub-systems help organisations have a dominant culture, which can be effective for an organisation's performance, if adopted and adhered to by all employees. Looking at the GCIS structure, each employee has a responsibility to complete a certain mandate. Lack of interaction and poor communication could result in poor integration.

2.5.1.5 Three stages faced by organisations

Papa et al. (2008), emphasised that organisations face three stages: birth, development and death. The GCIS was launched as early as 1998, but before that, we had the South African Communication Service (SACS). SACS were responsible for communication across the country. GCIS came into existence as a development of South African Communication Service, to plan and coordinate government communication. Thus, the development stage in this case was the emergence of the GCIS in order to replace SACS.

2.5.1.6 Decision-Making Process

Foil (1989) argues that the system theory creates less chance for joint decision-making, creates boundaries to segregate employees and keeps top management in

control. This questions the decision-making process of the GCIS, whether it is a joint decision-making process or top management only makes decisions. Within an organisation, there are boundaries, which can be an impediment to the performance (closed system specifically but not applicable to the GCIS, as it is an open system) and sub-systems.

2.5.2 Application of Organising Theory to the GCIS

Weick's theory focuses on reducing equivocality of information in an organisation. Each stage of the theory explains differently how an organisation can work towards reducing ambiguous information within an organisation. However, the importance of communication is emphasised in this theory.

2.5.2.1 Rules

Weick refers to rules as guidelines for employee behaviours. Guidelines help organisational members to behave in an acceptable manner. They create a distinction between acceptable and unacceptable behaviour within the organisation. Accepted guidelines will continuously be adhered to by various generations of employees. In this way, the guidelines serve as the culture of that organisation. Rules create a dominant culture within the organisation. The GCIS, like any organisation will have its own rules and they help the organisation to work effectively.

2.5.2.2 Selection

When an organisation faces multiple interpretations of information it should deal with the issue, until consensus is reached. A response method to deal with equivocality is required. The manner in which an organisation chooses to tackle the issue of ambiguous information will determine their culture or will establish set patterns, which will then become entrenched as the accepted way of solving problems. Members of the organisation will then adapt to the established set of patterns as the accepted way of solving problems.

In relation to the GCIS, how they interact with the environment will demonstrate their preferred methods to handle day-to-day problems. However, due to constant environmental changes and developments of several factors that will affect

organisational performance, new ways of survival will have to be implemented. Thus, the researcher intends to investigate if the GCIS has been able to adopt and adapt to change and whether an integration of information has taken place since it was set up over 10 years ago.

2.5.2.3 Retention

Organisations keep records of their strategies and actions taken that lead to success or failure. This stage of retention is organisational memory. Here, organisations go to their databases to check how things were previously implemented and if the situation warrants it, they can re-apply the same procedures. This process occurs when organisations face challenges. The GCIS always returns to public opinion and gathers information in order to determine what is of concern to the public at the time.

2.5.2.4 Double-interact

Double interact consists of an act, response, and an adjustment. An act refers to the initial process of communication within the organisation. A response comes in the form of feedback to the communicated message. This two-way exchange of communication helps the organisation to establish simple dialogue, which is the initial stage of communication integration. Integration has to occur through communication, between employees, so it is important for employees to be constantly communicating. The GCIS itself is a communication organisation so one expects the organisation to display a strong and effective communication method, in both their internal and external environments. Double interact strongly suggests interdependency among employees, this encourages constant communication amongst the employees and stakeholders.

2.5.2.5 Enactment

This final stage of the theory explains that once an organisation detects problems, it can then find mechanisms or strategies that can help them solve them. The process of response to a problem in order to find solutions is the most important as it helps the organisation to figure out solutions to their problems. During this stage, the importance of communication is revealed, in a sense that organisational members need to communicate and establish their differences towards equivocality of information or any

other disagreements and differences. Once this process has been completed then the organisation will have their identified their problems and established solutions.

2.6 PREVIOUS STUDIES OF THE GCIS

This section of the study focuses on previous studies that have been undertaken about the GCIS in Limpopo Province, Polokwane. The GCIS in Polokwane is a branch of the national organisation, based in Pretoria, Gauteng Province. As a result, they do not function independently. Their primary mandates are to service the needs of the head office and this study focuses on the daily activities within the Polokwane branch. Limited literature exists on this topic.

The GCIS operated since May 1998 to current date. Communication within the GCIS, as part of the mission should be structured in line with constitutional principles of freedom of expression and transparency and openness of government. Recommendations (in Comtask report) had to address new policies, structures and budgets. The Comtask also had to examine training and affirmative action policies, the way in which ownership of the media affects government communication, and South Africa's international information dissemination. Thus, the main concern was to recognise freedom of expression as an integral part of the new democratic society. This was why the GCIS was established.

The Comtask team delivered their final report to Mr Mbeki in October 1996. The report included 83 recommendations, which dealt with the structure of government communication, media diversity and access to information legislation. A central recommendation was the transformation of the old South African Communication Service (SACS) into the new centre of the government communication system.

The GCIS was tasked to co-ordinate, guide and advise on government communication (including media liaison, development communication and marketing). The core vision was to achieve integrated, co-ordinated and clear communication between the government and the South African citizens to enable them to be involved in the country's transformation. However, on 25 May 2014, President Jacob Zuma in his speech announced that the GCIS was to be replaced by a Department of Communications (DoC):

“Essential to its development was an enterprise by government to assemble a communication and information system that ‘is comprehensive, integrated, streamlined and structured for delivery’ through all three categories of government. The GCIS was mandated by Cabinet to expedite and assimilate communication over government and regulate the content of the message of government to the public” (RSA. Comtask Report, 1996)

The GCIS planned to develop strategies that would guide the department for five years, at its initial corporate strategy was developed late in 1999, with the intent to develop strategies that would be modified annually.

The strategic objectives formulated include:

“providing leadership to government communications; keeping the public informed on government delivery of its mandate; developing strategies for the better utilisation of advances in information and communication technologies in communicating and in the management of the GCIS; increasing the resources and capacity available to the GCIS; and addressing the ongoing transformation of the GCIS by paying attention to gender representivity at management level, the recruitment of workers with disabilities and running programmes on HIV/AIDS” (RSA, GCIS Corporate Strategy, 2001:04).

“Government Communication and Information System was a system, with its core function being to provide leadership to government communication structures and co-ordinate the communication work across government. Translating this mandate into reality posed challenges, which influenced the performance of its budget. Co-ordinating structures, which were poorly resourced both in terms of funds and personnel, made this co-ordination a huge challenge”. (Shabalala, 2005:76)

Few organisations acknowledge the purpose of communication and its functions. The communication function is frequently not properly resourced and ranked low on the list of departmental priorities” (Comtask report 1996:18). As stated in the report, communication was of less importance during the establishment of the GCIS.

The GCIS had recommendations to fulfil, and improving communication was important as stated in the recommendations. It was set up in order to integrate and co-ordinate communication. Most importantly, the GCIS has an objective to achieve integration as part of their core vision.

According to Shabalala (2005:77):

“a system only works swiftly if all its components are well coordinated towards the established targets. The GCIS strategic plan was announced on departmental communication structures being there and effective to take leadership. A homogeneous government message is critical in providing sufficient communication with the citizens and this was a test encountered by the GCIS”.

The GCIS as an organisation began its operation with a few professional staff members, this lead to poor integration or implementation of the recommendations. A variety of functions were stated (*refer to section 2.4 and 2.6*), the most important focus was the accomplishment of such mandates

The GCIS had several aims; and they all work towards achieving the same goal for the organisation:

GCIS seeks to achieve its goals through six programmes:

- Administration is responsible for the overall management of GCIS.
- Policy and Research conducts communication research, develops media policy manages information resources and provides communication advice.
- Government and Media Liaison ensures the integration of departmental communication and a professional service to the media.
- Provincial and Local Liaison facilitates national and provincial partnerships and coordinates the inter-sectoral committee for establishing one-stop community centres.
- Communication Service Agency provides a range of media production services to GCIS and other government departments.
- International Marketing and Mobilisation aims at marketing South Africa internationally, GCIS Budget Vote 7 (2002:145).

If the GCIS can complete its tasks with its various sections working together, there is a greater chance that integration can be achieved.

2.7 CONCLUSION

The important concepts discussed in this study include organisational culture, IC, and the GCIS as an organisation where the study was conducted. Lastly, this chapter covered the theoretical framework of the study comprising of two theories namely; the General Systems Theory and the Organising Theory.

Concerning organisational culture, the literature concludes that organisational culture can be viewed from various perspectives. However, there are two dominant perspectives; an approach that views organisational culture as what an organisation *has* and an approach that views organisational culture as what an organisation *is*. Organisational culture is studied from an interpretative approach in a sense that researchers attempt to understand the organisation through employees' experiences and perspectives. However, recent literature stipulates that organisational culture can be approached from three perspectives i.e. integration, differentiation and fragmentation.

IC was discussed in its historical context, importance and lastly, areas of integration. IC stresses the importance of holism within the organisation and this encourages adapting an approach that views organisational culture as what an organisation is.

Integration of communication has both advantages and disadvantages for organisational culture, based on the perceptions held by top management of the organisation. As stated by Foil (1989) integration of communication will centralise decision-making processes and replace top management power and control.

Introducing IC to an organisation will result in the continuous engagement with its environment, stakeholders and the organisation at large, which takes place through all areas of integration. IC creates unity among organisational departments, consensus, and collective decision-making, reduces equivocality, enhances and promotes two-way communication. IC initiates at the top management (stakeholder integration) throughout the organisation to the lowest level of employees

(organisational integration) and then branches out to the geographical area where the organisation is situated (environmental integration).

The GCIS is a government owned organisation, established to coordinate, guide and advise on government communication and integrate, coordinate and communicate clear information to all South African citizens. The GCIS is a communication-focused organisation, which on daily basis tries to improve communication strategies between the government and South African citizens. Weick's theory of organising, states that the importance of interaction is to reach consensus within the organisation. This model of communication promotes fair dialogue between employees of different departments in an organisation.

This chapter also reflected on the relationship between the GCIS and the theories selected to form a theoretical foundation for the study. The discussion in relation to General Systems Theory emphasised that the GCIS is an open system, which interacts with, and is affected by environmental change through those constant interactions with the environment. This implies there is a possibility of environmental integration at the GCIS.

Concerning organising theory, it is believed that organisations use communication to achieve consensus or to reduce equivocality. Use of communication is emphasised at the stage of double-interact. The GCIS is a communication-focused organisation, thus, the theory suggests they adapt to a two-way symmetric communication model to initiate integration. The GCIS is expected to have advanced communication strategies and remain a communication-orientated organisation. The GCIS is expected to have a model of communication that supports integration, functions as a unity, displays interdependency among its employees and the surrounding community.

CHAPTER THREE: METHODOLOGY

3.1 INTRODUCTION

The aim of this chapter is to outline the various sections of research methodology that were selected for this study.

This chapter first discusses the qualitative approach which was used for this research. Within the qualitative approach, an interpretivist paradigm is adopted and used as both the philosophy and method of the study. Interpretivism guides the researcher about the appropriate directions to follow and the tools and techniques to use for data collection and analysis. Data was collected by means of interviews and content analysis. Both these tools used thematic analysis in order to identify themes.

This chapter discusses the method, paradigm, design, tools and techniques used for conducting this study. The first section of the chapter covers the research orientation, which encompasses qualitative research and Interpretivism.

The second section of this chapter includes the research method (Interpretivism), which is discussed as a research method. The researcher discussed the data collection tools used, and how they were applied to collect data in an organisational setting. This also discuss how the researcher familiarised himself with the participants. However, the researcher had to identify the participants for the study, and the selection process is discussed at a later stage on sampling.

The data collected was analysed using thematic analysis. Thematic analysis is a style of analysing data to gain the experiences of the participants without bias. The fifth section to be discussed was data analysis. At a later stage, the discussion includes research credibility, transferability, dependability, and confirmability and how these aspects were achieved in this research project. This will be how the chapter is outlined to present the theoretical framework of the study.

3.2 RESEARCH ORIENTATION

3.2.1 Qualitative methods

Qualitative research often connects a variety of interpretive practices. Qualitative research can be approached from various views, this study follows the view of “qualitative research as a site of multiple interpretive practice” methodologies and paradigms, which range from “constructivist, to cultural studies, feminism, marxism, and ethnic models of study”, (Denzin & Lincoln 2008:8). It consists of multiple methodological practices, a variety of paradigms, and no single theory of its own, hence each theory applied to this qualitative study can be criticised or used to support the study. Each paradigm can be studied alone; also, one can use multiple paradigms in one study.

The study adopted a qualitative research approach to interpret various views; also, because qualitative research approach allows application of multiple methods for data collection for case studies.

It is difficult to construct a single definition or description of qualitative research as it should be defined in relation to the field or discipline of study. Therefore, a summarised and quoted description of qualitative research as supported by Denzin & Lincoln (2000, 2008) and Flick (2002) reads as follows:

Qualitative research is an interdisciplinary, transdisciplinary and sometimes counter disciplinary field. It crosscuts humanities and the social and physical sciences. Qualitative research is many things at the same time, it is multiparadigmatic focused, multimethod approach... sensitivity valued by practitioners, naturalistic perspective commitment, and interpretive understanding to human experience. They are shaped by multiple ethical and political positions, and politically inherent.

Qualitative research embraces two tensions at the same time; on the other hand, it is drawn to a broad, interpretive, post experimental, postmodern, feminist, and critical sensibility. On the other hand, it is drawn to more narrowly defined positivist, post positivist, humanistic, and naturalistic conceptions of human experience and its analysis. Further, these tensions

can be combined in the same project, bringing both postmodern and naturalistic or both critical and humanistic perspectives to bear.

This study intends to discover and interpret human experiences; hence, it has adopted qualitative approach. Further, the above quote emphasises more on what qualitative research can cover; which promotes the interpretive paradigm that the study follows.

This study chose to follow the interpretive paradigm. All research, whether quantitative or qualitative, is based on underlying assumptions about what constitutes acceptable research and appropriate research methods. Further, a study must follow a philosophical approach that can either be positivist, interpretive and/or critical. Figure 3.1 shows accepted philosophical grounds theorists and scholars choose to follow when conducting research.

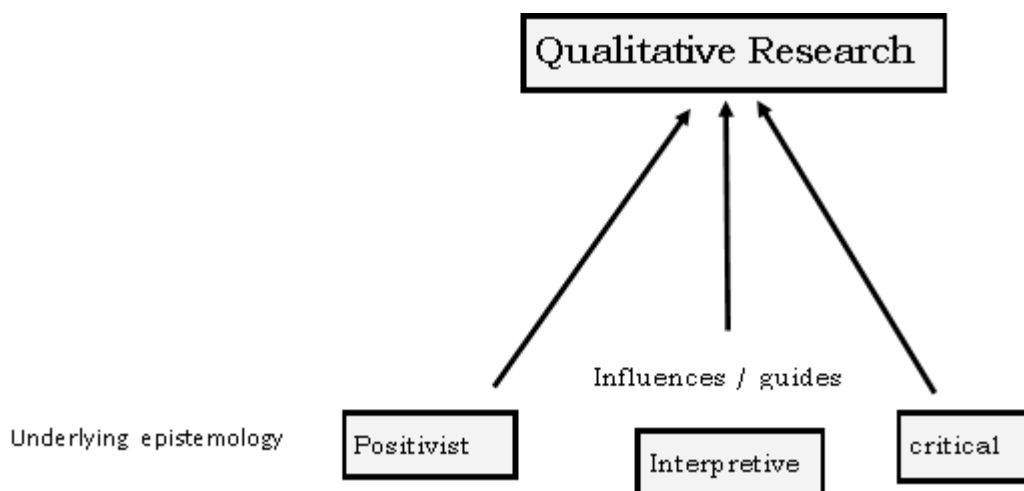


Figure 3.1 Underlying Philosophical assumptions (adopted from Myers, 1997)

Myers (1997) went further to explain the difference between the philosophies as follows:

Positivist studies attempt to test theory, to increase the predictive understanding of phenomena. On the other hand, interpretive studies attempt to understand phenomena through the meanings that people assign to them. Lastly, critical researchers assume that social reality is constituted and that it is produced and reproduced by people.

This research followed the interpretive philosophy, which is fully discussed below.

3.2.2 Interpretivism

A philosophical foundation to research is essential, it “justifies why we do research, relates moral-political values to research, and guides ethical research behaviour” (Neuman 2003:91). A brief elaboration on the philosophical assumptions that underpin this research is necessary. Primarily, human or social science research takes an ontological (ontology) or epistemological (epistemology) stance as its base.

Irrespective of the above philosophical assumptions, research has to follow a particular paradigm or use multiple paradigms. With reference to Figure 3.1, three paradigms were mentioned i.e. positivist, interpretive, and critical. A paradigm is an organising framework for theory and research that includes basic assumptions, key issues, models of quality research, and methods for seeking answers (Neuman 2003; Myers 1997; Kuhn 1970). This research follows an interpretive paradigm, as is discussed further.

Interpretive researchers start out with the assumption that access to reality (given or socially constructed) is only through social constructions such as language, consciousness and shared meanings (Myers 1997, Neuman 2003, Denzin & Lincoln 2008). Interpretive studies attempt to understand a phenomenon through the meanings that people assign to them.

The philosophical base of interpretive research is hermeneutics and phenomenology (Boland, 1985). The overall purpose of interpretive research is to understand the social, economic and political phenomena and to view reality in novel ways that complicates or challenges dominant taken-for granted views (Burrell & Morgan 1979). An epistemological view knowledge is accepted as it is created socially and continuously constructed based on social events that vary. Interpretation of an event will always be different to all humans; thus, multiplicity of views is accepted.

Interpretive research always tries to examine how people understand situations they encounter daily, how they account for and survive events on a daily basis, where the goal is to build a common or shared understanding (Denzin 2001). This refers to an organisation with various departments, different levels of employees with distinct

objectives, who all work towards achieving one organisational goal. Interpretive researchers are focused on clarifying meaning, through individual interpretation of shared events, actions, processes, objects etc. (Denzin 2001; Nordqvist et al 2009). This means that an understanding is achieved by means of interpretation of all social events humans encounter daily. Thus, according to Lindholm (1979), understanding is reached through detecting or assigning meanings to social phenomena:

Interpretive researchers differ in the extent to which they take a more objective approach to the phenomenon under study or a more relativist approach. With a more objective view, interpretations mean to detect, decipher, or translate something's actual and real meaning. From a more relativist and often social constructionist standpoint, the 'seeing as' in the act of interpreting implies giving something a specific meaning where the meaning is constructed by the interpreter. (Nordqvist et al 2009).

Empirically, interpretive researchers seek knowledge through individual experiences of people directly involved in the social process under study (Blumer 1969; Nordqvist et al, 2009). In relation to this study, the experience of participants will be explored through individual interviews. Further, their experiences will reveal the knowledge they hold towards the field of study.

On the other hand, interpretive research can be one thing with hermeneutics, which is "a method of literary studies of textual material in which in-depth inquiry into text and relating its parts to the whole can reveal deeper meanings" (Neuman 2003). This study applies content analysis to gather textual materials of the organisational documents for data analysis. Further, uses thematic analysis to examine the textual materials to reveal the findings.

The above description emphasises that a paradigm must *include methods of seeking answers*. The above discussion clearly states that to have a greater understanding of human experience in each social process, an individual's experience should be understood without personal influence of other experiences. A suitable method of enquiry in this study would be to focus on individual experiences, gathered in privacy, away from the influence of other participants.

3.3 RESEARCH METHOD

The previous section discussed the interpretivist paradigm as a philosophy; here it is discussed as a method. Interpretive studies attempt to derive their constructs from the field by an in-depth examination of the phenomenon of interest. In a sense that, a topic of interest will be examined deeply to discover any information held by the subject studied. Further, more information can be acquired through observations of events; quote below explains further:

An Interpretive paradigm is underpinned by observations and interpretation, thus to observe is to collect information about events, while to interpret is to make meaning of that information by drawing inference or by judging the match between the information and some abstract pattern (Arkenhead 1997).

Interpretive studies analyse their data by developing patterns of analysis and they focus on understanding information collected by interpreting the information at hand. A phenomenon studied from an interpretive approach is understood through meanings assigned to it by individuals participating in the study. Thus, interpretive studies are not under a single paradigm but its “philosophical base on research can be hermeneutics or phenomenology” (Boland 1985). An interpretive field research consists of seven principles. Within this study, these principles of interpretive field research are used to guide the researcher. Each principle has been used to design the research layout and choose appropriate data collection and analysis tools. The principles below have been adopted from Klein and Myers (1999:72).

a). The fundamental principle of the hermeneutic circle

This principle suggests that all human understanding is achieved by a repeated study of the interdependent parts and the whole that they form. This principle of human understanding is fundamental to all the other principles of the hermeneutic circle. This study chose to view organisational culture as what an organisation *is* in order to achieve studying it as a unit and not just some of its part.

b). The principle of contextualisation

This requires critical reflection of the social and historical background of the research setting, so that the intended audience can see how the current situation of the investigation emerged. This study discussed the historical background of each phenomenon used in this study to create a clear understanding for the audience and explain the motives for such a study.

c). The principle of interaction between researchers and subjects

This involves critical reflection on how the research materials were socially constructed through the interaction between the researcher and the participants. The researcher chose individual interviews to socially construct data by means of face-to-face interaction.

d). The principle of abstraction and generalisation

This requires relating the idiographic details revealed by the data interpretation through the application of principle one and two to theoretical, general concepts that describe the nature of human understanding and social action. This emphasise that ideas found through interpretation of data should relate to human understanding. This principle was applied by linking phenomenon discussed, highlighting the relationship between theories used with the entire phenomenon and the GCIS as the organisation to be studied.

e). The principle of dialogical reasoning

This requires sensitivity to contradictions between the theoretical preconceptions guiding the research design and actual findings the story that the data tell with subsequent cycles of revision. The emphasis of this is that, one should avoid contradictions, bias but provide actual findings. The researcher used thematic analysis to interpret, analyse and understand the story that the data told. By means of thematic analysis, cycles of revision were achieved so that distinct themes emerged from the data.

f). The principle of multiple interpretations

This requires sensitivity to differences among the participants as are typically expressed in multiple narratives or stories of the same sequence of events under study. These are similar to multiple witness accounts even if all tell it as they saw it. The researcher acknowledges multiple views, thus the second theory adopted emphasised how to handle multiplicity of views within an organisational setting and applied the same approach to the data collected.

g). The principle of suspicion

This requires sensitivity to possible “biases” and systematic “distortions” in the narrative collected from the participants. The researcher discussed research rigour in the last section of this chapter. Research rigour explains how the researcher handled bias when interpreting and analysing the data collected.

3.4 DATA COLLECTION

3.4.1 Individual interviews

Interviews are a mechanism of congregating information through an oral quiz by means of a set of pre-planned essential questions. According to Shneiderman and Plaisant (2005), interviews can be very effective since the interviewer can seek specific issues of concern that may drive to focus and productive suggestions. According to Genise (2002), Shneiderman and Plaisant (2005) the major convenience of the interview method of data collection is that:

- a) direct contact with the users often leads to specific, constructive suggestions;
- b) they provide good, detailed information;
- c) only a few participants are needed to gather rich and detailed data.

The degree of structure imposed on an interview will vary along a continuum, but it is useful to think of three main types: structured, semi-structured and unstructured, Mathers et al. (1998:2). This study interviewed every participant by means of a semi-structured interview approach. This method includes both structured and unstructured interviews and therefore uses both open and closed questions. As a result, it has the

advantage of both methods of interview. The data was collected by interviewing participants individually, in a private space. The data was collected at the GCIS in Polokwane.

Questions were open-ended and before the interviews commenced the participants were informed that they were to take place in a week in order to allow them to prepare. At the end of each interview, the participants were given a summary of their responses in order to confirm and verify them. Each individual interview was recorded, transcribed, and labelled with a participant number. The responses of the interviewee were recorded and later transcribed for analysis purposes.

3.4.2 Content analysis

Content analysis goes beyond merely counting words to examining language intensely in order to classify large amounts of text into an efficient number of categories that represent similar meanings (Weber, 1990). Berelson (1952) stipulates that content analysis is an objective technique. In the context of content analysis, objective refers to the extent to which categorisation of sections of transcripts is subject to influence by the coders. The success of a content analysis depends greatly on the coding process. The basic coding process in content analysis is to organize large quantities of text in to much fewer content categories (Weber: 1990).

Content analysis is defined as a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns (Hsieh & Shanon 2005:1278). The goal of content analysis is “to provide knowledge and understanding of the phenomenon under study” (Downe-Wamboldt, 1992:314).

The data was collected by a search of organisational documents and selection of relevant data for the topics. Most of the documents share common information, thus the researcher used only the following documents for content analysis: Comtask Report (2000), the Government Communicator’s Handbook (2014/17), the Government Communication Policy (2018), and the Annual Report (2016/17).

The data collected by content analysis was captured and organised according to themes and patterns. The data was collected from GCIS documents, from each

document examined, relevant data was captured and organised into themes to create a concrete understanding and interpretation of the content.

3.5 SAMPLING

Sampling encompasses both population and sample. Population refers to individuals, groups, or organisations, all with shared similarities and occupying the same geographical area. Welman et al. (2005) defines population as the study object and consists of individuals, groups, organisations, human products and events, or the conditions to which they are exposed.

A sample is drawn from the study population. A sample refers to a small or large group of the study unit, selected from a classified population of the study. A sample can be either a probability sample or non-probability sample.

3.5.1 Sampling for individual interviews

The study population for analysis included all the employees of the GCIS in Polokwane. The study adopted purposive known-group sampling for the individual interviews, which involved a selection of participants who were believed to have both knowledge and experience of the topic under examination. Thus, Cohen et al. (2000) stated, “only participants can possess detailed knowledge of any particular society or organisation in which they participate”. The study interviewed all the employees of the GCIS, considering the organisation consist of a small number of employees.

3.5.2 Sampling for content analysis

Population for content analysis includes all documents produced and published by the GCIS since it was established in May 1998. However, the study used purposive sample, to select only those documents related to the study objectives.

The GCIS produces a certain number of documents annually, for example, annual reports, strategic planning documents, and other government documents. The sample selected for content analysis included documents produced at the GCIS from 2000 to the present. Only relevant government documents were selected for sampling from those published since January 2000. Most of the GCIS documents are published annually, after the evaluations have been held and progress reports written. The

researcher analysed only the latest documents from the GCIS. The documents used for content analysis were namely: The Comtask Report (2000), the Government Communicator's Handbook (2014/17), the Government Communication Policy (2018), and the Annual Report of 2016/17.

3.6 DATA ANALYSIS

3.6.1 Thematic analysis

This study used thematic analysis to interpret and analyse the qualitative information collected by means of the individual interviews and from the government documents. Thematic analysis is a process of encoding qualitative information, which requires an explicit "code". This may be a list of themes, a complex model with themes, indicators and related qualifications. A theme is a pattern found in the information that describes, organises (at minimal level) and interprets (maximum level) aspects of the phenomenon. Within this study, themes were generated inductively from the raw qualitative information collected from the individual interviews.

Thematic analysis has multiple purposes. It can be used as (a) a way of seeing (b) a way of making sense out of seemingly unrelated material (c) a way of analysing qualitative information (d) a way of systematically observing a person, an interaction, a group, a situation, an organisation, or a culture. This study used thematic analysis *as a way of analysing qualitative information*.

However, different procedures are applied when developing codes and themes of analysis. Within this study, six stages of coding were followed as a procedure of analysing data by this method. These stages include: (1) developing a code manual, (2) testing the reliability of codes, (3) summarising data and identifying initial themes, (4) applying a template of codes and additional coding, (5) connecting the codes and identifying themes, (6) and lastly, corroborating and legitimating coded themes. The figure (3.1) below shows all these stages in order and their relationship to one another. It has been adopted from (Boyatzis 1998).

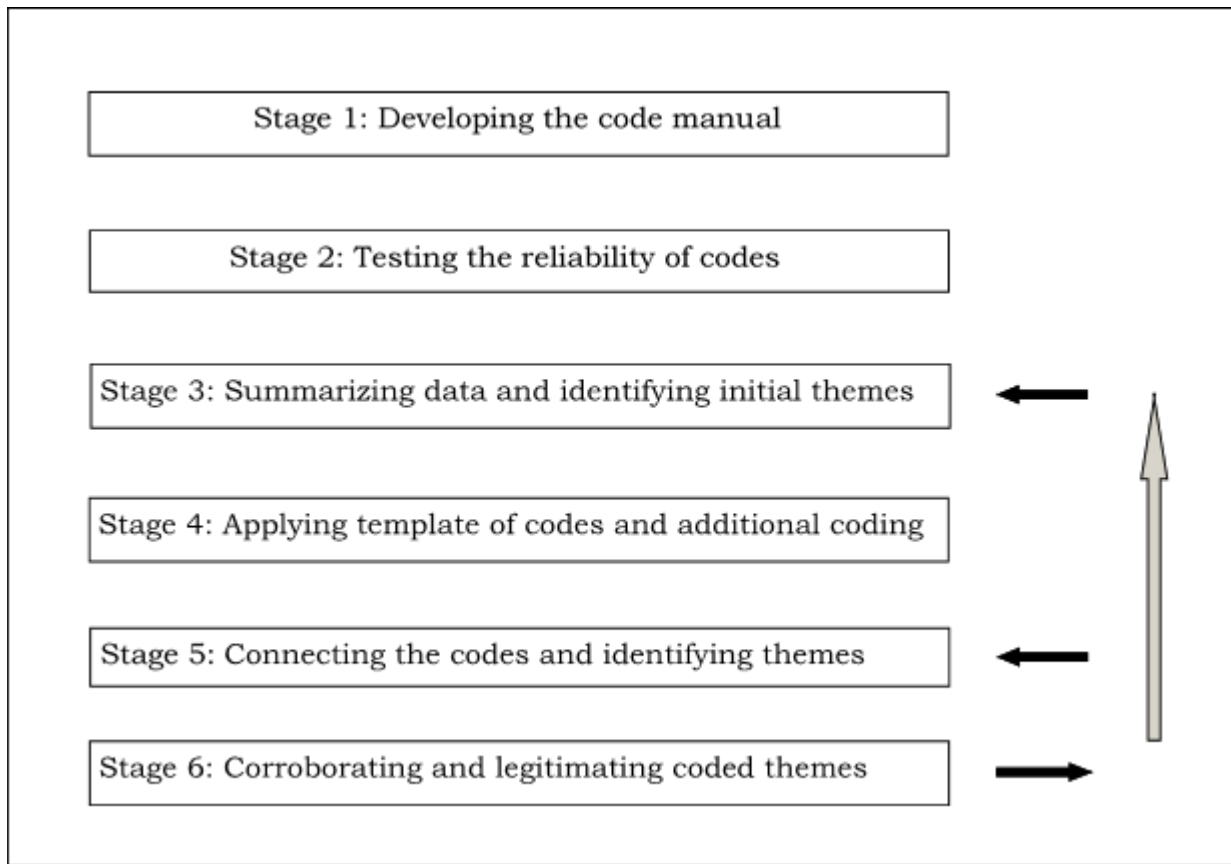


Figure 3.4 Stages of coding (adopted from Boyatzis 1998)

Stage 1: Developing the code manual

The first stage is the development of the code manual. During this stage, codes are developed, they are identified by “the code label or name, followed by the definition of what the theme concerns, and lastly a description of how to know when the theme occurs” (Boyatzis 1998, Fereday & Muir-Cochrane, 2006). Once codes had been developed, they display themes, which are to be tested for relevancy to the raw data collected. This stage of developing codes is considered as the first level of theme development. Often the themes are not more accurate or reliable.

Stage 2: Testing the reliability of codes

Once codes have been developed, their reliability is tested. The researcher must follow “the essential step in the development of a useful framework for analysis, which is to determine the applicability of the codes to the raw information” (Boyatzis, 1998). Hence, codes defined must be compatible with the whole information. Miles & Huberman (1994) said that it was essential to validate themes in the early and late

stages of data analysis. “It allows the researcher to appreciate the full picture and make connections between the participants’ thoughts, ideas and the data collected” (Alhojailan, 2012:15). The researcher had to re-read the information collected when developing themes to ensure they were grounded in the original data.

Stage 3: Summarising data and identifying initial themes

The process of testing the reliability of codes enables the researcher to commence with data analysis. Once the initial themes have been developed, they familiarize the researcher with the information obtained. Reading and re-reading the raw data will create a whole picture and an understanding of the ideas presented in the information.

The researcher then summarised the data and identified initial themes. Summarising the data is a process that involves “reading, listening and summarising the data” (Fereday & Muir-Cochrane, 2006). This process encourages reading the data to fully understand the viewpoints of participants. As a result, by means of this process the researcher become aware of the potential themes in the raw data.

Stage 4: Applying template of codes and additional coding

This stage requires reference to the first three stages. Codes developed are applied to the raw data. Additional coding occurs when the initial codes developed are less applicable. Second cluster of themes will be developed to create themes that are more relevant to the raw data. The process of additional coding leads to a second level of theme development. During this stage, themes developed are “more accurate and reliable, and the themes are less prone to errors and mistakes” (Alhojailan, 2012). Each developed theme must be validated or tested for its applicability to the raw data.

Stage 5: Connecting codes and identifying themes

Connecting codes is the process of discovering themes and patterns in the data (Crabtree & Miller, 1999). During this stage, codes are connected, based on the relationship they have. The connection and contrast of information serve to link codes. Themes are identified based on the responses of participants to the data. Information is assigned to different themes based on its relevance. During this stage the most important part is (1) “the ability to examine and reinforce the data distinctively for the

research, (2) to avert data overload during the process of analysis, and (3) make sense of the data that has been collected by illustrating related concepts from diverse statements” (Miles & Huberman 1994; Halldorson 2009).

Stage 6: Corroborating and legitimatizing themes

This last stage involves clustering the identified themes. This process can occur based on similarities from the research participants or from the organisational documents. Corroborating is the term used to describe the process of confirming the findings (Crabtree & Miller, 1999: 170). Themes should be clustered and present ideas that each participant emphasised during the individual interviews, and then clustered to present relevant content from the organisational documents. The purpose of this stage is to have themes clustered, and core themes captured to explain the analysis of the raw data. According to Alhojailan (2012:17), “all the data that (is) linked to each question should be organised and presented in order. This enabled the researcher to probe any differences, similarities and interrelationships by entering the data into conceptual clusters for analysis”.

3.7 RIGOUR

3.7.1 Credibility

To assure credibility the researcher must verify that participants are selected and characterised accurately (Holloway 2005). Purposive sampling was used to classify these participants, and the data amassed from individual interviews data was named and stored separately. Greenfield (2002:189), defines it as the technique where subjective judgements are used to resolutely select groups that the researcher believes will represent the population. A greater selection of sample is important to achieve credibility.

Furthermore, the goal is to demonstrate that the inquiry was conducted to ensure that the subject was accurately identified and described (de Vos 2002). All documents used from the GCIS were accurately described under sampling. The data collected from the individual interviews was obtained from all the employees of the GCIS in Polokwane.

3.7.2 Transferability

Transferability refers to the probability of the study findings being transferred and applied to a similar study. Concerning transferability, the actual generalisation of qualitative findings to other populations and settings could be problematic (de Vos 2002). Generalisation and application of qualitative research was irrelevant because the researcher intended to describe a phenomenon based on findings related to one situation.

The researcher selected experienced participants (employees) with sufficient knowledge of the phenomenon under study. These participants have different experiences to those in the same organisation but at different branches. This makes it irrelevant to generalise qualitative data. The selection of data to interpret should accommodate opinions of all participants in order to provide similarities or difference if necessary.

3.7.3 Dependability

Securing credibility of findings helps the researcher's findings be dependable. According to Holloway (2005:143), dependability is "associated to consistency of findings". This emphasises that if the study was to be undertaken by a different researcher, with the same participants the results should be comparable. Dependability is achieved with consistency of findings. To achieve dependability, findings should be checked externally. Independent application of similar instruments or process(es) should yield the same results under comparable or similar conditions. (Delpont 2002).

3.7.4 Confirmability

To achieve confirmability, researchers must demonstrate that the results are clearly linked to the conclusions in a way that can be followed and, as a process, replicated Moon et al (2016:2). Confirmability is "associated with ensuring that data and interpretations of the findings are not fabrications of the inquirer's imagination but are clearly acquired from the data" (Tobin & Begley, 2004, p. 392). It is important to establish a mode to avoid biased interpretations of findings to allow approximate or similar results if an independent researcher conducted the study again.

The researcher needs so determine whether an independent researcher could confirm their results, by basing the evaluation on data and not any influence from the researcher's objectivity (de Vos 2002). This study demonstrated its confirmability by means of transferability, dependability and credibility.

3.8 CONCLUSION

A qualitative research strategy was chosen as the most suitable approach to study this organisation. This chapter discussed the chosen methodology of the study in detail. Approaches, paradigms, techniques, and tools chosen were accurately aligned to conduct an effective and informative research. This enabled the researcher to understand the phenomena investigated.

First, the chapter emphasised the research approach chosen for the study. This study made use of a qualitative approach in order to study the organisational culture of the GCIS. Within this approach, an interpretivism paradigm was employed, in order to fully understand the organisation from an account of the employees' experiences on a daily basis. An interpretivist paradigm was used both as a philosophy and as a research method. Various steps were followed to complete the interview process from an interpretivism paradigm in order to study and understand the GCIS as an organisation.

The focal point of the study was to investigate the impact of organisational culture on the integration of communication, and the researcher had to gain insight of the GCIS by means of individual interviews, conducted with selected participants. Organisational documents contributed equally to the data collection as they provided data of the organisation on an annual basis. However, not all the documents were used, but only those that related specifically to the purpose of the study, integration of communication at the GCIS were used.

All the data collected from individual interviews and from the organisational documents were analysed through thematic analysis. This tool helped the researcher discover patterns, interpret and understand the data collected without any bias. The last section of research rigour explained how credibility, transferability, dependability and confirmability were achieved. This chapter in every study provides a guideline, procedure and process to follow when conducting any form of research. The researcher relied on the methodology to guide the collection, writing, analysis and

interpretation of data from a given perspective. The next chapter of the study will discuss findings obtained from both the individual interviews and organisational documents.

CHAPTER FOUR: ANALYSIS OF INDIVIDUAL INTERVIEWS

4.1. INTRODUCTION

This chapter of the study discusses the research findings derived from the individual interviews. The data was collected at the GCIS in Polokwane. The data was from among 7 employees of a possible 11, the total number of employees at the GCIS. Of the 4 employees who opted not to become involved, one resigned before the data collection process while two chose not to participate as they felt that they do not have enough knowledge on research, and the third individual was often away and had other commitments, which did not allow her to participate.

The discussion of the data findings consists of two broad fields of study, which are organisational culture and IC. Within each field, two themes emerged based on the interview data. The themes, which emerged in the field of organisational culture, were (1) *perception and an understanding of organisational culture* and (2) *identity and behaviour*. IC themes included (i) *the understanding of organisational IC* and (ii) *the approach to communication*. Findings from the individual interviews will be discussed against the study objectives to achieve the goal of the study.

The first theme, “perception and understanding of organisational culture” speaks to the views that GCIS employees held about organisational culture at the GCIS. It also explored their understanding and description of the term organisational culture. This included their practice and attitude towards organisational culture. Since organisational culture has various approaches, the study also provided a detailed discussion on the approach taken by the organisation and the impact posed by their approach to organisational performance and operations. The second theme, “identity and behaviour” reflected on how the organisation identified itself and how organisational culture influenced the process of building an organisational identity. The behaviour of the GCIS employees contributed to both the culture and their identity. The behaviour of the employees influenced their identity and organisational culture. Behaviour in this context refers to the guidelines, or a set of principles the organisation has for employees to follow.

The last two themes are discussed under the topic of IC. The first theme, namely “views and understanding of organisational IC” reflects on what the GCIS employees

understand as the integration of communication and its implementation in three areas, i.e. organisation, stakeholder, and environment. The last theme, the “approach to communication” reflects on the flow of communication and the dissemination of information to the internal and external environment. The approach to communication in terms of direction is also discussed, i.e. top-down or two-way communication. This also includes the organogram of the organisation to demonstrate and emphasise the impact hierarchy plays in terms of communication. Policies and legislation that regulate communication will form part of the discussion as they create and contribute to the communication approach.

4.2 ANALYSIS OF INDIVIDUAL INTERVIEWS

The data collected from the individual interviews was interpreted by means of thematic analysis. The discussion of the findings followed an orderly approach of quoting responses of participants into textboxes. The participants were given numbers (1-7). A full description of participants is not provided, in terms of the conditions of the consent form.

Moreover, each quote used represents a combination of the responses given by a majority of the participants, not of only one. The discussion of each quote will provide the relevant points mentioned by other participants. Each quote used provides a reflection of the majority of responses obtained not of the only one participant referenced.

4.2.1 Organisational culture

4.2.1.1 Theme 1: Perception and understanding of organisational culture

A reflection of the views held by the research participants required one to investigate their experiences, social contexts and understanding. Doing so required a qualitative orientation, using an interpretivist approach. This study explored the experiences and understanding of concepts in relation to the GCIS in Polokwane. Only an inquisitive and exploratory approach can expose such details.

Experience of an organisational culture of a particular social context (GCIS) affects one’s perspective of other organisational contexts. Your perception of the organisational culture is thus likely to influence how you react to other cultural

perspectives. Understanding GCIS employees' view on organisational culture was important to conceptualise their knowledge and application of organisational dynamics such as IC. This theme reflected on their understanding of organisational culture at the GCIS.

Integration of communication is affected by how the organisation is structured, behaves, operates and communicates. The focus of the questions asked were purposefully designed to gain insight into perspectives of the employees of the organisational culture of the GCIS in Polokwane.

Questions included how they understand organisational culture with specific reference to the Polokwane GCIS. Various responses were given, and the majority of the participants were of the opinion that their organisational culture focused on dealing with government information, and the values and beliefs of their day-to-day conduct. Things that the organisation did repeatedly, operational methods and guidelines for implementation (processes and procedures) constituted for them the organisational culture. Quoted below is a description of organisational culture provided by participant 6 that encapsulates some of the ideas raised by all the participants.

“Organisational culture are values and beliefs that defines the day-to-day conducts of employees in an organisation. The way a particular organisation operates, meaning that each organisation has its own mandate. Therefore, it will have its way of operating in order to achieve its mandate and the fashion in which it operates will become their culture.”

Within the GCIS, they consider each organisation has a unique culture based on its daily operations. They distinguish themselves as an organisation that deals with government information and their organisational culture constitutes the values and beliefs that are attached to influence employee conduct.

Their organisational culture is different from other organisations because it is influenced by the operations and mandates that the organisation carry out. The GCIS focuses on providing services to the citizens by sharing government information through communication. This influences their culture as according to them the organisational culture has been adopted from the organisational activities.

This highlights some of the experiences of the GCIS employees on organisational culture. It is viewed that the organisational culture is crafted and shaped by what an

organisation does regularly. In order to understand their organisational culture one needs to understand the tasks of the organisation as this determines the direction of the culture of the GCIS. The GCIS communicates on behalf of the government to the public and vice versa. Further to this discussion participant 4 stated:

“I think if you can look at the motto of GCIS as “the pulse of excellence in government communication” you can see GCIS took a culture of knowing it’s a custodian of government information. In my understanding is the culture we adopted.”

This confirms the initial discussion on views held by the GCIS employees on organisational culture, which the organisational culture derives from what the organisation does. Throughout the interviews, participants alluded to the fact that that they were “the pulse of excellence in government communication”. This motto contributed to their understanding of culture and were orientated towards communication.

Considering that their primary communication duty revolves sharing government information, it is important to consider that the GCIS operates as an agency that shares government information with the public. The GCIS employees understand their organisational culture in relation to what they do as an organisation, which is communicate from government to the citizens and vice versa. This highlights that there is some participative or two-way communication facilitated by the GCIS in the provincial sphere between government and the public. Thus, participant 5 stated that:

“GCIS is an organisation that adopted the view that organisational culture is seen or viewed as what an organisation is. GCIS is the heart of government communication. So, it strives to ensure that it remains the pulse of government communication. If I work at district, I must ensure flow of communication between other sectors and the district. Ensure continuous communication.”

Regarding the understanding and experience of the GCIS employees in relation to organisational culture, their organisational culture is influenced by organisational activities. There are two views of organisational culture (1) *it can be that organisational culture is seen as what an organisation is*, and (2) *that organisational culture is what an organisation has*. Both views express organisational culture from different perspectives. Each of the views influence one’s understanding of organisational culture. For the GCIS employees’ organisational culture has been determined by the

organisational mandates, goals, objectives, mission and vision Their understanding that organisational culture is influenced by the core, regular work of an organisation. As an organisation, their mandate is to communicate goals and reach a wide range of audiences, achieve objectives determined from their mandate to serve the mission and vision to enable communication integration across the province.

Several participants explained that their organisational culture was communication orientated because the primary mission of the organisation was to exchange communication messages between government and the citizens. In a sense, these organisational activities contributed to their overall understanding of organisational culture. The mandates of the GCIS influence their view of organisational culture; it is derived from the core business of the organisation. At least 5 of the 7 participants believe that their view of organisational culture is the same as the function of the organisation is. This emphasises that, what an organisation does, has a major influence on the understanding and perception of the organisational culture by its employees. It shapes their understanding of their organisational culture.

According to Martin (2002), organisational culture can be understood from three perspectives, namely integration, differentiation and fragmentation. Given that integration of communication is the core focus of this study, understanding the impact of organisational culture on IC and its application is important. Hence, it is necessary to investigate the understanding and perspectives of the GCIS employees towards organisational culture. Identifying the effect that organisational culture may attach to integrating organisational communication is also vital. Further, 4 of the 7 participants agreed that integration was the best approach. Participant 1 stressed that:

“Working in a fragmented manner, messages can be distorted on the way. If you are integrated, properly coordinated, chances of your messages being distorted are slim. Best approach is integration.”

Most (6 of the 7) participants believed that the GCIS’ organisational culture was approached from an integrated perspective. The participants had little or no knowledge of these approaches; so the researcher explained to each interviewee the meaning of each approach and how various scholars understood them. The employees view an integrated approach emphasised proper coordination of government messages before

dissemination to the public. Their perception of organisational culture is influenced by what the organisation does, which is to serve as a communication agency that distributes coordinated and integrated communication messages.

The concept of integration was not clearly understood by the employees but it was chosen as a convenient way in which to approach organisational culture. Most participants stated that the coordination of services and communication messages could ease the work of the organisation. Participant 7 stated:

“Our organisational culture has been adopted from the constitution which talks about integration of services. However, integration approach in any organisation to be effective, it must integrate all its services. You do not have to be communicating different services, be it marketing, communication. There must be one person communicating or integrating all these messages, basically is integration.”

Every perspective towards organisational culture has its advantages and disadvantages. Integration seamlessly benefits the employees of GCIS to achieve their mandates as it connects the organisation into one whole system. Ideally, GCIS employees argue that the organisational approach to culture is influenced by the constitution of the Republic of South Africa according to the views of employees. Further stating that, coordination of services serves as the culture of the organisation that in this case becomes accurate considering that their culture is shaped by their activities.

To sum up, the perception and understanding of organisational culture touched on organisational culture within the GCIS. The primary objective of questions asked in relation to organisational culture was to comprehend how the organisation is seen and understood by the employees. This theme covered how they collectively acted as an organisation and understood organisational culture, as well as the influence of integration of services on factors affecting organisational activities.

To achieve an understanding of organisational culture at the GCIS the researcher focused on their experiences within the organisation and their past activities that had contributed to their understanding of the organisation. At the GCIS, an understanding of the organisational culture can be constructed around their mission, vision, and objectives of the organisation. The employees are of the collective opinion that the activities of the organisation shape the culture of the organisation. The major, regular,

daily activities work towards achieving the objective of the organisation, in line with its mission and vision.

4.2.1.2 Theme 2: Identity and behaviour

Organisational culture is built on a continuous use of patterns, behaviours, beliefs and attitudes individuals hold about their environment. Overall, organisational activities are implemented with the abovementioned factors taken into consideration. It is necessary to understand the importance of the behaviour of the GCIS employees and their contribution towards organisational culture. Their behaviours are influenced and channelled by a range of factors. Organisations adopt a set of behaviours, which are continuously repeated by organisational employees. Such patterns have an influence on how an organisation identifies itself as different from others. For an organisation that creates a culture based on repetition of action, the culture can be fixed or dynamic.

Questioning GCIS employees about their organisational culture led to a clear understanding that their behaviour contributes to their identification. This theme discusses identity and behaviour. Different participants explained themselves differently, but the essence of their feedback was the same. As participant 1 explained:

“Organisational culture has to do with how the organisation go around implementing it mission and vision. It also touches the way we identify that organisation e.g. logo, colours, behaviours of employees, how they treat our clients internal and externally. It even goes to issues of letterheads. I think that’s organisational culture in general.”

A key feature of the responses dealt with how the GCIS employees treated their clients. One would be able to identify them as an organisation that has excellent or moderate communication skills when they engage with internal and external stakeholders. When one examines their logos, consistent branding and colours have been used for all the provincial GCIS offices. They share the same colours, logo, stationery and letterheads. This, according to the employees of the GCIS contributes to their identification by the public.

Consistent branding indicates identity or branding in marketing terms. To think that a logo says so much about a company. The GCIS shares the same logo nationally and this explains their unique identity. This indicates that at the GCIS identity is built on physical appearances and the work done by the organisation to the public.

Not only have branding colours created their identity but behaviour has as well. By means of inductions, the GCIS introduces its new employees to a set of principles followed and values relied on at the organisation. Several participants mentioned professionalism as the most valued principle of the organisation. Professional behaviour was expected when working with internal and external stakeholders of the GCIS. Again, a certain level of professionalism was expected from employees at the GCIS whether within your office and in the interaction with other employees.

According to the organisational employees, their behaviours are influenced and regulated, as is explained by participant 6 below:

“Like I have indicated before these are sets of principles like I have indicated before for instance you have to be a professional when you are part of GCIS. I think everyone who worked at GCIS will understand that professionalism is what is rated highly. There are also set of values that become part of what we do, what we are as GCIS e.g. honesty, respect, integrity. All these values have become part of culture of what we are as an organisation.”

As mentioned earlier a continuous display of certain beliefs or values eventually leads to their adoption as part of the organisational culture. At the GCIS, employees understand that professionalism is a key value of their work ethics. This does not limit expectations of other values and beliefs such as, honesty, respect, and integrity.

Part of the organisation’s principles encompass values such as, honesty, respect and integrity. Employees are expected to display these values when working with organisational members, internal and external stakeholders, and the citizens of the republic at large. Employees of the GCIS are influenced by the constitution; they are expected to follow the constitution in their work with the public. Various participants gave different views on what constitutes organisational values and norms, such as, participant 7 who stated:

“SACS and GCIS are too different. If you look at the aim of SACS, it was to promote government propaganda, and GCIS is not mouthpiece of the government. It is a mouthpiece of the people. I will say to prove that in the constitution section 10 there are 9 principles that govern government communicators and the bill of rights itself it attests to that. Even the Batho Pele principles are what guide us. If you look at SACS it was a political propaganda machine, more about what government says not what people say.”

Before the GCIS came into existence, the South African Communication Services (SACS) was responsible for government communication. However, 6 of the 7 participants labelled SACS as a government agency that served the need of the government more than the needs of the citizens. The introduction of a new constitution was meant the establishment of the GCIS. The GCIS employees believe that they provide different services from those of the SACS. Their guidelines (GCIS) include those embedded in the constitution of the Republic of South Africa, with specific reference to section 10.

Principles and guidelines have been adopted by the organisation from the repetitive display or dilemmas that require the use of a certain principles to distinguish between appropriate and inappropriate actions. Each organisation will have its own set of principles but every organisation that serves the public adheres to the Batho Pele (attached in appendix 7) principles. For the GCIS, their principles derive from the constitution firstly, then from the Batho Pele principles'

The employees of the GCIS should practice professionalism and adopt it as the norm. The internal and external stakeholders expect professional treatment from the GCIS personnel, i.e. they should be given freedom to exercise their right of access to information as is supported by the constitution. The Batho Pele principles support that stakeholders should be permitted to consult at any given time. The organisation is obliged to fairly display and uphold of all the principles embedded in the constitution, and all the Batho Pele principles while providing service to the clients at the GCIS, according to Participant 3:

“We are conducting ourselves based on the adopted core values like professionalism, diversity, openness and transparency, innovation, honesty and integrity and they are incorporated in the strategic overview of the department.”

When working for the GCIS displaying a prominent level of professionalism is important. The organisation can be identified, based on the behaviour of their employees and in return get a positive identification from the public. All participants at some stage of their interview mentioned the necessity for of professionalism, honesty, openness and transparency, innovation and integrity. They consider these values as ground rules for any action occurring within the organisation. A display of any

behaviour, which is different to that kind of behaviour, is deemed as inappropriate or unacceptable according to the standards operations of the organisation.

For the officials of the GCIS, professionalism as explained earlier, has to do with their approach to work related issues, how they do their daily routines and duties in a professional manner. Openness and transparency reflect their ethical standards and how they share information. The employees of the organisation will allow the flow of and access to information without tampering with the content. The organisation expects its employees to follow the constitutional guidelines in all their dealings. Innovation and creativity are expected from employees with regard to their duties. Despite having a primary duty to achieve, they may develop their own ways of implementing or achieving the organisational mandate.

Integrity and honesty go hand in hand within the organisation. The GCIS employees are expected to be honest when working with the public. The GCIS employees consider the two areas of integration (to be discussed later) i.e. stakeholder and environment as one. Every principle or value applied when dealing with one area is also applicable when working within the other. All the above-mentioned norms, values and beliefs are those held by the GCIS employees and they are practiced in all their organisational activities both internally and externally.

A more detailed examination of the Batho Pele principles is necessary as the data established that these also guide the GCIS employees. The list includes consultation, access, courtesy, openness and transparency, redress etc. In identifying or understanding the organisational culture of the GCIS, one must take into account practices, which involve information dissemination to the public. A key objective is to allow citizens free access to government on services or information provided for them. This refers to the principles stated above i.e. openness and access.

This discussion is limited to the opinions and experiences provided by participants who have reflected on their understanding of organisational culture based on how it is affected or influenced by their behaviour. Therefore, organisational culture of the GCIS is also shaped by their behaviour, which influences in turn on the organisational identity. GCIS employees adopt their identity or organisational identity based on their behaviour. Their organisational culture is shaped and continuously changes

depending on the organisational behaviour. Quoted below is the response from participant 4:

“If you adopt an organisational culture you will be more focused. If you adopt to an organisational culture you will know what you are doing. That is the most advantage for me. But moving without a guidance or policy/ culture you might not achieve your objectives.”

The organisational culture is also shaped by a set of principles attached in the constitution of the Republic of South Africa and as well as the Batho Pele principles. Affiliation with any organisational culture increases their focus and accelerates progress in completing organisational mandates. It is important to note that organisational culture is influenced organisational activities and it influence organisational performance and effectiveness. Behaviour and identity serve as the major influence on the organisational culture of the GCIS and it impose the same impact on communication-orientated organisation like the GCIS.

4.2.2 Integrated communication

4.2.2.1 Theme 3: the understanding of organisational IC

Organisational activities, which build an organisation, operations and organisational behaviours or attitudes at large, commit to the understanding of organisational culture and pose a threat to implementing new strategies within the organisation. In this section, such factors are explored in relation to their impact on IC. However, this section specifically reflects on the participants' views, and organisational understanding of IC; which encompasses organisational, stakeholder and environmental areas of integration. Therefore, this section will focus on how integration is approached, viewed and understood by the GCIS employees.

The researcher firstly explained each area of integration to the participants before answering questions relating to integration. To some of the participants, integration was a concept they never heard of before, however participant 1 states that:

“If I was to respond based on the information given, I will not know but then the way, we are structured is informed by the constitution of the country that we got one government with three spheres but it’s a unitary state. Our department also is structured the same way we are mainly centralized, we receive our mandates and everything we take our queue from the national department, but there is also a very participative process when it comes to policy formation, policy review, they do not impose and always there are regular meetings with provinces and national to ensure that we are seen from the same book.”

Several employees at the GCIS believe that the rights to freedom of speech set IC for them for them and dissemination of information informed by the constitution of South Africa, However, most (5 of the 7 participants) mentioned that they are as independent as they worked under instructions received from the national GCIS office. Notably, no department produces its own set of information to share but they rely solely on following instructions to distribute information. A few (2 of the 7) employees stated that integration was introduced to the GCIS as part of the recommendations made in the Comtask report of 1998. Others (4 of the 7) had no knowledge of their organisational history. Supporting this notion, participant 4 again stated that:

“I understand it as a way of making sure all forms of communication we are using go hand in glove. You use a format of communication, depending on the environment you are communicating to. In short integrated communication is where our communication system does not work in silos, like we have various level of governance, e.g. local, provincial, and national. That’s why we need to work in an integrated manner.”

Collating all descriptions of IC, the GCIS employees clearly view IC as a process of grouping or using different methods of communication to share information or messages to various citizens. The use of different forms of communication can help reach varied and technologically disadvantaged citizens. However, all the mediums or platforms of communication used must complement each other; in a sense that each medium covers the disadvantage of one medium. For example, information can be obtained from the radio, but news times are limited, so to gain a full understating one should read the newspaper as well.

Most of the GCIS employees view IC as the use of different communication platforms to share and receive information with and from the external and internal stakeholders. For example, throughout the district, provincial and national level communication should be integrated in a sense that all the different environments have equal access to the information shared at the different levels. Most importantly, the primary factor

for IC is to have the organisation working as a unit and have the communication systems integrated. It is understood that IC means the use of multiple media or platforms and forms of communication to reach audiences that are at different locations by use of a mode of communication that is suitable to them, for clear and proper access to information.

On that note, this emphasises integration of communication at the organisational level, which encompasses having proper internal communication systems. Integration should start within the organisation. Participant 7 believes the following:

“Our organisational integration has been adopted from the constitution which talks about integration of services. However, integration approach in any organisation to be effective, it must integrate all its services. You do not have to be communicating different services, be it marketing, communication. There must be one person communicating or integrating all these messages, basically is integration.”

Looking at IC from the GCIS employees' point of view, its implementation reflects on activities such as the reduction of sharing ambiguous information and ensuring coordination within the organisation. The GCIS does create information but instead to shares it across the local provincial and national levels. It is not clear if the GCIS is integrated due to insufficient knowledge of integration. Their core responsibility is to share information their working environment makes use of SharePoint where one employee can share information across the GCIS through their internal communication systems. One's work can be viewed and shared online across the organisation. Supervisors are able to review the work of an employee before it is shared.

The GCIS has an integrated system of working together. For example, their annual reports are collated with those of other provinces by the national office, and the information is shared online. Every organisation is expected to have internal and external communication techniques that are well integrated to effectively share information between employees. It is essential that government must share a single message to the public. In a sense IC, is considered as integration of all services, working together as one unit, promoting an equal chance of participation from and to top management within the organisation. From the GCIS participants' perspective, in order to ensure successful IC, the organisation should have an individual responsible for the overall communication who collates and controls all messages. The point of

this is to ensure that government speaks in one voice, which will reduce multiple messages and the distribution of equivocal information.

A list of attributes which contribute to experiences of implementing IC at the GCIS can be drawn up and it consists of the following points: (1) the *organisation working together as a unit*, (2) *having one person responsible to collate all the information for the organisation*, (3) *practicing participative approach within the organisation*, (4) *employees following instructions [practicing top down communication]*, (5) *sharing information across the organisation* and (6) *establishing an internal communication platform that accommodates all stakeholders at various level i.e. local, provincial, and national*.

There should be the implementation of IC within an organisation, and to understand such implementation questions were asked about the topic and how it is implemented. Participant 4 views integration of communication within the organisation as follows:

“Organisationally we use various forms of platforms to communicate with internal and external stakeholders. Face to face (internal meetings), use of newspaper both print and online. GCIS has tried to integrate communication; we have our own online news, my district today. National access on local stories.”

In addition, participants 1 in support of participant 4 stated that:

“There might be a thin line among what you raise here. I will say we have done very well in terms of integration as an organisational entity. That is why we still have the organisation going and its growing day by day. We are linked from municipality, local and provincial and national, so we are doing very well in terms of organisational integration.”

Both participants imply that establishing an order of communication is important. This emphasizes that the organisation must establish a protocol of communication in order to achieve integration. Top down communication is essential within the organisation, mandates should be given as orders, and information should be meticulously crafted to create a common understanding. This goes back to the previous point; how important it is to have one person to collate their information to avoid miscommunication or sharing equivocal information across the organisation.

The GCIS, as an organisation has three levels, which are; national, provincial and local. This research has been conducted at the provincial level. If a system is in place that addressed all these levels, it demonstrates that some integration exists within the organisation. For the respondents a well-managed organisation, with established relationships also contributes to integration.

IC is a concept introduced to improve organisational performance with a specific focus on communication within the organisations, it is clear that communication orientated organisations such as the GCIS should achieve a good if not exceptional level of IC implementation. Communication processes must occur to achieve integration in this instance. Thus, the GCIS has few modes of communication including; SharePoint where they can communicate online, internal websites to create and share information easy, and internal meetings to discuss and disband equivocal information.

Reach and access to information have been increased and local stories can be accessed on national communication platforms. Online platforms are also an example of the methods of communication used to share information. In summary, the GCIS perceives the integration of communication as a process regulated by a convergence of communication platforms to share information and widen access to national platforms. Integration for the organisational members has been achieved with reference to these points.

For integration to be a success, the process occurs on three phases, organisational, stakeholder and environmental. This section has already covered organisational integration, and it now follows through to a discussion on stakeholder integration, and later environmental integration. Initially this theme discussed IC within the context of organisational integration. Participant 3 gave his opinion as follows:

“Stakeholder integrated communication: At the GCIS through the rapid response meeting, we also have cluster support meeting based on government priorities, issues in the environment are featured across the clusters, whether health, education, rural development etc., to create cooperation. The main aim of the communication system is synergy and coherent of messaging across the 3 spheres of government, a seamless approach in dissemination of information.”

Among the GCIS employees, the shared understanding of stakeholder integration is engagement. Briefly, stakeholder engagement refers to involvement of internal and external shareholders in organisational activities. Activities are beneficial to the

organisational mandate, vision and mission. To understand the implementation and adoption of stakeholder integration and for it to achieve its goals one must look at the number of people the GCIS has to interact with on a daily basis.

Concerning three spheres of government, stakeholders are invited to attend meetings on any event that is for relevant to the public or internal stakeholders. To give opinions and/or support. From that approach, one can easily discover that participation is important within the GCIS. Stakeholder engagement is meant to foster relationships with stakeholders and encourage their constant involvement and in this way, trust is built. It is stated, that all stakeholder engagement activities are established to foster communication to rarely reached or disadvantaged areas within the province or at national level.

The participants stressed that integration is required in the organisation to foster coherence and cooperation in order to successfully communicate across all spheres of government. Organisational integration is meant to foster a sharing of communication messages within the organisation to ensure a single understanding and reduce ambiguous messages when engaging with stakeholders. There is a thin line between stakeholder and environment integration from the perspective of GCIS employees, Contrary to Martin and Niemann-Struweg's point of view there is a difference. Most (6 of the 7) participants agreed that both stakeholder and environment are affected by similar issues. Participant 1 understands that:

“Environment is constituted by economic, political, social and cultural factors. Do we really use communication with our public? Yes, we use different media in all environmental dynamics.”

One can argue that achieving IC within the stakeholder's area counts as achieving it in the environmental area. However, within the environmental area of integration there are challenges which impede the success of integration i.e. economics. Lack of finances slows down performance especially on events, which require financial intervention. On the other hand, more financial freedom means enormous success in performing those financially regulated activities or organisational mandates.

On the other hand, politics, social and cultural factors pose a major threat to environmental integration. All these factors contribute in a sense that, for any change

they go through i.e. channels, target audiences, the amount of communication information can all affect environmental integration. Throughout the GCIS, every employee sees the use of integration primarily to serve the need of communication to and from the public. Environmental integration is the most sensitive area of integration because its change affects stakeholders and organisational integration. This implies that when environment changes it affects the organisational mandates, i.e. lack of funding affects programs. If social issues arise to affect the economic status, then certain mandates suffer. The involvement of certain stakeholders can be criticised due to financial constraints as this contributes to issues affecting organisational performance, the organisation cannot perform without financial support.

Organisational IC is primarily viewed as communicating to the public by means of all modes of communication. The primary factor of integration is understood as the collective effort to achieve one objective which is just to communicate with stakeholders (internal and external), and the public which is viewed by the organisation as the environment. Environmental integration highlights engaging with the stakeholders and the citizens.

Within the environmental area of integration, public engagement is the primary focus. Environmental integration as viewed by the majority (6 of the 7) GCIS employees refers to public involvement, and participant 3 experienced it as:

“In relation to the environmental area of integration, we work directly with local municipalities, community development workers; ward councillors and committees, extension officers in agriculture, as we are agent of change using the development communication method of information dissemination through information sessions, dialogues, Imbizo, door to door and community activations to raise awareness on government plans and programs.”

The GCIS identifies themselves as agents of change by using advanced communication methods in order to disseminate information. Since they work directly with local municipalities and other local sectors is a clear indication that public participation is implemented. However, this does not confirm or reject the idea that the GCIS practices public participation to their best ability.

Communication methods used by the GCIS include; dialogue and Imbizo. However, there are more methods covering the disadvantages of the abovementioned channels of communication, i.e. in areas with poor network, they can use print media to

disseminate information. Integration is the use of all the various platforms to cover communication across different areas through convergence of various modes of communication.

The GCIS has increased their number of monthly publications and started using more methods of communication to increase both the access and reach of their communication messages as emphasises in annual reports. All participants mentioned that the use of all eleven official languages is essential especially when communicating with citizens who live in remote rural areas and who are disadvantaged. The GCIS has focused on achieving integration in the environmental area by a greater provision of such services. Different views highlight varied experiences as demonstrated by this response from participant 7:

“In the environment for example when we have a mayor visiting a place, the Regional Communications Coordinator (RCC) of that community is responsible for doing the LEAR (Local Environment Assessment Report) but not communicate it, then it must be confirmed by the mayor and the community municipal officers. Primary communicator in the municipality is the mayor.”

Depending on the area, communication representatives differ, but what is consistent are the rigorous rules for developing communication messages. During the process of evaluating the Local Environment Assessment Report (LEAR), the report is edited to add or remove information that is presumed to be important to the public. This process reflects on the credibility and quality of information shared with the public. Some information is not shared, that which is not necessary for public dissemination, which has been obtained from the environment of the affected public.

The organisation has assigned communicators for the various areas and spheres of communication. At the municipal level, the primary communicator is the mayor.

The integration of communication at the GCIS is experienced by all areas but not clearly understood by all employees of the organisation, in a sense that the organisation is aware of its responsibility to include the public (considered as environment) in their organisational activities.

Some (4 of 7) participants did not know IC, though some (5 of the 7) participants consider integration of environment and stakeholders as one. However, it is also clear

that not all the GCIS employees are aware of integration, thus they only chose integration after all areas of integration were explained. Their understanding has been shaped and influenced by operations of the organisation towards communication of services and its mandate.

This section provided only the views, understanding and experiences shared by the GCIS employees on integration of communication. The results are a collective reflection of their understanding of the concept of IC. Following, this discussion is the last theme of the study, which focuses on the approach to communication in the GCIS. This will conclude the discussion of the first data set collected by means of individual interviews.

4.2.2.2 Theme 4: Approach to communication

Communication in an organisation can be understood and approached differently. With that in mind, one should be aware of the types of communication an organisation can be exposed to. For example, within the GCIS, there is both internal and external communication; both are performed by one organisation. Moreover, there are also internal and external stakeholders. An organisation like the Polokwane branch of the also has the public of the province with whom they must communicate. This section of the discussion examines how the GCIS approaches their communication process. Most (6 of the 7) employees touched on hierarchy and order within the organisation and participant 7 explains that:

“Organisationally is when you have a hierarchy and there is somebody who will tell or give mandate, to have information crafted so that it can be well understood in an organisation.”

This indicates that within the GCIS communication comes down to general employees as an order, mandates are given as instructions and all the staff have the task to implement them. Hierarchy plays a vital role in keeping the GCIS' communication in order, which indicates that a top-down approach to organisational communication exists.

In short, the sector departments or personnel responsible for communicating on behalf of the GCIS receive instructions as to what to say and do. For example, participants spoke of monthly themes that take place i.e. women's month, Nelson Mandela day,

etc. and they are all required to speak of them throughout all the departments. Top management enforces most of the major activities in the organisation.

The primary duty of the organisation is to communicate but the process of communication must be integrated for greater success when disseminating information. To achieve this, within the GCIS, they have an established hierarchy, which controls both the flow and direction of communication. Mandates are given out, information is crafted and thereafter sharing is coordinated and controlled by top management.

Establishing hierarchy is the first step towards IC. The development of an order of communication and employees responsible for giving mandates is the order of the day at the GCIS, as it is stated that the employees are despondent. Hierarchy promotes recognition and use of power within the organisation. Most communication is channelled from the top hierarchy downwards, which confirms the earlier data that indicated that the GCIS has a top-down communication approach.

An organisation needs a stable environment in order to share knowledge and information. Learning should be a continuous organisational process. It is important to have hierarchy that will not affect organisational communication, improvements and implementation of duties. Integration should be understood from all areas of the organisation and supported by top management officials in order to influence other employees. Choosing between the three approaches to communication, most employees chose integration. An organisation should value the importance of integration. Thus, participant 3 explains that:

“Our goal is to achieve integrated, coordinated and clear communications between government and its citizen to enable public involvement in the country’s transformation, we do all this through ward liaison visits, community and stakeholder engagements, support to the communication system across the 3 spheres of government, through Imbizo, information sharing and media engagement activities. We also utilise Thusong Service Centre as information access centre for communities and service delivery points.”

Through IC, the process can be simplified, and messages shared will be clearly stipulated from the top-down communication approach within the organisation. Activities such as liaison visits, community and stakeholder engagements across all

spheres of government are the first step towards establishing integration of communication.

The GCIS implements several activities to ensure that information is shared, such as use of multiple media. In this way, information can be shared across the province and the public have access to government communication and information. One can say the next stage of achieving IC at the GCIS is to have many different platforms of communication best suited to reach different audiences. For example, reaching rural areas requires greater use of radio, less print media and even less internet-based communication.

For the GCIS to speak of integration means having a wider reach of community members, increasing communication platforms, and having people responsible for communication messages across different spheres of government. The main priority is to achieve integrated, orientated, coordinated and open communication between the government and its citizens. However, the flow of communication from the public to the government hardly mentioned in the interviews. It has been discussed much less in this study, which serves as a disadvantage of the approach. This links to top-down communication and questions whether it does really accommodate public participation. Integration does hold advantages and participant 3 briefly provided the following:

“Expanding the communication reach through convergence of platforms, saving cost through the usage of social media, and enhancing government branding strategy and instil trust to communities as a communicating and caring institution that ensures that its citizens are duly and timeously informed.”

This emphasises the importance of expanding the communication reach by means of a variety of platforms. It explains the need for communication to reach out to all, diverse citizens. The basic approach is a process that includes establishing hierarchy, establishing group or individuals responsible for collating and organising communication information, increasing the number of communication platforms to accommodate the needs of different citizens based on geographical differences, continuous expansion of communication reach and access, converging platforms, ensuring trust of the message recipients, and keeping the citizens constantly informed.

These aspects may be noted as the process for establishing IC in the view of all the GCIS employees.

Communication requires order, which is established through hierarchy and convergence that speak of the use of different platforms of communication to send the same message with as little distortion of the original message. Continuous communication is paramount and amounts to the success of communication and sharing information from the government to its citizens. The establishment of such a system of communication can bring changes to the organisation, which emphasise its positive aspects. Participant 6 alluded that:

“Cohesion in the work that we do, there is no confusion. Alignment in terms of the messaging, equality everyone knows what is expected of them like I spoke of alignment, if the GCIS says there are key messages of a campaign, everyone knows, and we can share them with even those outside organisations. Our goal is to lead in communication on these three spheres. Locally and provincially they can align messages.”

Hierarchy enforces order, which in turn promotes cohesion of employees, a clear focus and easily identified mandates. This all works towards achieving the organisational objectives. Note that the recipients of communication messages and information approach communication from an integrated manner to remove confusion. Once there is no confusion, it becomes evident that employees work within their confined rights and follows orders enforced through hierarchical power. This speaks to their professionalism that has been alluded to by every employee in terms of their commitment and work ethic. Clear and concise messages are shared by means of multiple platforms of communication. Different targets are reached with a platform of communication designed to carry the message that is relevant to them based on their societal differences.

One approach can be relevant in one situation but irrelevant in another. Since the communication is regulated and affected mostly by political, social, and economical factors, any communication approach followed must be continuously evaluated to keep up with the expansion, convergence and integration, since communication should be integrated in three areas. Each area consists of its own factors that impede integration, which makes the continuous investigation and revision of strategies essential.

4.3 OVERVIEW OF INDIVIDUAL INTERVIEW FINDINGS AGAINST STUDY OBJECTIVES

The study had two objectives mainly; to qualitatively determine perceptions surrounding the extent of integration of communication within the GCIS to investigate the mandate of the GCIS, and to find out if this mandate was implemented within the organisation with its unique organisational culture and organisational communication.

The focus of this chapter was to highlight the findings received from data collected from the interviews held with individual employees to create an overview of the understanding and experiences of the GCIS employees. A summary of these views, in relation to both IC and organisational culture are discussed here.

Regarding the first objective, communication at the GCIS is informed, in a sense that employees see and believe that the communication process is controlled. They are informed on what to do as an organisation. They do not own/create the content but only receive information to share. The organisation practices a top-down communication approach for internal communication, where employees know their position and responsibility and to whom to pass on information. This provides a brief overview of how GCIS employees understand and approach IC.

The approach of organisational culture at the GCIS has been adopted from an integrated position, according to the documents studied. Not all employees (except 2) of the organisation are aware of the approach followed but after being informed of different options most (6 of the 7) participants chose integration. An Integrated approach, according to the GCIS employees is the use of multiple platforms of communication to share messages with the public. The process of communication integration is the coordination of platforms and use of multiple media in order to share messages to geographically varied audiences.

With reference to the second objective, the GCIS officials interviewed reflected on their understanding of organisational culture. This included how their organisational culture was shaped by the nature of their organisation. The organisation was developed to facilitate communication for the government to the citizens and vice versa. Their environment is communication orientated and communication is implemented on a daily basis as their primary service function. They believe that their organisational

culture is unique and that each organisation has its own culture based on its mission, vision and objectives. This briefly sums up the views and understanding of GCIS employees on organisational culture and how it has developed within their organisation.

The documents contained information that differed from the experiences and knowledge of the GCIS employees. This speaks to the level of sharing information within the organisation. The knowledge of the employees revolved around communication and its implementation. The process and protocols required by the organisation to achieve the objectives have been neglected; as a result, content knowledge and performance are poor within the organisation.

The knowledge of the employees about the organisation is different from that written in the documents. Not all employees have a clear understanding of the organisation. The majority (5 of the 7) employees are aware of their organisational objectives but have no knowledge of the steps to achieve such expectations, i.e. integration of communication is poorly understood, and information sharing is poor. The government provides the department with information to share, thus, all employees spoke of the possibility of being despondent. The nature of the organisation is to enforce internal communication, provide strategies on change regarding communication processes, hold forums and seminars to change communication, and improve the organisation's performance. One can argue that the strategies provided are not effective and that implementation is the problem within the organisation, the organisation is not fully integrated.

The organisational culture of the GCIS does not promote a learning environment; it is resistant to innovations so knowledge about the organisation is not available. This conclusion can be supported by evidence that the GCIS employees have little or no knowledge about IC. The documents of the organisation contain enormous information that can help shape and build the organisation with a coherent and common understanding of the organisation across the different levels.

The above summary proves that within the organisation there is a consensual understanding of organisational culture and IC amongst the employees. Inter alia, the GCIS has documents explaining IC and organisational culture. Documentation of the

nature of the organisation occurs to establish a common ground of understanding on integration between the current employees and those who established the GCIS.

4.4 CONCLUSION

To sum up, this chapter provided the themes that emerged from the analysed data. The themes emerged from the individual interviews. Pursuant to that, this chapter provided detailed information on every emergent theme. The discussion of the data obtained covers different opinions on organisational culture and IC from all participants. This enabled the researcher to understand the experiences held by GCIS employees of the organisation.

Both themes on organisational culture exposed the gaps within the organisation towards knowledge and an understanding of organisational culture. The employees understand that professionalism is as important, as one of the values to uphold and guide their behaviour in their organisational dealings. The employees of the GCIS however believed that their organisational culture could only be understood through continuous application of behaviour that was accepted to the organisation.

Organisational culture was understood and knowledge of it revolves around how it is adopted based on a continuous repetition of actions and activities. The behaviour that the organisation accepts and encourages others to display has been adopted through a repetitive display within the organisation. Thus, organisational culture of the GCIS is created, maintained and sustained through the repetitive use of behaviour, guidance, values, principle, procedures and actions made use of in the organisation. Organisational culture was understood as being an approach, from an integrational perspective, although a few (2 of the 7) participants agreed that differentiation takes place as well.

The last theme covered the approach to IC and communication of the organisation holistically. The focus was on the flow of communication, the approach to communication and the order of communication. The findings indicated that: the organisation internally practices a top-down communication approach with both stakeholders and the public, in a two-way approach to communication. The organisation has established a strategic government communication approach that facilitates the communication process through protocols and order. The organisation

has a plan to manifest communication internally and externally. However, within the organisation such information is not widely known

Briefly, this chapter covered the views of employees on both organisational culture and IC. In chapter 6, this data will be interpreted against the study objectives in order to fully establish the direction, view and approach of the organisation. This is to understand the GCIS employees on how they view IC, the influence of organisational culture as a potential threat to performance or successful implementation of IC. The next chapter will discuss findings concerning the organisational documents.

CHAPTER FIVE: ANALYSIS OF THE ORGANISATIONAL DOCUMENTS

5.1. INTRODUCTION

This chapter of the study discusses the research findings of the organisational documents. The data was collected at the GCIS in Polokwane, from organisational documents. The researcher used four organisational documents i.e. Comtask Report (2000), Government Communicator's Handbook (2014/17), Government Communication Policy (2018), and Annual Report (2016/17). This study used purpose known-group sampling which enforces that a researcher may choose to use documents that contain relevant information of the studied subject. The documents were selected influenced by the themes that had emerged and that have been discussed in chapter four.

The discussion of the data findings falls into two broad fields of study, organisational culture and IC. Within each field, two themes emerged, based on the interview data. The themes, which emerged in the field of organisational culture, are (1) *perception and understanding of organisational culture* and (2) *identity and behaviour*. IC themes include (1) *the understanding of organisational IC* and (2) *approach to communication*. This section uses themes, which emerged from the individual interviews to find coherent or contradictory views of the employees towards the discussion topics in the organisational document. The findings from the organisational documents will be discussed against the study objectives.

The first theme of "perception and understanding of organisational culture" speaks to the views that GCIS employees held towards organisational culture. It also explores both their understanding and description of the term organisational culture. This includes their practice of and attitudes towards organisational culture. Organisational culture has various approaches; the study also provides a detailed discussion on the approach taken by the GCIS and the impact posed by that approach to organisational performance and operations.

The second theme of "identity and behaviour" reflects on how the organisation identifies itself and how organisational culture influences the process of building an organisational identity. The behaviours of GCIS employees contribute to both their culture and their identity. This means that the behaviours of the employees influence

their identity and in turn their organisational culture. Behaviour in this context refers to the guidelines or a set of principles the organisation has set employees to follow.

The third theme of “views and understanding of organisational IC” reflects on what GCIS employees consider as integration of communication. Again, this focuses on their understanding and implementation of IC in three areas i.e. organisation, stakeholder, and environment.

The last theme namely, the “approach to communication” which reflects on the flow of communication and dissemination of information to the internal and external environment. The approach to communication in terms of its flow or direction has been discussed, i.e. top-down or two-way. This includes the organogram of the organisation to demonstrate the impact hierarchy plays in terms of communication. Policies and legislature regulating communication will form part of the discussion as they create and contribute to the approach of communication.

5.2 ANALYSES OF ORGANISATIONAL DOCUMENTS

Organisational culture has been discussed earlier from the experiences and perceptions held by officials of the GCIS. This section discusses the same themes in respect of the data obtained from the organisational documents. This discussion entails what organisational culture is, based on what the documents reveal about what the organisation is, and what it has achieved. The data used in organisational documents was purposefully selected based on the themes that had emerged from the individual interview data. The data collected from selected organisational documents was influenced by the responses of the participants.

This section is comprised of four sub-sections, each represented by a theme that deals with organisational culture and IC. The first two themes discussed reflect on organisational culture and how it is explained in the organisational documents. The last two themes explore the understanding of IC and how it is described in the organisational documents. At the end of each subsection, a brief conclusion will be added to highlight important remarks, differences and similarities towards an understanding of organisational culture, based on data obtained from the documents. Within the discussion, each quotation from the organisational documents was placed

in a textbox with its reference. Each quotation will be followed by discussions. The references to a document used are found within the textbox that contains the quote.

5.2.1 Organisational culture

5.2.1.1 Theme 1: Perceptions and understanding of organisational culture

This theme reflects on the conceptualisation of organisational culture within the organisational documents. It highlights the general understanding of organisational culture from the perspective of the team that recommended the establishment of the GCIS, their understanding of what organisational culture is, how it should be understood, approached and the structural impact of organisational culture. Also included was discussion of the impact that it can have on organisation.

The theme's discussion contains quotes from organisational documents. Each discusses various aspects but all related to organisational culture. Organisational documents will reflect on the approach the organisation has taken to highlight their understanding of organisational culture and how it should be approached and implemented. Quoted below is a section from the Government Communicator's Handbook.

“The establishment of the GCIS introduced a new epoch and approach to government communication, which encourages integration, coordination and high levels of professionalism – the handbook is one of the tools that will assist to enhance high levels of professionalism.” Government communicator's handbook (2014/17:4).

During the establishment of the GCIS in 1998, as stated in the Comtask report (2000) the first objective was to create a government organisation that provides an accurate, integrated and coordinated service to the public, that service being the sharing of information by communication process that would vary depending on the environment and target population. A novel approach was proposed when the organisation came into existence. The approach was to deal with government communication, which encourages integration, coordination and an elevated level of professionalism.

The approach encouraged an integration of services that lead to communication taking place, which means that the GCIS itself, as an organisation had to be integrated. Coordination of services reflects on integration of different communication methods

and ensues that they cover distinct aspects of the environment and enhance communication for the government. This means a recognition of professionalism in order to ensure working towards achieving integration within the organisation, an integration of their services, a coordination of activities and their proper implementation. The GCIS officials are required to work in a professional manner when providing communication services at different levels of government.

Organisational culture of the GCIS took an integrated approach to provide services to the public, which means that integration should be applied in all areas within the organisation for it to be successful. Coordination cannot be understood distinctly from integration as it encourages putting together different elements to work together effectively.

To have an organisation operate from an integrated approach means that the organisation must also achieve some level of coordination. For example, coordination of services such as the provision of information, participation of the public in government activities and integration within the organisation and as well with the public being coordinated. Within the handbook of the GCIS, elements including integration, coordination and professionalism are discussed and cited as of utmost importance within government activities.

The organisational culture within the GCIS reflects on how the organisation perceives itself, and what they achieve contributes to their overall structure and affects their daily operations. It also reflects on elements that build an image and understanding of an organisation. Such understanding explains the visible artefacts and values that contribute to the organisational culture.

“Professionalism: the organisation strives to operate at the highest level of professionalism in all business dealings always. Professionalism is embodied in friendly, polite and business-like behaviour. It drives a person’s appearance, demeanour and professional interactions, providing others with a positive first impression. Officials should demonstrate professionalism by being courteous, honest and behaving responsibly when dealing with clients and representing the organisation.” Annual report (2016/17:17).

A set of principles provides direction and guides the organisation’s operations and behaviour. Organisational culture is rooted in operational methods, what the organisation does and how the organisation is structured. For the GCIS as an

organisation, it is clear from the interviews and documents that professionalism carries more weight than other values as it has been stated by all participants and included in all documents of the GCIS used. From the inception of the GCIS, the new government included professionalism as part of the democratic principles necessary in order to implement organisational mandates.

Professionalism encompasses a display of good behaviour including politeness, corporate level standards of personal appearance, professionalism in interactions and dealings with other stakeholders and within their own organisation. Employees were expected to display values such as openness, integrity, honesty and courtesy. Within the organisation, employees must display a certain level of professionalism, which contributes to the organisational culture.

The need to display excellence in communicating for the GCIS, their prime function, means that individuals present a certain image and build their culture based on repeated sets of behaviours that have been accepted within the organisation. Hence, GCIS's employee perception and understanding of organisational culture includes an acknowledgement of professionalism as a key factor within their organisation. Their culture revolves around what the organisation does. The organisation functions or performs a set of activities and their culture is based on such performances. Performances of organisations are used as an example to identify an organisation. This means that organisational behaviours and identity are important aspects in order to understand the organisational culture of every organisation.

“Coordination of government action and communication in South Africa is assured in a hierarchical manner. The President is the effective chief of government; the premiers, mayors and all ministers are also part of this robust communication machinery. To ensure legitimacy and effectiveness, all government communication must have its genesis and coordination from the highest office in the government's structure.” Government communicator's handbook (2014/17:34)

Integration encourages coordination, which is a process that leads to improvement in an organisation. Every organisation has its own structure and an organogram that guides their communication. At the GCIS, communicative actions are implemented in a hierarchical manner. This emphasises that power-culture guides their actions and communication within the organisation. At the GCIS, the highest office of the

presidency is the initial point of communication or actions, these then travels through the hierarchical levels of the organisation in order to disseminate communication messages about the actions to implement. Such a mechanism is built to guide the organisation, provide a structure and build a certain culture within the organisation.

In order to sustain such a mechanism within the organisation communication starts at the highest office in the government structure. This means that at provincial level the director initiates the communication and actions, which come from the national office. Those at local municipalities or government offices receive direction from the provincial offices. Effectiveness results when clear instructions are given and the flow and order of communication within the government's department of communication are maintained. This emphasises that the organisational culture of the GCIS practices channels communication that functions in a top-down direction.

At this stage, one can state that the organisational culture of the GCIS incorporates values including openness, transparency, integrity and professionalism, which are applied when the organisation's officials work with the citizens. These values come into existence when the organisation tries to integrate and coordinate its actions and communication from a top-down approach which hopes to increase the effectiveness of its daily functions, Power level differences (hierarchy) exist between organisational employees of various levels i.e. national, provincial and local. An examination of any obstacles to integration need to be examined as well as any innovation at the point of implementation

5.2.1.2 Theme 2: Identity and behaviour

The GCIS is differentiated from other organisation based on the behaviour portrayed by individuals within the organisation. A clear understanding of what comprises an organisational image or identity is important. This theme looks at how the GCIS documents explain their organisation and how they distinguish themselves from others. It also examines their behaviours and what guides the adoption of such behaviours. In the previous chapter, it was emphasised that identity is built through historical experiences that shape views individuals hold about an organisation. The development of an organisation adds to the overall image and structure of the

organisation. This will indicate an understanding of the GCIS organisational culture based on the principles that guide its employees.

This theme follows the same approach. Organisational documents and relevant quotations or related texts that best describe organisational culture from identity and behavioural spectrum have been included. The focus here is on the basic standards of conduct expected from organisational employees, and the attitude the organisation hopes to achieve from the principles set to guide employees. The organisation is identified and classified by behaviour and this section will elaborate on principles that guide and influence that behaviour.

“The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) provides the framework for communication within the South African environment and regards freedom of expression and the public’s right to information as fundamental rights.” Government communication policy (2018:7)

The GCIS is built from a constitution that supports democracy and equal access to information. To analyse the GCIS one must look at the principles shaping its operations and activities. The overall image of the organisation cannot exist without a clear understanding of the principles within the constitution. “It was found in terms of Section 7 (sub-section 2 and 3) of the Public Service Act (1994), which states that ‘within public administration there is a public service for the Republic, which must function, and be structured in terms of national legislation, and which must loyally execute the lawful policies of the government of the day’”. This means that, organisational and public services staff should adhere to legislation that binds public administration service staff or government employees concerning service delivery. The behaviour of the GCIS employees is guided by the constitution. The relationship between the GCIS and external stakeholders is also protected by the constitution.

Based on the constitutional right to freedom of expression and access to information, the organisation must always uphold its image as a provider of such services. The GCIS is seen as an organisation that promotes and encourages other government departments to share information with their citizens and listen to their concerns. This implies that the GCIS as an organisation is identified based on what they do for the public. Provision of information, communication through various tools, provision and

access to information and increased public participation, shape and structure their organisational identity.

“Government communication is driven by democratic principles of openness and participation and is guided by the basic principles of: • transparency • accountability • consultation.”
Government communication policy (2018:7)

Principles exist in every organisation; they direct and guide employees' behaviour. It is expected to have them in every organisation. At the GCIS, transparency, accountability and consultation serve as democratic principles enforced by the constitution to guide employees. Employees understand the need to share information and always keep citizens aware of government dealings. Participation comes from many perspectives; internal participation which focuses on employees who take part in order to ensure that the surrounding environment is enriched with information and for the public to take part in discussions involving their environment.

A clear discussion follows on their descriptions and the meanings attached to the views of the GCIS employees. Consultation in this regard is viewed as a constitutionalised process of researching and visiting different environments to discuss with the public issues, which affect their communities. Such services are part of public participation; which means that consultation goes hand in hand with participation. The basic principles also include transparency and openness, which is explained in the organisational documents as follows

“Openness and transparency: the organisation should always be open with its communications, disclose all relevant information, and be accountable for its actions. Transparency demands that the department and its officials are straightforward and honest in their dealings always. Officials should provide colleagues and clients with access to accurate, relevant and timely information.” Annual report (2016/17: 17)

For the GCIS as a communication-orientated organisation, transparency and openness (as was highlighted in their annual performance plan of 2018/2019) are shared principles for the effective performance of the organisation. It is encouraged that the organisation shares information openly, discloses information that is important about the development of the nation. In addition, the organisation should accept that they need to be accountable for their actions. According to the Batho Pele principles, government organisations consult with the public about service delivery. When they

fail to provide services, they should consult the same environment and explain to the citizens what caused the failure of service delivery. Accountability serves as one of the prime guidelines of government organisations or departments.

Transparency is obtained when an organisation remains open in its dealings and provides clear information. This can be exercised during the provision of communication messages to the public. Relevant, clear and updated information should be part of the transparency practice. Application of such values contribute to the overall image of an organisation, which enables a clear understanding of organisational culture and structure based on the organisational activities and behaviour.

5.2.2 Integrated communication

5.2.2 1 Theme 3: View, operations and organisational understanding of IC

Organisational culture is found within any organisation, a new establishment or one that has been operating for decades. This study investigated the organisational culture of the GCIS in order to understand it. In addition, investigated how it affected the implementation of the organisational mandates. Organisational culture plays a major role within the organisation and the impact can be seen in the implementation of their duties.

This part of the study discusses the views of the concept of IC contained in the GCIS documentation. Integration of communication at the GCIS was introduced over a decade ago, as was stated in the Comtask Report of 2000. Implementation was supposed to form an integral part of the organisation. Organisational documents are used to provide information on implementation, approach and views to guide employees on the manifestation of IC.

This section discusses the theme and reflects on the views, operations and organisational understanding of IC, based on the organisational documents under review and the themes, which emerged from individual interview data. The discussion will provide either contradictory or complementary data against the ideas or views held by the participants. The discussion includes the approach taken by the organisation towards the integration of communication and explores the understanding of IC by the

organisation. The study will attempt to indicate an understanding of whether the GCIS employees understand integration of communication or not.

“To drive government to speak in one voice, government must adopt a strategic communication approach which is more than just getting the right message to the right people. This approach seeks to ensure that communication programs meet the objectives of both the public and government. Strategic communication is typically supported by a detailed plan to meet government’s objectives.” Government communicator’s handbook (2014/17:10)

The inception of the GCIS included integration as part of the innovative approaches that the organisation should adopt. However, integration can be identified differently in an organisation. Government understands the importance of speaking in one voice to the public and to achieve this they have developed a strategic communication approach. To achieve a strategic approach to communication, the government developed a clear understanding of the approach.

“Strategic communication is a: way to respond to the ever-changing communication environment regarding the issue at hand. Practice of systematically applying the processes, strategies and principles of communication to bring about positive social change. Stakeholder or client-centred approach to promote changes in people’s attitudes, knowledge and behaviour to achieve development objectives.” Government communicator’s handbook (2014/17:11)

According to the GCIS documents, the perspective followed is a strategic communication approach, which is different from IC, but there is a relationship between the two concepts in relation to government communication. Strategic communication includes the organisational ability to adapt to environmental factors that continuously influence the direction communication takes, based on the issues at that time. The ability to reciprocate with changes that affect the communication environment and issues that influence communication in that environment.

Implementation of government principles constitutes to the practice of the strategic communication approach. This can contribute to the success of the organisation towards organisational objectives. The government has proposed that a strategic communication approach be implemented, in order to bring positive change to social factors influencing the environment or the public. Strategic communication

encourages adhering to mandates given within the GC by top-down communication, aimed at improving the social standards of the citizens.

This reflects on the description of strategic communication, which speaks of responding to the ever-changing communication environment with a focus on the social environment. Within the organisation, there is a systematic implementation of principles, strategies and processes communicated throughout the organisation.

A strategic communication approach focuses not on communication only but the impact that the communication process makes when reaching the people. The initial focus is on bringing positive social change; meeting the objectives of the public, and for the government (Annual Report 1998/99). Further, it tries to influence people's attitude, brings knowledge and affects their behaviour as well. The primary objective is to achieve the development communication objectives of the government. Annually, or quarterly, government reviews its development plans and measures their success against the period taken to implement the given objectives. A strategic communication approach is used to achieve the communication goals of the organisation.

Primarily, the communication process was established to exchange information across different units within the organisation, create dialogue between people within the same geographic area. The strategic approach within the government sphere tries to influence the attitudes of the people, change their behaviours, and provide them with enough knowledge for the government to achieve its objectives.

The strategic communication approach fosters integration of government messaging so that disparate and incorrect messages can be prevented. This means the integration or convergence of communication information to reduce equivocality of the message and to share a message that does not oppose the beliefs or behaviours of the public. This approach allows the creation and dissemination of government messaging that are written differently but promote the same message. The organisation can produce messages that differ in style and content but not purpose. For example, during the period of celebrating one's legacy communication offices can create their own messages using their own format, but the idea behind all the different messages should be the same. Integration is considered as a process within the

strategic communication approach to reduce the disparity of messages communicated to the public by the government.

“Through strategic communication, government will be able to convey deliberate message(s) through the most suitable channels and platforms to the designated audience(s) at the appropriate time to contribute to and achieve the desired long-term effect.” Government communicator’s handbook (2014/17:10)

The relationship that exists between strategic communication and IC is highlighted by the need for government to try to communicate effectively with the public by means of suitable channels for that audience at a convenient time. Strategic communications focus on the government’s ability or intent to convey a message to the public. The implementation of such a process means the choice of a suitable channel and platform. The purpose is to send messages at a relevant time and to contribute to and achieve the organisational objectives. The strategic communication approach intends to achieve the long-term objective of creating an impact on the recipient of the communication messages to improve their social environment, alter their attitudes, behaviours, and advance their knowledge.

“The government communication system has not yet yielded maximum impact. Factors such as the lack of knowledge and skills gap within the system are posing a greater challenge to the effective and efficient functioning of the communication system. Lack of content and insufficient knowledge of policies has in some instances compromised communication efforts.” Government communicator’s handbook (2014/17:12)

To influence and add to the knowledge of the citizens, maximum impact has to be achieved in terms of service delivery to the public. A number of challenges, such as a lack of knowledge and skills gap impede the impact that government communication system tries to instil. Skills are still limited, which affects the effectiveness of communication from the government.

Integration at the environmental area is still a challenge considering the skills gap and limited knowledge of organisational members, which negatively affects their mandate to transfer information acquired by government officials to the public through communication. This implies poor implementation of IC at environmental area. Integration is understood but not that successfully implemented and a generalisation that within government (specifically the GCIS Polokwane) IC is not known can be

made. This concludes the discussion of IC, which can interchangeably be considered as the strategic communication approach.

5.2.2.2 Theme 4: Approach to communication

The GCIS was developed as a communication agency for the government and the public. It presents information from the government to the public and vice versa. To communicate for the government or to the people requires skills and expert knowledge to be successful. This theme briefly discusses the approach that the government has taken to achieve their communication objectives. The processes are looked at from the direction of the government communication to the public and from the public to the government.

Communication is a basic essential for any organisation; particularly the GCIS and they must implement it across different areas. An inclusive approach to communication is vital to implement communication across areas that the GCIS in Polokwane has to reach through exchange of information. This theme highlights the approach taken by the organisation to achieve IC. This will be discussed, based on what the documents include about organisational communication, its flow and frequency. The approach speaks of the programme of action designed to achieve a specified communication plan or programme. The involvement of organisational employees and the roles they play to achieve a specific communication function.

This theme will discuss all the possible approaches the organisation speaks of when implementing a designed communication activity. This perspective will be explored in different areas of communication integration to understand the organisation's approach and impact, their success and/or failure of any mandate or communication objective.

“Government must ensure that all information from government is provided to all people at all times. In this effort, government should also explore a two-way communication approach, as this will ensure a closer engagement. The ability to engage in two-way communication with citizens involves a complex set of interlocking structures, processes and practices, which government has already put in place to communicate effectively with the public.” Government communicator’s handbook (2014/17:9)

The initial objective of government communications is to communicate all information about government to the citizens. The provision of government information includes sharing clear, accurate and legitimate information. The information communicated should influence the public opinion but remain legitimate, in a manner that it is truthful. Government communications do not encourage the provision of propaganda. Government should communicate with the public and allow the public to communicate with them. This can enable two-way communication process between two spheres.

Communication platforms should allow for a two-way approach to communication according to the government, in order to ensure closer engagement. The government intends to explore two-way communication to involve citizens in government processes and practices and improve communication effectively with the public. The public will engage with the government regularly as methods of communication that ensure communication with the public have been put in place.

“Thusong service centres are one-stop integrated community development centres that enable two-way communication between citizens and government, public participation and the delivery of services.” Government communication policy (2018:22)

The government established Thusong Service Centres (TSC) to help facilitate the two-way communication approach and enable participation of government and the citizens interchangeably. Government developed TSC to foster participation of the citizens in the communication process. Service delivery can be communicated to the public through TSC, which enables a two-way communication. The Batho Pele principles allow the public to raise their concerns regarding services; the same platform can be used to allow public opinions to reach government officials. The government also participates in programmes such as Imbizo to gather public opinions on matters, which affect their environment or community.

The effect posed by the above-mentioned information is that government communication always promotes public participation in all their dealings. Communication from the government is meant so that the public can gain access to content, policies and have a clear understanding of their government and the services they are entitled to receive. Communication in the view of government is two-way; allowing public participation and an increase of service delivery. The government

practices communication processes that integrate the public and government to work in conjunction with one another.

“The term ‘government communications’ embraces both media handling and direct communication with the public, hence the role and scope of government communications is defined to mean a citizen-focused continuous dialogue.” Government communicator’s handbook (2014/17: 9)

Government communication cannot exist without media involvement. Communication is performed by the use of various media platforms based on the target audience and the type of message to communicate. Therefore, it is important for government to recognise the role that media plays for the public and government officials and in government offices. The role of the GCIS is hence, communication orientated, and the focus of such communication is on the citizens. However, communication in its nature is a dialogue that can remain continuous until consensus is reached that implies the need for government to communicate with the public continuously and timeously.

However, communication from government to the citizens does not limit the public from having access to government information but includes accurate delivery of information, information that aids the needs of the public and contributes to their knowledge and content of government policies. Above all, the communication process should be inclusive and allow public participation by two-way communication.

“Propaganda versus participation — Government communication should not be framed as propaganda. It is better understood as “information development” with two major dimensions: first, information development is about creating a culture of public disclosure; and, second, it is about developing the capacity to make relevant information available.” Government communicator’s handbook (2014/17:11)

The government communicates through dissemination of information and it creates an impression that it will continue to provide the latest information for citizens (as discussed earlier on identity and behaviour). SACS was dissolved because the public viewed it as a propaganda agent, which communicated, and disseminated information that was not in the interest of the public. On the other hand, the GCIS came into existence to end such behaviour within government departments. To avoid propaganda, the GCIS established participation as a method of communication integration to cover the needs of the citizens (Comtask Report, 2000).

The communication process from the GCIS is intended to drive the citizens to actively participate in government programmes and remain informed. The objective is to keep the citizens aware of developments. Communication with the public is meant to bring understanding and expectations of greater change through service delivery. Government communication tries to create a society that remains eager to acquire added information, create information and make it available to the society. This is their primary mandate. To understand the approach of government communication includes a clear understanding of their communication objectives in relation to the public.

The approach of the Government Communication Department is to create a participatory communication environment for the citizens, and to ensure that they are informed timeously. Different communication platforms are coordinated through a strategic communication approach to achieve such an objective. The government communicates with the public about its programmes to encourage participation, the public is informed of the decisions made within government and government policies are communicated to the citizens. Continuous sharing of information becomes easier and the citizens remain always updated with information.

In exchange for such services, the citizens acquire more knowledge on what to do and where to go to receive government assistance, which is a step towards better development and service delivery. In this way, the GCIS also achieves its objective to empower the citizens and enrich them with knowledge about their government and how it can be of service to them, by means of national development plans. Keeping the citizens continuously informed improves their knowledge and helps improve their skills and to understand their role better towards environmental change. With that, the government can get opinions from the citizens about the changes and developments required to enable them to be empowered. The approach that the GCIS takes on communication is more of participatory approach, two-way communication approach through programmes and events that can enable the citizens to participate in dialogue with government officials.

The annual report of the GCIS is a document that provides factual examples of activities and programmes achieved towards expanding communication and sharing information with the public. The annual report reports on the performance information

on all the GCIS provincial departments across South Africa. With specific reference to the GCIS in Polokwane, the GCIS also contributes to such achievements and sends information to the head office for review and approval before a proper annual report is drafted. This again reflects the top-down communication process, which exists within the organisation. The GCIS as an organisation has several annual, quarterly and bi-weekly publications, which are used to communicate with the public and to continuously share information.

Their approach to communication also covers the use of various publications that can reach extensive audiences and have been written in a language understood by the public they target. They use different modes of communication to cover those with different skills. Within this documents information regarding operations and plans of government can be found, i.e. Pocket Guide to South Africa contains content on how the GCIS operate and how they should share information with the citizens. By surfing their websites, one can access to information regarding policies and principles that guide their operations and behaviour.

To sum up, the GCIS is a communication-orientated organisation with the need to serve the public with developmental information in order to promote and influence their attitudes towards development. The primary objective of the GCIS in communication is to instil trust that they will provide news updates, information and programmes to improve the environment of the citizens. Their system encourages participation; hence, it starts within the organisation by promoting coordination of different elements to work seamlessly together and achieve the organisational objectives. Their approach to communication favours a two-way communication system to allow public participation in government programmes and awareness of government actions and decisions.

The discussion of findings in this study does not end here, the third section to the study has been added below to reflect on organisational culture and IC against the study objectives. Initially the study intended to gain experiences and understanding of the GCIS employees on both aspects of the study. Their understanding and knowledge will influence the manifestation of organisational culture and IC. The third section of the study is discussed in order to address the study objectives.

5.3 OVERVIEW OF THE FINDINGS OF THE ORGANISATIONAL DOCUMENTS AGAINST THE OBJECTIVES OF THIS STUDY

This provides an overview of the findings of the organisational documents and measures them against the study objectives. This chapter differentiates between the views held by the employees of the GCIS in Polokwane and the information included in the documents of the organisation. Below is a brief overview of what the documents entail in relation to organisational culture and IC.

The documents of the GCIS explain the approach to communication as follows; the organisation has adopted a strategic communication approach that speaks of coordination of communication, a client-centred approach to communication, creation and distribution of messages with coherence, continuous communication despite environmental impacts and a communication process that is guided by principles. The experiences and understanding of the GCIS employees contribute to the overall view of the organisation towards its operation and structure.

Communication at the GCIS is approached through hierarchy that seeks to ensure that top-management of the organisation are in control of what the organisation communicates or what is shared internally and externally. Employees of the GCIS are not comfortable with reporting to the national office (minister). This is because mostly the communication process is top-down concerning organisational mandates. Employees continuously mentioned how the organisation operated differently once the minister was added to the organogram, and this has resulted in poor staff performance and morale.

The approach also encompasses the distribution of a single or coherent message, which the organisation sees as sharing a single message across all spheres of communication. Some concepts are understood differently, and organisational employees do not know some. A lack of skills and knowledge by participants emphasises the possibilities of poor organisational performance. It is emphasised in organisational documents that this factor has been a problem in improving and developing an effective and efficient share point of information. It has not been possible to have a seamless, two-way communication approach, which involves public

participation due to poor knowledge and skills at organisational and environmental areas of the organisation.

The structure and the hierarchy of the organisation I reflected on the organogram (attached in appendix 5) is where a culture of power is reflected in the organisation. Lower officials, (provincial) are not able to be actively involved in governmental decisions, but there are some instances where their involvement is vital. This means that public participation is selective and partial, and internal employees are only selectively involved in organisational activities. There was been no mention of external stakeholders and even internal stakeholders but there is poor involvement of internal stakeholders at the GCIS, it is arguable that external stakeholders also experience poor participation or involvement in organisational activities.

The focus of their communication is to develop certain attitudes and create an impact on the recipient of the communication messages. Exchange of information within the organisation is important; therefore, communication among employees is encouraged. Public engagement through dialogue on different media of communication is important. Lack of skills and knowledge at the external environment affect the process of communication.

Contrary to individual interview data, the organisational documents emphasised that; organisational culture can either be what an organisation “*is*” or what an organisation “*has*”. Based on the information extracted from organisational documents, the GCIS as an organisation have their own mandates, objectives, and sets of principles. Organisationally the culture should incorporate provision of integration and coordination of services. Organisational documents have shown that integration of communication is necessary for the organisation to fulfil its objectives.

Integration of communication forms part of the objectives and recommendations for establishing the GCIS in the first place, to replace the SACS. The structure and order within the organisation should be displayed through professional conduct from employees to sustain the hierarchy and support the management of the organisation. The documents of the organisation, an organisation is viewed based on its functions and services rendered to the public. This means that the organisational culture is shaped by the organisational activities.

This information has been explained based on themes to appropriately distinguish between organisational culture and IC of the organisation. This information provides a clear indication of how the two meet and impede each other towards successful implementation. To conclude, this overview highlights the variations in perception of information and equivocal understanding, implementation and experiences of the employees. Further, provides a clear overview of the findings on organisational documents.

5.4 CONCLUSION

This chapter of the study provided data obtained from organisational documents. The data derived from the organisational documents was guided by the themes that had emerged from the individual interview data (chapter 4). The chapter only provided the information supporting the emerged themes and showed how the documents of the GCIS explained organisational culture and IC.

The first theme of the study discussed organisational culture with specific reference to how it is viewed and understood by the employees. The results proved that organisational culture is not commonly understood throughout the organisation. Organisational culture cannot be taught but it is learned through individual experiences and the process occurs as the organisation functions on a daily basis. The organisation has a culture that is communication orientated because their main objective is to provide communication of services, share government opinions with the public and consult with the public on government communication matters.

Organisational documents explain that IC is the coordination of services, planned and integrated plans to execute mandates. The documents consider integration of communication as part of the initial objectives of the organisation. This theme exposed that there is scattered understanding of IC at the GCIS. Organisationally integration has been implemented, but little has been said about stakeholder involvement. There has been considerable talk of environmental integration, how they have as an organisation improved the communication process and developed IC platforms.

This chapter covered the study themes with reference to organisational documents and gave a brief overview of the findings and what they uncovered. Furthermore, this chapter briefly gave an analysis of what the data from organisational documents

stressed in relation to the study objectives. A detailed analysis of the data provided earlier in this chapter will be discussed in the next chapter in comparison with the data accumulated from the individual interviews. This separation indicates the similarities or differences between ideas inscribed in the organisational documents against the data based on experiences and knowledge of GCIS employees. This chapter provided a clear emphasis on what the information on organisational documents presented in relation to the themes and briefly against the study objectives.

A summative overview of this chapter highlights the provision of organisational document data, overview of the data against the study objectives, and a discussion of what the data shows in relation to the broad fields of this study namely IC and organisational culture of the GCIS in Polokwane. The next chapter of the study provides recommendations and conclusions.

CHAPTER SIX: SUMMARY, RECOMMENDATIONS AND CONCLUSION

6.1 INTRODUCTION

This chapter gives an overall overview of the study and the conclusions and recommendations. This chapter will present the study findings in the respective order of the research questions cited in chapter one. The discussion also discusses the research design and methodology that was used for the study and provides an interpretation of the research findings. Furthermore, the chapter discusses the recommendations, contribution, limitations and overall conclusion of the study.

Prior to the commencement of the study Mulder and Niemann-Struweg (2015) stated that in South Africa focusing on top-management of organisations there was a poor understanding of the concept IC. The study went on to investigate the manifestation of IC at the GCIS in Polokwane. IC is concerned with the management of stakeholder relationships (Kitchen and Schultz 2003, Murphy, Murphy Woodall and O'Hare 1999 in Barker and Angelopulo 2006).

Literature on the GCIS suggested the need to investigate the manifestation of IC, which was to focus on the understanding of IC at the GCIS, (Mulder and Niemann-Struweg 2015), believed it was poorly understood. The exploration of such an endeavour at GCIS revealed that IC was referred to as the use of various communication platforms to distribute communication information. Inter alia, this chapter goes further to provide findings and conclusions on IC at the GCIS in Polokwane.

6.2 RESEARCH DESIGN AND METHOD

The research design and methodology guide the researcher on conducting the study. A combination of methods was used during the study. Methodology and design ranged from the paradigm the study took, methods used for data collection, and tools and techniques used for data analysis.

The study was conducted using a qualitative approach, which enables the researcher to precisely focus on the sample of the study without covering a huge study population. The study used an interpretivist philosophical approach as it allowed an in-depth analysis and investigation of the study subject. This approach allowed the research to

gain insight knowledge into the subject through the lived experiences of the study population. It discusses scenarios and situations by the meanings people assign to them.

The research adopted both individual interviews and content analysis as the method for data collection. Both methods enabled the researcher to channel the focus on the type of information required to complete the study. Individual interviews for the study took a semi-structured approach to gain insight and knowledge from the participants on the research subject. Content analysis was used to analyse organisational documents, as it is a data collection tool, which enables gathering and classifying large amounts of data through patterns and themes. Both methods allow deep interpretation of the data through patterns of common meanings attached to the data.

Furthermore, the study narrowed data collection with purposive known-group sampling for both data sets. This approach enabled the researcher to exclusively select individual interview participants who could provide relevant information to the study, i.e. with reference to the organisation such as GCIS preference is given to top management. Concerning organisational documents for content analysis the sampling method enabled the researcher to select documents frequently referred to during individual interviews. Thus, the study chose to apply both data collection tools to complement one another.

The data, once collected, was analysed by means of thematic analysis. This tool enables a researcher to summarise the data and establish patterns within the data for coding. This enables a clear and direct interpretation of the data and the meaning it holds.

6.3 SUMMARY AND INTERPRETATION OF RESEARCH FINDINGS

Interpretivism reflects on the experiences of individuals within a given social context or an organisation. This section of the study covers the lived experiences of the GCIS employees in relation to organisational expectations. The discussion will explore the experiences and understanding of the GCIS employees on organisational culture. Contradictory experiences of employees will be discussed in this section as well as appropriate measures to improve current standards of the organisation where applicable.

This discussion will adopt a different approach from the previous two chapters; it will discuss the data found from both individual interviews and organisational documents against the study objectives. The data has been narrowed down using the emerged themes of chapter four. Furthermore, this chapter will provide a clear analysis and interpretation of the research findings. The discussion will be aligned to the research objectives stated below.

The study has three objectives namely; (1) to qualitatively determine perceptions surrounding the extent of integration of communication within the Government Communication and Information System, and (2) To investigate the mandate of Government Communication and Information System, to find out if this mandate is implemented within the organisational culture and organisational communication.

The aim of the study was to understand the organisational culture of the GCIS and its impact on integration of communication in the organisation. The study also tried to extract the experiences and understanding of the GCIS employees towards IC.

Objective one comprises of IC that has been discussed in detail based on the experiences and understandings of the GCIS employees. Objective one reflects the understanding and experiences held by employees of the GCIS towards communication integration. The view held by employees on IC was explored to understand the factors that can contribute to poor or good manifestation of IC at GCIS. This will also discuss the flow of communication, access to information, and reach of communication to internal and external stakeholders and /or organisational employees. Integration of communication will be discussed in relation to all areas of communication integration i.e. organisation, stakeholder and environment. The discussion will include employees' experiences and understanding against the data inscribed in the organisational documents on IC.

Objective two covers organisational culture and reflects the operations of the organisation and activities, which contribute to the achievement of the organisation's success. Objective two of the study was to investigate the mandate of the GCIS and to determine whether the implementation of the mandate is reflected within the organisational culture and organisational communication structures of the organisation (GCIS). Organisational culture will be discussed in relation to the views held by

employees of the GCIS i.e. organisational culture can be viewed as what an organisation *is* or again it can be viewed as what an organisation *has*. Organisational culture can be approached from three perspectives which are; integration, fragmentation and differentiation.

The discussion on objective two will highlight which approach and view was adopted by GCIS employees against the view and approach suggested in the initial development of the GCIS. Furthermore, how the organisation is structured, operates and its hierarchy will be discussed under this objective to understand how all these can affect integration of communication. Briefly, all the actions taking place within the GCIS will be aligned to organisational culture and discussed as advantage and disadvantage on integration of communication.

Lastly, the discussion will deal with conclusions that reflect on the overall understanding of both concepts and how they affect each other; it covers the benefits of each towards the organisation and possible challenges towards their implementation and sustainability. This explores how the organisational culture of the GCIS impacts on integration of communication within the government. This will look at both experiences and understanding of organisational employees towards organisational change in relation to communication.

To be discussed are the research findings that answer the study objectives and highlight the potential impact organisational culture can have on integration of communication. The chapter will discuss further implications of the findings including recommendations and study limitations. Further, discussion includes a comparison of both individual interview and organisational documents data to recognise the possibility of making conclusions on the views of GCIS employees in Polokwane.

6.3.1 Objective 1: To qualitatively determine perceptions surrounding the extent of integration of communication within the GCIS.

Every organisation communicates whether it be internally or externally. The process of communication requires some level of control to be exerted within the organisation to sustain the flow. Communication in an organisation can be achieved in various forms and formats, approaches and methods of implementation can differ from time to time. This section reflects on the individual experiences of the GCIS employees on

integration of communication process in their organisation. This will discuss communication at the GCIS on three different areas of communication integration i.e. organisational, stakeholder and environmental.

Communication at the GCIS is informed, in a sense that employees see and believe that the communication process is controlled and what should be communicated is informed on them to share it. They do not own the content but only receive information to share. The organisation practices top-down communication for internal communication, following their hierarchy each employee knows at what position they are and to whom to pass the mandates on to and whom to take instructions from.

In other areas of communication, they believe that their communication process and protocols have improved in a sense that they have developed communication-sharing platforms to engage with the public. Their communication is understood to favour engagement or public participation. The GCIS has established a coherent system where information is shared because they receive similar information in every province. The information received by the GCIS in Polokwane is the same as the information received at GCIS in other provinces. Organisationally there is corporative engagement and integrated service provision.

Their communication process is influenced and affected by economics, politics and social issues. Many of the participants explained that these factors impeded the organisational progress in various forms. The GCIS officials believe that their communication process is integrated because they converge or coordinate multiple platforms of communication to share information. Most importantly, employees are not given more responsibilities as the organisation responsible for government communication. They receive what information they have to share, when to share it and with what audience. This sums how the GCIS employees view the approach of communication within their organisation.

The discussion thus far, reflects that organisational communication with adaptation to environmental dynamics is an essential element to maintain and improve organisational culture of the organisation to have a successful implementation of organisational mandates and objectives. An organisation should be learning-orientated to keep up with environmental changes. Integration of communication was

introduced in 1998 when the GCIS replaced SACS though there has is no sign of greater change within the organisation towards achieving integration of communication. Documents simplified it as a strategic communication approach and clearly explained the understanding for any individual that works within the organisation.

Concerning the views on communication, the organisation has been guided and built to objectively function as an integrated unit or system of communication. The organisation practices two-way communication with the public by use of platforms created to share information and create a continuous dialogue with the public and foster participation. Knowledge that can be converted into skills is gained through public participation programmes.

Internally the process of communication was viewed as top-down and more of a commanding communication process that reflects on power difference culture on communication. This affects employees' attitude and effort in their organisational dealings. This implies that the need to guide and direct communication and information fairly ought to be practiced within the internal communication systems of the GCIS.

Pursuant to gathering insight knowledge on how the employees of the GCIS understand and experience IC, it is important to know how they achieve integration within each area. The communication process can be integrated within the organisation, stakeholder and environmental areas of integration. This discussion reflected on the experiences and knowledge held by the GCIS officials on the application of principles, which guided their communication process towards the manifestation of integration communication.

The organisation has objectives to achieve and most are orientated around the public. The documents emphasise that the focus is on the public, which contradicts with the experiences and understanding of the employees on the approach of the organisation. A client-centred communication approach may imply that the organisation is consistently focused on sharing information with the public. The top-down communication approach is applied in the process of sharing information just as is practiced the employees of the organisation. The interest in focusing on sharing

information from the public to the government through inception of two-way communication approach was not mentioned by all employees.

This sums up the discussion on communication integration, which is a strategic communication approach within organisational documents. The concept of the strategic approach to communication has not been mentioned often by researchers. To conclude, one can say information is communicated well at the GCIS; it is shared in an environment which does not learning orientated. The understanding employees hold about the organisational processes and procedures of communication occasionally differ from that prescribed in the organisational documents. Therefore, both implementation and learning do not occur and the sharing of the information is not effectively implemented.

Integration of communication is not clearly known and the approach towards achieving it was not mentioned at all. Communication among organisational employees is not coordinated or fully integrated. The stakeholder integration area has been mentioned often, if not at all in the analysed documents. This explains a poor knowledge or understanding and supports the notion that the research participants viewed stakeholder and environmental integration as one.

6.3.2 Objective 2: To investigate the mandate of the GCIS and to determine whether the implementation of the mandate is reflected within the organisational culture and organisational communication structures of the organisation.

The second objective of the study was to gain insight into the experiences and understanding the GCIS officials have of organisational culture. Firstly, to understand if they are aware of organisational culture and have a comprehensive understanding of what it is. This objective is to understand the possible impact organisational culture has on innovation, communication flow, organisational performance and the introduction of IC. To understand the manifestation of organisational culture of the GCIS, and the approach adopted by the organisation to maintain and sustain organisational culture.

When the GCIS officials were interviewed, most reflected on how their understanding of organisational culture was shaped by the nature of their organisation. The organisation was developed to facilitate communication for the government to the

citizens and visa versa. The GCIS' environment is communication orientated and it implements communication on a daily basis as their basic service delivery. They believe that their organisational culture is different from other organisations and each organisation has its own culture based on its mission, vision and objectives.

However, organisational culture can be approached from various perspectives and the GCIS employees had no understanding of their approach to organisational culture. They explained that their experience of organisational culture was shaped by what the organisation did. Moreover, the mission, vision and objectives of the organisation create their organisational culture. Therefore, their understanding reflects what they do individually and what they do as an organisation.

To summarise, organisational culture is influenced by organisational activities and it is understood as what the organisation does. For instance, the GCIS provides government opinions to the public, the department of water and sanitation focus on water services and water related matters, the department of labour focuses on the needs of employees. The function of the organisation creates its culture and people understand it based on the culture displayed by the organisational activities. On the other hand, the documents stress a different opinion. Here it is seen as an organisation that tries to achieve integration and coordination of services, with a hierarchy to guide the organisational activities. Culture from this point of view is created by the organisation based on actions or activities taking place in the organisation.

The documents contain different information that differs from the experiences and knowledge of the GCIS employees. This speaks to the level of sharing of information within the organisation. For employees their knowledge of the organisation revolves around communication and implementing it. The employees of GCIS have forgotten the process and protocols to observe in order to achieve integrated communication.

Organisational culture can be adopted from exposure on daily basis to the activities, the environment shapes how one understands and creates knowledge about their surroundings. The GCIS employees understand their organisational culture based on how they continuously interact with their environment. Since consistent environmental change and factors affect communication within that environment, organisational

culture is expected to be dynamic with environmental and organisational changes. Organisational culture can be understood differently and approached differently at the GCIS. This is evident as employees hold different views on the approach the organisation has followed when as far as organisational culture is concerned.

The GCIS in Polokwane is a Provincial and Local Liaison (PLL), which is a department within the broad scope of GCIS national and is expected to “develop a communication system to integrate local government with the provincial and national government communication system; develop, implement and manage a local information management system for the GCIS; and assist in the development and implementation of a strategy for the promotion of development communication for government” (Annual report (2016/17)). Among the employees of GCIS, different opinions about their organisation were given and they mostly agreed that the GCIS creates communication for public access and shares information with people in various places.

The organisational culture of the GCIS does not promote a learning environment; it is reluctant to adapt and change in response to innovations. The documents of the organisation contain enormous amounts of information that can help shape and build the organisation with a coherent and collective understanding of the organisation through the different levels. It is possible that since the organisational culture of the GCIS comprises of informed communication processes, which is how employees of the GCIS are fed with information to disseminate, this could be a factor that affects their attitudes towards learning and innovation.

At the GCIS it is believed that the organisation is identified based on the behaviour of its employees and the direction of the organisation in terms of its ineffectiveness or seamless implementation of objectives. The officials of the GCIS believe that they are guided by the Batho Pele principles in their application or provision of services required by the citizens. The values adhered to include; professionalism, integrity, openness and transparency. However, few of the participants clearly pointed out the importance of such values on the behaviours and attitudes of employees. Most of the employees stated that their behaviour was influenced and guided by the constitution of the Republic.

In contrast, documents of the organisation emphasised that employees are supposed to be guided by the constitutional rights with specific reference to section 16, both subsection 1 and 2. Democratic principles also guide employees' behaviour. Public participation is essential within the organisation and staff are expected to maintain public interaction. Public engagement is part of their norm of identity. Values including professionalism, transparency, integrity, openness, accountability, and consulting are more important than working in isolation or privately within the organisation based on the documents which were provided and perused.

Throughout the interviews, it was evident that transparency and openness are objectives to achieve when sharing information internally or externally. Nevertheless, due to the equivocality of information in the organisation employees have different opinions. Further, it is difficult to achieve integration with the organisational employees scattered, it questions the implementation of such values or principles. The constitution of the Republic encourages sharing information and access to government information and how the government operates. However, employees at the GCIS are not all clear about their organisation, nor do they view it from the same perspective as that contained in the documents. As a result, sharing information within the organisation is lacking.

6.4 OVERVIEW OF THE FINDINGS

The primary objective of the study was to investigate how organisational culture affects integration of communication at the GCIS. The above-discussed objective separately discussed the understanding and application of organisational culture and IC. This theme integrated the findings from the to highlight where contradiction and challenges arose.

Organisational culture at the GCIS is understood as what an organisation is. The approach that employees of the organisation understand about their organisation based on what it does, and how it functions. Thereafter, employees of the organisation understand their organisation based on its daily activities. This entails that at the GCIS employees do not expect change within their organisation.

Integration of communication has not been understood or clearly introduced hence it is poorly understood. Implementation will not be effective, re-introducing it will halt

employees' expectations because they are used to a fixed organisational culture. Introducing integration will change the organisation, but exposure to change and its coordination is not something the GCIS employees are familiar with, so it creates confusion and create problems. This explains that the culture of the GCIS disregards change within their comfortable environment.

Organisational culture of the GCIS is understood differently but the majority chose the integration approach to organisational communication once they had been informed about it. This view of organisational culture influences integration from a stance that supports innovation. Integration of communication is a strategy that has been developed to create the seamless implementation of organisational mandates. Integration fosters comprehensive approach to vital organisational actions which cannot be seen when the organisation disagrees on many decisions often. Different views of organisational culture imply that the organisation has employees with different attitudes, beliefs and values of the organisation. Therefore, implementation of any communication development plan will not be fully attained due to diverging understanding by the employees of the organisation.

The integration approach to organisational culture was frequently chosen after the researcher had explained the various approaches to each participant. Integration was introduced when the organisation was initially developed to replace SACS. However, employees of the GCIS still did not know about integration after being at the GCIS for years. This emphasises the lack of information sharing within the organisation as they have no idea of information contained in organisational documents. Lack of knowledge has been stated as a major factor within the organisation and the external environment. Thus, one can conclude that the organisation does not promote learning since most employees are not aware of integration, and those who do know about this approach hold different views on it. Therefore, the culture of the organisation does not promote or integrate learning into the organisational activities.

Thus far, the view, approach, and understanding of organisational culture by the GCIS employees pose a significant impact on learning and sharing of information is not effective in the organisation. Employees do not understand the organisation holistically, instead the employees have an obscure knowledge of their own organisation is a result of organisational approach towards information sharing. Rigid

organisational culture affects performance, innovation and coordination of services within the organisation.

Furthermore, the research informants explained that organisational culture is built by what the organisation does. This entails that their communication programmes, activities and the flow of communication build their organisational culture. The employees of the GCIS are of the view that their organisational communication follows hierarchy, often clarified as top-down communication at the organisation. The organisation practises two-way communication with the public. The organisation has three groups to engage with; internal organisational employees, internal and external stakeholders, and the public.

The organisation has a hierarchy, or an organogram used to facilitate communication and other organisational actions by means of a structure. However, the GCIS employees are used to being given information and the result is that employees can become demoralised and just react to given instructions. The organisation has created a culture that does not allow learning, creativity or innovation, i.e. the GCIS employees in Polokwane receive mandates, instructions and content to share. Thus, their despondency is caused through the structure of the operations of the organisation.

6.5 RECOMMENDATIONS

The recommendation a study adopts are solely dependent on the research results. This section will provide recommendations for both organisational culture and IC separately. However, some recommendations will overlap. Thus, it is eminent to include recommendations that are precisely focused on the GCIS as a whole. The recommendations are necessary to promote future use of the study and are guided by the findings of the study.

- Organisational culture at the GCIS is not holistically approached and employees hold different understanding of it, hence it is recommended that the GCIS introduces the concept of a learning organisation.
- The Regional Communications Coordinator (RCC) are not given priority and they are not evaluated for conduct or performance. An internal organisational evaluation should be implemented or strengthened if already in place.

- The findings suggest that the GCIS is shaped by organisational mandates, it is recommended that the employee's attitudes and behaviours should be displayed with high degree of professionalism during either internal or external engagements.
- A two-way communication model must be integrated into the GCIS in order to improve communication means if lacking at any stage.
- The organisational culture of the GCIS is partially integrated and based on the findings, it is recommended that the GCIS have a renaissance communicator (communication specialist) to stabilise and clear equivocal and contradictory information and develop a unified understanding of the approach to the organisation's communication.
- The findings highlight that most employees do not have a clear understanding of the organisational history, development of the GCIS and its objectives. It is recommended that the GCIS initiate a form of internal communication to discuss organisational history and objectives to highlight the overall image the GCIS. Further, conduct more related research to improve their operations.
- The results indicate that the GCIS as an organisation has failed to understand integration of communication holistically. It is evident that integration of communication has been poorly implemented especially in both the stakeholder and environmental areas. It is recommended that the GCIS be introduced to the concept of IC through various methods of engagement and knowledge sharing for small groups.
- The organisation handles communication by a top-down approach with reference to internal organisational communication. Most employees are despondent as they just receive information and content. It is recommended that the GCIS adopts a two-way approach to communication in all its communication activities for the effectiveness and greater change in employees' attitudes.
- The findings show that contradictory information between the organisational documents and employees of the GCIS on both organisational culture and IC

exists. Thus, it is recommended that the organisation should orientate (teach innovations) its employees frequently for effective and efficient performance.

- The inconsistency of information shared by the GCIS on the same concept shows both differentiation and fragmentation within the organisation. Thus, this suggests that the organisation needs to develop methods of sharing information internally on a regular basis to reduce equivocality.

Barker and Angelopulo (2006:375) provided a model on measuring and evaluating IC in an organisation. Mulder and Niemann-Struweg (2015) also provide a variety of models for developing and structuring organisational communication. It is recommended for the GCIS to implement internal audit methods to evaluate their progress and performance for better organisational progress. However, various scholars provide different methods on evaluation and measuring IC in an organisation. This goes to show that self-evaluation is necessary to facilitate necessary change within the organisational sphere.

6.6 CONTRIBUTION OF THE STUDY

The study broadly looked at citizen-orientated communication organisation (the GCIS) as findings in this study suggest that its sole focus is on public. This was to establish and examine the relationship between the organisation and the public. Primarily the study looked at the relationship between organisational culture and IC at the GCIS. This section will provide the study contribution towards both the academic field and GCIS or similar organisations.

Recent literature on related topics were limited and that emphasised a notion that few scholars investigated the subject of IC, with specific reference given to top-management of organisations. In the literature of this study, according to (Niemann 2005, Smith 1996), IC surfaced and attained importance in 1980s. Schultz on the other hand disagrees and argues that IC started its early expansion at North Western University in the United States of America.

The literature expressed different opinions on IC and IMC. The Comtask report of 2000 encouraged the GCIS to establish IC within its objective. Again, this speaks of the introduction of IC to organisations in the late 1990s, and it goes to support the notion

of Niemann (2005) and Smith (1996). However, this study does not intend to focus on the establishment of IC but rather on the implementation at GCIS. The focus is on the manifestation of IC at the GCIS in Polokwane in conjunction with how organisational culture affects such implementation. The contribution of this study will be a provision of new knowledge and experiences towards the understanding and knowledge of IC.

In conjunction with the academic field, the study may be useful for both organisational culture and IC. The study presents new knowledge and a varied understanding on organisational culture and IC. The study may bring new research dimension, to examine organisations and their functions in relation to their initial objectives. This highlights the need to generate an audit model for organisations based on their purposes. A model would be useful, one in which organisational culture and IC can be evaluated and modified based on outcomes. This perspective of research could be conducted to foster development by a more narrowed focus, based on the case study of the research. This study was primarily initiated to discover whether the GCIS understands or implements integration of communication effectively.

6.7 LIMITATIONS

The study was designed in a manner that it can avoid many limitations towards the implementation of the study. A few limitations did occur, and these will be discussed below along with attempts to reduce their occurrence.

- Interview questions: the study made use of semi-structured, individual interview questions which allowed the researcher to clearly explain and assist. The study also considered the approach which was inductive to answering the research objectives, the use of individual interviews as a data collection tool enabled an approach where patterns were identified to present findings that feed the general understanding of inductive approach.
- Theoretical framework: the study used two theories namely: Weick's organising theory and Bertalanffy's general systems theory. Both guide the study to a specific parameter, thus organising theory limited the study to the use of only four documents from the GCIS. The theory guided the researcher to attain data that would respond to the problem statement which speaks of poor knowledge and understanding of IC by top management of organisations such as the

GCIS. The study analysed a few documents on the organisation, this does not allow the researcher to make assumptions about all the information contained in organisational documents.

- Data collection: the study was conducted with a poor participation from GCIS employees. It took a period of 10 months (which is an academic year) until the first interview took place. Thus, this extended the study duration significantly. The GCIS in Polokwane had a population of 11 employees, and only 7 participated. The study covered only the population of the GCIS in Polokwane, Limpopo Province. This left out the remaining 8 provinces in the country, which subsequently shreds the possibility of a general conclusion on the GCIS findings. Therefore, any recommendation and general conclusion is about the GCIS in Polokwane.
- Insider / outsider perspective: prior to the data collection, the researcher opted to be presented as an outsider perspective approach. This approach limits data collection tools to include observations as another method to collect data. Subsequently, it is impossible to clearly allude to employees' behaviours without considerable observation done on their day-to-day life at the GCIS. As a result, the study failed to add observations as part of the data collection tool.

6.8 CONCLUSION

This chapter of the study covered an in-depth discussion of the research findings from both organisational documents and data obtained from the individual interviews. The study made use of thematic analysis to develop codes and themes from the data collected. This chapter is divided into three sections; each reflected the findings and analysis of a different data set. Firstly, the analysis was of individual interview data and the themes that emerged from this data were used to channel selection and use of organisational documents to discuss section two of the findings. This chapter discussed four emerging themes, and each one was based on both the data from the individual interviews and the organisational documents. Lastly, the last section of data analysis compared the findings of both data sets against the research objectives, in order to assess both their knowledge and understanding of organisational culture, organisational communication and IC at the GCIS. This approach was implemented in

order to address the study objectives, achieve the aim of the study, and to confirm or reject the notion of the problem statement.

The first theme of the study dealt with organisational culture, with specific reference to how it is viewed and understood by employees. The results indicated that organisational culture is not understood within one organisation. Organisational culture cannot be taught, but rather it is learned through individual experiences and this process takes place as the organisation functions daily. The organisational culture of the GCIS is understood and defined, based on what the organisation does on daily basis or throughout the year. The GCIS has a culture that is communication orientated because their main objective is to provide communication services, share government opinions with the public and consult with the public on government communication.

The second theme continued the discussion on organisational culture with its focus on the behaviour of the employees towards the organisational identity. The organisational documents emphasised that the behaviour of employees was influenced and guided by Batho Pele principles, democratic principles and constitutional rights on the sharing and dissemination of information. It was discovered that organisational employees were aware of some principles that guided their behaviour though there was much confusion between the values and principles that the organisation followed. The organisation had a clear expectation of employee behaviour and adherence to that behaviour contributed to the identity of the organisation.

Both themes on organisational culture have exposed the gaps within the organisation of knowledge and an understanding of organisational culture. The employees understand that professionalism is important aspect to uphold and guide their behaviour in their organisational dealings. The employees of the GCIS however believed that their organisational culture could only be understood and experienced which suggests that their organisational culture is developed through the continuous repetition of behaviour that was ultimately accepted by the organisation as acceptable behaviours. Both the concept of organisational culture and how it is adopted based on repetitive actions within the organisation was understood. Behaviour that the organisation accepted and encouraged staff to display were also adopted through repetitive use within the organisation. Thus, organisational culture of the GCIS is created, maintained and sustained through the repetitive use of behaviour, guidance,

values, principle, procedures and actions that the organisation practices. Organisational culture was generally understood as being approached from an integrational perspective although a few (2 of the 7) participants agreed that the differentiation approach took place as well.

The third theme of the study covered the integration of communication with specific reference to the concept of how the integration of communication is understood or implemented, the perspective it was approached from (if known by organisational employees). The results indicated that organisational employees only poorly understand integration of communication. The participants repeatedly stated that they understood integration of communication as the use of multiple communication platforms in order to distribute information. The approach from where it was manifested was not known.

Contrary to the data found in individual interviews, the abovementioned organisational documents explain that IC is coordination of services, planned and integrated plans to execute mandates. The documents consider integration of communication as part of the initial objectives of the organisation, which enabled it to operate. This theme exposed that there is a poor understanding of IC at the GCIS and there is at least more implementation in other areas of integration. Organisationally, integration has been implemented, with regards to stakeholders there has been poor integration and environmentally there have been considerable discussions on how the GCIS has improved the communication process and developed IC platforms.

The last theme covered the approach to IC and communication of the organisation holistically. The focus was on the flow of communication, the approach to communication and the order of communication. Results proved that: the organisation internally practices a top-down communication approach, while with stakeholders and the public a two-way approach. The organisation has established a strategic government communication approach that facilitates the communication process by means of protocols and order. Therefore, the organisation has instituted a communication plan internally and externally. However, the organisational employees do not have information on the matter.

The last section of the chapter discussed the findings against the study objectives. With regards to the first study objective: the results have shown that there are equivocal understandings of IC amongst the officials of the GCIS and the documents of the organisation. Furthermore, concerning integration of communication, not all areas are known and understood throughout the organisation. Some employees understand and believe integration is related to communication channels and platforms, while the organisational documents reflect integration with regards to services the organisation provides.

The study continued to explore the organisational culture of the GCIS in Polokwane. The results obtained show that organisational culture has been understood from a holistic perspective by the employees. The documents stress varying views on how the organisation should be seen and understood. Employees chose the integration approach to organisational culture after being made aware of what each approach comprised. However, as employees of the organisation they are aware of their organisation's routines, mandates, vision and mission. They believe their culture is also influenced by their behaviour and the operations of the organisation.

Most employees mentioned that their organisation is communication orientated, and that the GCIS culture derives from what they do. They do have varied perspectives on what the documents stress about the organisation. They have different opinions of the documents and how they propose that the organisation functions.

The last objective of the study intended to investigate the impact of manifesting either IC or organisational culture and the effect they have on each other, on both the functioning and performance of the organisation. The study has found that the culture of the organisation does affect employee behaviour. Some of the employees of the GCIS exhibited poor morale because the approach to communication is top-down. They are not able to fully participate in organisational decisions.

Information sharing has been hindered because the organisation relies on sharing information provided rather than creating their own and this affects innovation. Integration was introduced when the organisation was established, but it is not understood or even implemented by the employees. The documents emphasise it in

detail but not all employees know about it. This indicates that the approach to organisational culture also (negatively) affects learning within the organisation.

This concludes the chapter of analysis by highlighting that integration of communication is affected by organisational culture. Different approaches and views held by employees, create a distorted identity and understanding of the holistic view of the organisation. Integration has not been completely implemented across all areas and this result emphasises the need to change the organisational culture to allow innovation and creativity, inclusion of employees in decision making, greater participation by the public and stakeholders

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APPENDICES

APPENDIX 1: LETTER TO RESEARCH INFORMANTS

Private Bag. 2827

SOVENGA

0727

10 September

2017

Dear Research Informant

Re: Invitation to participate in a research project

My name is Chuene Alfred Semono, I am currently conducting a research project for a master's degree in Communication Studies at the University of Limpopo, and hereby invite you to participate in the research project.

The topic of this research project is titled: The impact of organisational culture on integrated communication (IC): the case of the Government Communication and Information System (GCIS) in Polokwane.

Your participation in this research will be in a form of an individual interview. The topics of this interview will cover the perception and understanding of organisational culture, IC, and organisational communication. Most importantly, interviews will dwell more on their impact towards each other and organisation at large. However, a topic guide will be provided to narrow the discussion to crux matters.

The purpose of this individual interview is to gather information about abovementioned concepts in relation to the GCIS as an organisation to be examined.

Prior to your participation, your personal information will remain confidential, and anticipated duration for the individual interview is minimum of 45 minutes to an hour max.

Your participation is voluntary and unpaid for. Each interview session will be recorded through an audio recorder. Your participation will be classified. By signing the consent

form provided it confirms your agreement to the terms and conditions provided in this letter.

This individual interview is scheduled to take place at Polokwane at the GCIS. Anticipated date is from the 18th to 22nd September 2017.

Your participation is highly appreciated.

Yours Sincerely

Chuene Alfred Semono

Contacts: (+27) 071 540 3417

chuene04@gmail.com

chuenetwo@outlook.com

I am willing to participate in the individual interviews to provide answers relating to topics of interest and help the researcher collect enough data for study purpose(s).

Contacts: Personal (+27)

Work + 015

Email:

APPENDIX 2: INDIVIDUAL INTERVIEW CONSENT FORM

I (Names as they appear on ID) declare that I confirm my participation in the individual interviews for the research project titled: **The impact of organisational culture on integrated communication: the case of the Government Communication and Information System (GCIS) in Polokwane.**

I understand that I am not obliged to answer any or all questions asked, and I participate voluntarily. I may withdraw my participation before or during the interview process.

I am aware that the information I provide for this research project will be published and I will remain anonymous and my personal information will not be disclosed.

I understand the importance of my participation in this study and by signing below, I confirm to give honest, unbiased, and information that I personally believe will not be harmful to either my image or organisational image.

I give consent based on the following conditions:

- 1. I have read and understood terms and conditions of this individual interview.**
- 2. I understand the procedure of this interview, and the conditions have been clearly stated.**
- 3. I agree that my interview session will be taped/ recorded and published for this study purposes.**

Participant's signature..... Date.....

I confirm that I have explained the terms and conditions of this research to all participants before conducting interviews.

I confirm that I have explained the purpose of this individual interview and of the study at large to the research participants. In addition, considering that he/she understands the nature of their involvement and free, active voluntary participation effort required for greater success of this individual interview session and for the study at large.

Researcher's signature..... Date.....

NB: a copy a signed consent form will be emailed to you, for future reference.

APPENDIX 3: TOPIC GUIDE FOR INDIVIDUAL INTERVIEWS

Topic guide for organisational culture and integrated communication (IC)

Explain the nature and purpose for the individual interview. Interviewee should provide signed consent form before conducting the interview. Explain research ethics and how interviews will unfold, and how interviewees will be treated throughout the session.

1. Understanding of organisational culture

- In your own understanding what is organisational culture?
- Does the GCIS have an organisational culture? If yes, please describe it briefly.
- Is your understanding of organisational culture and that of the GCIS integrate?
- Based on your experience of other employees, what attitude do you think they have towards culture of the GCIS?

2. Type or view of organisational culture.

- There are various views of organisational culture, i.e. view that organisational culture is what the organisation *is* or *has*, which view has been adopted by the GCIS? Motivate.
- From the view adopted, what are the advantages posed by organisational culture?
- Based on the view adopted, what are the disadvantages posed by organisational culture?
- Does culture of the GCIS complement the organisational mandate, motivate?
- Has the culture of the GCIS changed or adopted from SACS?

3. Approach of organisational culture

- Which approach has organisational culture been adopted from?
- How does it impact on organisational communication?
- Overall, does organisational culture of the GCIS complement all organisational activities or it affects other mandates? E.g. flow of communication, employee attitudes, organisational performance.
- Prior to your understanding, which approach is more suitable for organisation(s) such as GCIS?

4. Understanding integrated communication

- What is IC in your own understanding?
- What is your perception and understanding of IC as an organisation?
- What influence does integration of communication pose to the organisation?
- What or whom led to the adoption of IC in your organisation?
- Since the introduction of IC as part of organisational objectives, to what extent has it been implemented?

5. Fields of integration

- IC in an organisation is applied in three fields; organisational, stakeholder, and environmental area of integration, briefly discuss how your organisation has worked towards achieving integration on each area?

6. Integration within the GCIS

- What are the advantages of implementing IC within your organisation?
- Does integration of communication conform to organisational mandates?
- Briefly discuss your organisational history towards implementing IC from your own point of view.
- Would you consider IC to be implemented in other organisations, motivate?

APPENDIX 4: ETHICAL CLEARANCE CERTIFICATE



University of Limpopo
Research Administration and Development
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 2212, Fax: (015) 268 2306, Email:noko.monene@ul.ac.za

27 March 2017

Mr CA Semono
School of Languages and Communication Studies
UNIVERSITY OF LIMPOPO

Dear Semono

APPLICATION FOR ETHICS APPROVAL

Researcher: **Mr CA Semono**

Title: **The impact of organizational culture on integrated communication: The case of GCIS in Polokwane**

Supervisor: **Dr I Saunderson - University of Limpopo**

Co-Supervisor: **Ms J Le Roux - University of Limpopo**

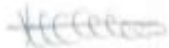
Served at TREC on: **03 March 2017**

Decision of TREC: **Conditional Approval:**

Conditions:

- (i) The researcher should include the definition of terms and delete them from introduction and background.
- (ii) The researcher should include the research questions.
- (iii) The researcher should explain what will determine the total number of participants in the study.
- (iv) The ethical consideration should be comprehensive e.g. permission will be requested from TREC, participants' voluntary participation in the study, confidentiality, etc.
- (v) **Editorial errors:** Abbreviations should be in full, e.g. GSIS "and" must be written in words outside the bracket for in-text referencing.

Kindly make the necessary correction and submit the required information as soon as possible so that your ethical clearance certificate can be processed.



N Monene

Secretary: Turfloop Research Ethics Committee

CC: Prof TAB Mashego: Turfloop Research Ethics Committee
Prof S Maoto: Faculty of Humanities
Dr JR Rammala: School of Languages and Communication Studies



APPENDIX 5: ORGANOGRAM OF GCIS



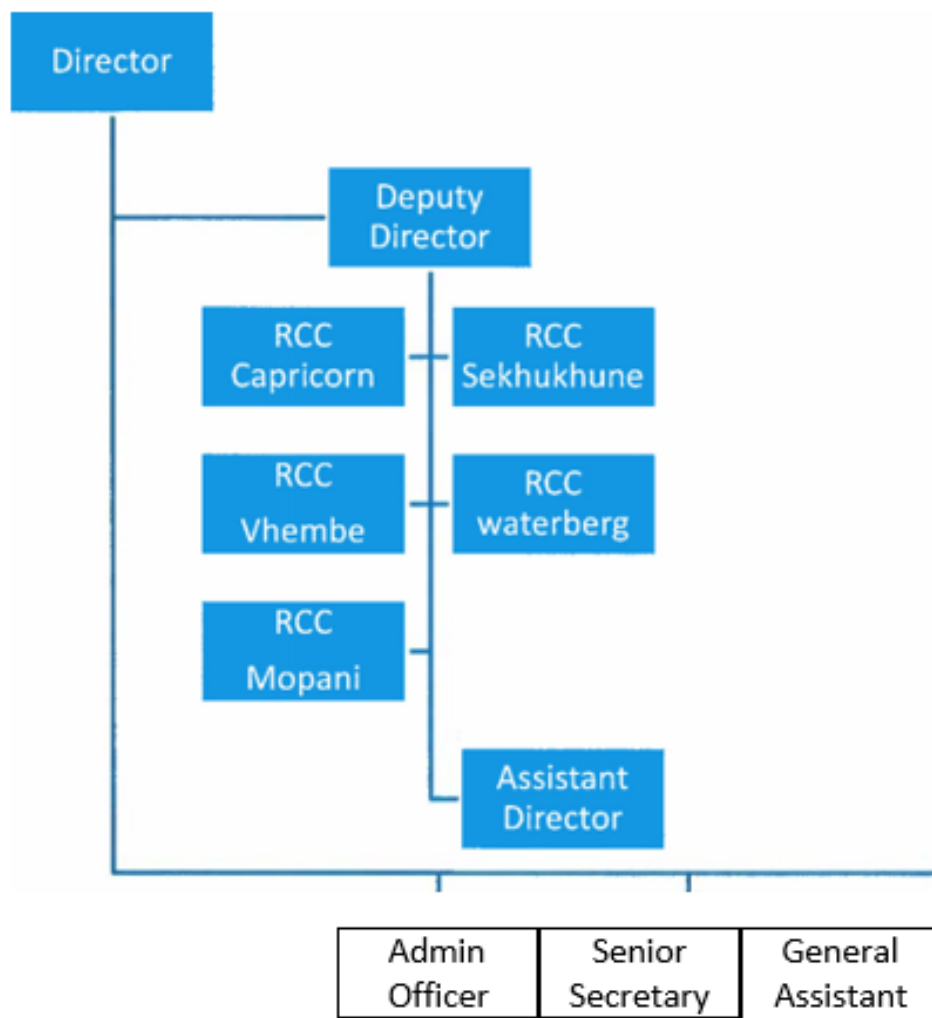
communications

Department:
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website:www.gcis.gov.za

LIMPOPO OFFICE: GOVERNMENT COMMUNICATION AND
INFORMATION SYSTEM

Total staff Complement= 11



APPENDIX 6: APPROVAL LETTER FROM GCIS



The GCIS has granted you the permission to conduct research in the department. Please note that confidential information and documents will be shared with you and the GCIS requires that this information be protected at all times.

The GCIS is willing to make data available for research and analysis purposes in order for you to obtain your qualification and also for the department to improve its operations.

SEMOMO CHUENE ALFRED AND UNIVERSITY OF LIMPOPO, DEPARTMENT OF COMMUNICATION
(Insert typed name and address of research organisation)

Mr. C A Semono, and the **GCIS** agree as follows:

1. INFORMATION SUBJECT TO THIS AGREEMENT

- 1.1 All data containing personal information collected from the GCIS by the researcher and all information derived from that data, and all data resulting from merges, matches or other uses of the data provided by the department with other data, are subject to this agreement and are referred to herein as the "subject data."
- 1.2 The researcher may use the subject data only for approved purposes stated in the Research Proposal Application letter attached hereto.

2. INDIVIDUALS WHO MAY HAVE ACCESS TO SUBJECT DATA

The researcher agrees to limit and restrict access to the subject data to the following two entities:

- 2.1 The researcher will make the information and data available to the institution and in line with the institution's requirements.
- 2.2 The researcher will also submit a copy of the final research document (thesis or dissertation) to the GCIS.

3. LIMITATIONS ON DISCLOSURE

- 3.1 The researcher shall not use or disclose the subject data for any purpose not expressly stated in the Research Proposal Application letter approved

Research Project Confidentiality Form

by the GCIS unless the researcher has obtained written approval from the department in advance.

4. TERMINATION OF THIS AGREEMENT

- 4.1. This agreement shall be terminated in 12 months from the date it is signed by the GCIS. However, both parties may extend it in writing.
- 4.2. Any violation of the terms and conditions of this agreement may result in immediate cancelation of this agreement by the GCIS.
 - 4.2.1 The GCIS may initiate cancelation of this agreement by written notice to the researcher, indicating the factual basis and grounds of revocation.
 - 4.2.2 Upon receipt of the written notice of revocation, the researcher shall immediately cease all research activities related to the agreement until the issue is resolved. The researcher will have three business days to submit a written response to the GCIS, indicating why the agreement should not be revoked.
 - 4.2.3. The Chief Director: Human Resources, shall decide whether to revoke this agreement based on all the information available. The GCIS shall provide written notice of its decision to the researcher within 10 business days after receipt of the response. These time frames may extend for good cause.
- 4.3 By signing below, the individual researcher or official of the research organisation certifies that he/she has the authority to bind the research organisation to the terms of this agreement and that the research organisation has the capability to undertake the commitments in this agreement.

<div style="border: 1px solid black; padding: 5px;"> + Location at which the subject data will be maintained and analysed. </div>	
Name of representative (GCIS)	Signature:
Date:	
Name of the researcher	Signature:
Date:	

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BATHO PELE PRINCIPLES

1. PRINCIPLES

Eight Batho Pele principles were developed to serve as acceptable policy and legislative framework **regarding** service delivery in the public service. These principles are aligned with the Constitutional ideals of:

- a. Promoting and maintaining high standards of professional ethics.
- b. Providing service impartially, fairly, equitably and without bias.
- c. Utilising resources efficiently and effectively.
- d. Responding to people's needs, the citizens are encouraged to participate in policy making, and;
- e. Rendering an accountable, transparent, and development-oriented public administration.

2. THE BATHO PELE PRINCIPLES ARE AS FOLLOWS

The Batho Pele Principles are as follows:

Consultation

There are many ways to consult users of services including conducting customer surveys, interviews with individual users, consultation with groups, and holding meetings with consumer representative bodies, NGOs and CBOs. Often, more than one method of consultation will be necessary to ensure comprehensiveness and representativeness. Consultation is a powerful tool that enriches and shapes government policies such as the Integrated Development Plans (IDPs) and its implementation in Local Government sphere.

Setting service standards

This principle reinforces the need for benchmarks to constantly measure the extent to which citizens are satisfied with the service or products they receive from departments. It also plays a critical role in the development of service delivery improvement plans to ensure a better life for all South Africans. Citizens should be involved in the development of service standards.

Required are standards that are precise and measurable so that users can judge for themselves whether or not they are receiving what was promised. Some standards will cover processes, such as the length of time taken to authorise a housing claim, to issue a passport or identity document, or even to respond to letters.

To achieve the goal of making South Africa globally competitive, standards should be benchmarked (where applicable) against those used internationally, taking into account South Africa's current level of development.

Increasing access

One of the prime aims of Batho Pele is to provide a framework for making decisions about delivering public services to the many South Africans who do not have access to them. Batho Pele also aims to rectify the inequalities in the distribution of existing services. Examples of initiatives by government to improve access to services include such platforms as the Gateway, Multi-Purpose Community Centres and Call Centres.

Access to information and services empowers citizens and creates value for money, quality services. It reduces unnecessary expenditure for the citizens.

Ensuring courtesy

This goes beyond a polite smile, 'please' and 'thank you'. It requires service providers to empathize with the citizens and treat them with as much consideration and respect, as they would like for themselves.

The public service is committed to continuous, honest and transparent communication with the citizens. This involves communication of services, products, information and problems, which may hamper or delay the efficient delivery of services to promised standards. If applied properly, the principle will help demystify the negative perceptions that the citizens in general have about the attitude of the public servants.

Providing information

As a requirement, available information about services should be at the point of delivery, but for users who are far from the point of delivery, other arrangements will be needed. In line with the definition of customer in this document, managers and employees should regularly seek to make information about the organisation, and all other service delivery related matters available to fellow staff members.

Openness and transparency

A key aspect of openness and transparency is that the public should know more about the way national, provincial and local government institutions operate, how well they utilise the resources they consume, and who is in charge. It is anticipated that the public will take advantage of this principle and make suggestions for improvement of service delivery mechanisms, and to even make government employees accountable and responsible by raising queries with them.

Redress

This principle emphasises a need to identify quickly and accurately when services are falling below the promised standard and to have procedures in place to remedy the situation. This should be done at the individual transactional level with the public, as well as at the organisational level, in relation to the entire service delivery programme.

Public servants are encouraged to welcome complaints as an opportunity to improve service, and to deal with complaints so that weaknesses can be remedied quickly for the good of the citizen.

Value for money

Many improvements that the public would like to see often require no additional resources and can sometimes even reduce costs. Failure to give a member of the public a simple, satisfactory explanation to an enquiry may for example, result in an incorrectly completed application form, which will cost time to rectify.

APPENDIX 8: EDITOR CERTIFICATE

EDITING CERTIFICATE

Student: Chuene Alfred Semono (201211802)

Topic: MA thesis entitled 'The Impact of Organisational Culture on Integrated Communication: The Case of the Government Communication and Information System (GCIS) in Polokwane'

Grammar, syntax, punctuation, argument, vocabulary, tenses, logic and general language use have been addressed.

S Harman

P O Box 110

Haenertsburg

083 799 1009

APPENDIX 9: TURNITIN REPORT

Final draft 1

ORIGINALITY REPORT

10%	9%	2%	9%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.monessay.com Internet Source	1%
2	www.gcis.gov.za Internet Source	1%
3	Submitted to University of South Africa Student Paper	1%
4	uir.unisa.ac.za Internet Source	1%
5	repository.up.ac.za Internet Source	1%
6	Submitted to North West University Student Paper	<1%
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8	www.sesp.northwestern.edu Internet Source	<1%
9	pdfs.semanticscholar.org Internet Source	<1%