An Assessment of The Internal Communication Process
At Christ Is The Answer Ministries (CITAM)

by

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AN ASSESSMENT OF THE INTERNAL COMMUNICATION PROCESS
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In accordance with Daystar University policies, this thesis is accepted in
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AT CHRIST IS THE ANSWER MINISTRIES (CITAM)

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

Signed: ____________________________  Date: ________________
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Special appreciation goes to my supervisor Dr. Michael Bowen who through his encouragement, wisdom, optimism and guidance, I was able to produce this thesis. To my Reader Prof. Peter Mageto, you have great insight into research work. To my two research assistants, my lecturers, and fellow colleagues at Daystar University: this is a journey we have travailed together; we have encouraged each other to finish the race well. Our work will now be used as a reference point for those who come after us. Am grateful to have walked this journey with you, indeed a legacy we have left behind.

To my caring husband: thank you for always understanding; your constant encouragement; true friendship and wise leadership. You have given me the motivation to fulfil my dreams. To my lovely family: I am surely blessed to have you in my life. You kept on encouraging me even when giving up seemed like the better option. You are people of greatness.

To the CITAM family, from the Bishop to the employees, thank you for being great co-workers in the Kingdom of God. Let us continue working for God with the zeal we have today. God bless.

And last but definitely not least, to the almighty God, without whom, I would not be the person I am today. Lord, you have given me a vision and a purpose for my life and this is one of the great miracles you have performed in my life. Thank you Lord I am glad to be called your child.
<table>
<thead>
<tr>
<th>ACRONYMS &amp; ABBREVIATIONS</th>
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<tbody>
<tr>
<td>AGM: Annual General Meeting</td>
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<td>CITAM: Christ is the Answer Ministries</td>
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<tr>
<td>DB: Deacon Board</td>
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<tr>
<td>DO: Director of Operations</td>
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<tr>
<td>EC: Elders’ Council</td>
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<td>HRC: Human Resource Committee</td>
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<tr>
<td>HR: Human Resources Manager</td>
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<tr>
<td>ICT: Information, Communication and Technology</td>
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<tr>
<td>MFA: Minister for Administration</td>
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<tr>
<td>NPC: Nairobi Pentecostal Church</td>
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<tr>
<td>PAOC: Pentecostal Assemblies of Canada</td>
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<tr>
<td>PASW: Predictive Analytical Software</td>
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<td>Rt.: Right</td>
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<tr>
<td>Rev.: Reverend</td>
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<tr>
<td>SM: Station Manager</td>
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<tr>
<td>SMS: Short Message Service</td>
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<td>SWOT: Strengths, Weaknesses, Opportunities and Threats</td>
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ABSTRACT

This research study sought to look into the internal communication process at Christ is the Answer Ministries (CITAM). CITAM is a church with assemblies; business units which include three schools (nursery, primary and secondary); a children’s centre and a radio station. The process of internal communication in CITAM was the focus of this study inspired by two case scenarios where communication took place in the organization but yielded negative results. The research employed the descriptive research design taking CITAM as a case study. CITAM staff formed the respondents for this study. Questionnaires were distributed to the sample and interviews carried out.

The research study findings show that 69.1% of the respondents reported that they very often receive communication from their supervisors whilst 79.4% of the respondents communicate with their supervisors on a daily basis. These findings suggest frequent communication within CITAM.

With these findings, recommendations have been presented such as the need to strengthen communication from supervisor to staff and communication from staff to supervisor which will in turn strengthen other communication components such as feedback. Additionally, recommendations for further study have been presented such as carrying out a research on the internal communication process of either CITAM Church assemblies alone or CITAM business units. The main reason for this recommendation is the operations of the assemblies are different from those of the business units and the internal communication process may therefore be different.
DEDICATION

I dedicate this work to: my husband, parents and siblings. Without your constant prayers, encouragement, wisdom and optimism, this work would not be complete. You are amazing people. I am eternally grateful to God for you.

I also dedicate this work to all employees who work to support clergy as Church administrators in various churches around Kenya. Sometimes the solution lies in an effective internal communication process.
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CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

Communication is the lubricant that enables people from diverse backgrounds who come together to work in an organization, do so smoothly. “Organizations are open systems of interacting components, which are people, tasks, technology and structure... and purpose, which interact with elements in the organization’s environment” (Nelson & Quick, 2006; p. 8). Interaction of people with systems, processes and technology in one environment can only occur flawlessly if effective communication systems are in place. Champion (1975) defines communication systems as “…networks which are designed to transmit information to and from all positions within the organization” (p. 172). These systems, if effective, should ensure that there is a smooth flow of communication in the organization from all levels.

Systems are about people as well as other abstract components. When people come to work in an organization, management must be cognisant of the fact that these people will carry with them certain behaviours and the challenge is how to make these people align themselves to the organizational behaviour because communication is made easy when all members have adhered to the overall organizational behaviour. Vecchio (1992) defines organization behaviour as “… the systemic study of the behaviour and attitudes of both individuals and groups within organizations” (p. 6-7). The question managers therefore must address is how the employee’s behaviour affects communication in the organization.

Organizational behaviour can be traced to the early nineteenth century when British industrialist Robert Owen attempted to improve the working conditions of industrial workers to include for instance, lesser working hours and raised minimum wages. Although these changes seemed to improve the environment of workers, practising managers then, did not oblige (Griffin, 1989). However, in the 1929’s and 1930’s, behavioural scientists began carrying out research on why people work the way they do. One interesting theory developed by Douglas McGregor is known as Theory X and Theory Y. Theory X assumes that most
people would rather be directed than assume responsibility whilst Theory Y assumes that people by nature are not lazy and unreliable (Hersey, Blanchard & Johnson, 1996). Managers who employ Theory X tend to be very structured; controlling and closely supervise employees while those who employ Theory Y help direct individual’s efforts toward accomplishing organizational goals (ibid.).

Every day, communication has to take place in an organization: whether it is taking a decision; giving instructions or sharing new ideas. It is more likely that in an organization where Theory X is employed, communication from top management is carefully disseminated as opposed to one that employs Theory Y where one would expect there is freedom of communication. Hamilton & Parker (1993) argue that all members of an organization must have good communication skills because the success of an organization largely depends on the communication skills of its employees as it is them who will be expected to make successful decisions.

A study by consulting firm Watson Wyatt found that companies with the most effective employee communication programs provided a 91 percent total return to shareholders (TRS) from 2002 to 2006, compared with 62 percent for firms that communicated least effectively...Internal communications in the twenty-first century is more than memos, publications, and broadcasts...it’s about building a corporate culture based on values and having the potential to drive organizational change (Argenti, 2009; p. 183).

The study presented above only goes to indicate that effective communication has a direct relationship to expected organizational goals. Further, it goes to show that when it comes to communicating with employees, it is more than using the formal methods such as emails and memos that are effective but rather creating communication methods that make the employees more inclusive in the growth of the organization.
According to Gibson, Ivancevich & Donnelly (1979), the thinking behind the existence of an organization is that particular goals can only be achieved through the concerted action of a group or groups of people, hence the creation of an organization. The Church today not only employs the clergy but also professionals from various fields such as accountants; auditors; human resource officers; security personnel and others, to carry out its administrative duties. In this case, Church Administration should be viewed as an organization because the people who ensure the smooth running of the Church interact daily with systems, technology and processes. Hence communication within the Church Administration plays a vital role for it (the Church) to function optimally.

Communication affects virtually every area of work. Communication to employees about... performance appraisals, organizational goals, probable salary increases and job changes... are essential to the proper functioning of the firm. If communication is inaccurate or inadequate, the likely results are uncertainty, apprehension, errors and dissatisfaction (Stearns, 1987; p. 474-475).

The Church as an Organization

O’Donovan (n.d.) describes the Church as a group Christians everywhere in the world who regularly meet together each week in a certain place. According to the Bible, the Church consists of all those who have trusted Jesus Christ as their Lord and saviour regardless of age, denomination, race or gender. Galatians 3:26-28 reveals the common ground for the Church is the belief in the same God. Therefore, the Church is made up of a group of people who believe in the same God and meet regularly to achieve certain goals such as spiritual nourishment.

Over the years, there has been debate if the Church is an institution or not. When over three thousand mission evangelical global leaders met at Lausanne Switzerland in 1974 for
the International Congress on World Evangelization, they documented that the Church is a community of God’s people rather than an institution (Snyder, 1977). This definition describes the Church as just a group of people and fails to recognize the systems that enable it to run on a daily basis. Bright (1953) suggests that the Church is neither an organization nor a sum total of all its organizations because the Church is invisible. His argument is that the Church is the people of a faith and not the people belonging to a certain denomination.

On the other hand, Snyder (1977) quotes Peter Savage (n.d.) who discusses different models of the Church. Among these models, Savage says that the Church could be described as a corporation because of its highly program oriented activities and adds that the Church could be viewed “...as a social club where needs are met just like one joining any other organization to have their needs met” (p. 34). Here, the debate moves from the invisibility of a people of a faith coming together as discussed by the previous scholars to a place where needs are met just like in an organization. If this is so, goals have to be created to meet the needs of the people. This shows that the church has moved from spiritual regular meetings to a place of spiritual regular meetings with structures and systems, as those existing in organizations, in order to meet the needs of its people. Systems and structures assist organizations achieve specific goals to meet the needs of a certain group of people.

Daft (2001) states that an organization is a social entity that is designed as a deliberately structured and coordinated activity system which is linked to the external environment and is goal directed. The modern day Church is a social entity; has well defined goals; has systems and structures and communicates with its external environment.

The Church is rapidly growing numerically and because of this, Churches have seen the need to come up with efficient systems to function effectively. Welch (2005) describes these systems as the “new professional needs” (p. 18). He adds that “...the Church staff has evolved as a group of professional persons, presumably competent in their respective fields,
who blend their services together to perform a ministry as a whole to the congregation” (ibid.). As a result, the church has adopted the organizational model and employed professionals to meet certain goals and develop systems and structures.

Some primary elements of an organization include its vision, mission, core values and strategic direction or plan. The vision of CITAM is “Kenya and the rest of the world impacted with the gospel of our Lord Jesus Christ in the power of the Holy Spirit” (“CITAM Strategic Plan,” 2007).

Schermerhorn, (1996) argues that an organization’s mission is its reason for existence as the mission reflects the organization’s fundamental purpose to society. In order to achieve its vision, CITAM’s mission is “To know God and make Him known through evangelism and discipleship” (“CITAM Strategic Plan,” 2007). This is CITAM’s fundamental purpose to society: to share the gospel of Jesus Christ.

In terms of core values in an organization, Hellriegel, Slocum & Woodman, (1992) refer to them as the relatively permanent and deeply held desires of the organization. These are CITAM’s core values “Ministry: committed to living, preaching and teaching the word of God; Leadership: committed to Godly transformational leadership; Community: committed to impact society; Family: committed to building strong and effective families; Integrity: committed to teaching and practicing sound doctrine; Accountability: committed to transparency; Excellence: committed to excellence in service delivery; Sanctity of life: life begins at conception and ends in death and Partnership: committed to associating with like-minded ministries” (Mugambi, 2009; p. 208-209).

CITAM has developed these core values as the desires it expects employees to exhibit both in their spiritual and career lives. Dessler (1998) argues that because an organization’s values guide its behaviour, the set of values must be balanced. To emphasise this, CITAM developed these values to reflect both its spiritual and relational desires.
In terms of strategic direction and forecast, CITAM has a ten year (2007-2016) strategic plan. A strategic plan is an abstract concept whose formulation does not produce immediate concrete productive action in the organization (Ansoff, 1987). However, Robson (1997) describes a strategic plan as a document that defines and documents how an organization will carry out its business in a way that will lead to satisfactory growth. Robson therefore describes a strategic plan as an ‘active’ document. CITAM has used its strategic plan as a road map to growth and achieving its goals. In this plan, there are growth indicators that are used to measure the achievement of the set goals. From the discussion above, it may be concluded that CITAM has evolved into an organization in order to meet certain goals.

History of Christ is the Answer Ministries (CITAM)

The history of Christ is the Answer Ministries (CITAM) dates back to 1953 when a Canadian missionary, John McBride, began prayer and Bible study meetings at his home in Nairobi’s Hurlingham area every Wednesday and Sunday targeting missionaries. The meetings continued and after a series of crusades in Nairobi, the number of Bible study members began to grow and McBride’s house could no longer hold the members. A new venue had to be sourced and a Church began in Rahemtullah Hall. It is then that the Nairobi Pentecostal Church (NPC) under the Pentecostal Assemblies of Canada was born (Mugambi, 2009). With an estimated initial congregation of about 20-30 people, NPC opened its second assembly after NPC Valley Road, in Jamuhuri area of Nairobi, in 1994. Since then, NPC has grown over the years to seven additional assemblies with an average adult attendance of about twenty two thousand, three hundred people. In the year 2003, Nairobi Pentecostal Church (NPC) changed its name to Christ is the Answer Ministries (CITAM) to reflect the nature and geographical spread of the ministry (“CITAM Strategic Plan,” 2007).
Numerical growth has been witnessed at CITAM. This growth has led to the development of systems, structures and goals by CITAM in order to meet the growing needs of its congregants.

Problem Statement

According to the presiding Bishop of Christ is the Answer Ministries (CITAM), David Oginde, CITAM commands a following of twenty three thousand people countrywide who are registered members. CITAM has eight church assemblies in Kenya: of these, there are six in Nairobi; one in the suburbs of Ngong and one in Kisumu city. Additionally, CITAM has seven business units: four schools, one catering unit, one children’s centre and one radio station. All these units and assemblies are connected to an administrative arm that runs the day-to-day activities of the assemblies and the units (“Background,” of CITAM, 2010). All the assemblies and units have their own management teams who are semi-autonomous as they report to a core management team who handle functions such as human resource; audit; security; information systems and others. This core management team is located at a central office.

Currently, CITAM employs three hundred and nineteen people in its assemblies and business units. With a growing number of employees, there is need for a well constructed internal communication process so that organizational goals, mission and vision are achieved as expected and in the words of Sillars (1998) “...we are all involved in communication...we need to make sure we get it right—that we really do put across ideas and information in a way that everyone involved can understand” (p. 1). Similarly, how information and ideas are put across in CITAM is very important and plays a significant role in aiding CITAM meet its goals, mission and vision.
Every day, organizations make decisions whose success largely depends on how well communication of those decisions is carried out and as Diwan (1997) puts it, “Accuracy in decision-making depends...on effective communication. If the communication process is faulty then everything else can be affected” (p. 1). This indicates the important role communication plays in an organization. Since this research seeks to assess the internal communication process within CITAM, the researcher has presented two examples of ineffective communication and the repercussions that followed:

In June 2009, the management of one of CITAM’s units requested the Human Resource department for a new position to be created to support its growth. This request was approved and the position created. A candidate was head hunted to fill the position. The candidate picked, happened to be an intern with that unit at that particular time. When his internship period ended, the candidate left that unit, as is expected of an intern. At the intern’s exit, his contract for the approved position was drawn. There was neither official communication to the intern nor his supervisor, informing him of a new contract with the unit. As a result, the intern left the unit. Immediately the intern left, his contract was delivered to the unit. This clearly shows a breakdown of communication between the Human Resource Department and the unit where the intern used to work.

The other scenario is linked to payment of salaries. The CITAM finance department ensures it has completed the payroll early enough so that staff receive their salaries on the last working day of every month, as per policy. In the months of February 2010 and March the same year, salaries were delayed and no communication to staff was given to inform the staff of the delay and give the reasons. Even upon inquiry via telephone calls or emails, there was no substantial reason given for the delay. The result of this was a disgruntled work force; no official communication and employees paid past the expected time. Again, this is a clear lack of communication.
The two scenarios presented above indicate a weakness in the internal communication process within CITAM. If CITAM’s goals, vision and mission are to be effectively achieved by its employees, then the internal communication process needs to be assessed with the aim of improving it.

The Purpose of the Study

The purpose of the study was to assess the internal communication process at Christ is the Answer Ministries.

Objectives of the Study

The objectives of this study were to:

1. Identify the internal communication process within CITAM;
2. Examine the strengths and weaknesses of the internal communication process;
3. Describe how CITAM staff perceive the internal communication process;
4. Find out the effectiveness of the internal communication process within CITAM;
5. Identify the channels of communication both staff and management use to share information.

Research Questions

1. How does CITAM communicate with its internal publics or employees?
2. What are the strengths and weaknesses of the CITAM internal communication process?
3. How do CITAM employees perceive the internal communication?
4. How effective is the CITAM internal communication process?
5. What channels of communication do both staff and management use to share information?

Justification

This research seeks to assess the internal communication process within Christ is the Answer Ministries (CITAM) with a view to finding out how the communication flow occurs; the challenges experienced; actual and expected results; communication approaches used and the structures and processes employed to ensure that communication occurs as effectively as possible. This assessment will assist CITAM know the strengths of its internal communication process as well as discover areas of improvement. Organizational communication occurs in an organizational climate, which is the social and work environment, and this organizational climate can have a powerful effect on communication as it is determined by the existing attitudes and atmosphere of its members (Hamilton & Parker, 1993).

Assessment of the internal communication processes in an organization will help management know how their staff view communication and thus help the leadership improve, if need be, on their communication processes. CITAM forms a good case study for this subject because as presented earlier, the modern day church is evolving and adopting functions as those found in an organization. Therefore, this thesis has the potential of effecting positive changes in the communication process at CITAM.

The findings of this thesis may not only assist CITAM improve on its internal communication process but also could form a model for other churches regarding internal communication process and the significant role it plays in the growth of a church. This thesis therefore, will contribute to the body of knowledge by increasing literature on internal communication within the Church more so, the Church in Kenya.
Significance of the Study

In every organization, employees are constantly communicating. Berlo (1960) says that “Most of the working day is spent in ‘talking’, giving information to subordinates, receiving information from top management and transmitting it to them, meeting with colleagues to discuss schedules, interviewing employees to avoid grievances and increase efficiency...” (p. 6). Therefore, communication cannot be divorced from an organization as it plays a significant role in the organization.

Every organization, including the Church, has its own publics and must therefore have a proper plan to communicate with them. A public is any individual or institution who/which has either a direct or indirect relationship with the organization (Stone, 1995). In the case of CITAM, the workforce forms the internal public as they have a direct relationship with CITAM. It is this internal public that will greatly benefit from this research because this thesis sought to assess the internal communication process that is existent in CITAM.

With a staff of over three hundred employees, CITAM must have a functioning communication plan: a plan that ensures that all staff have the adequate information required to execute their duties. Adler & Elmhorst (2004) say that formal communication networks can be best described using organizational charts which provide a clear guideline of who is responsible for what task and which employee is responsible for others’ performance. Therefore, it is assumed that CITAM has an organizational chart that describes not only who reports to who but who communicates to who. Assessing this chain of communication using the formal communication network in CITAM will provide the management with information on the effectiveness of this system with the goal of improving areas that need to be improved.

The ultimate goal of an effective internal communication process is that of reinforcing the belief held by employees that they are indeed important assets to the firm (Argenti, 2009). Therefore, the CITAM core management team were the main beneficiaries of this study as...
this research sought to present to them the reality of the internal communication system in the organization with the aim that it would be an area of interest and hence have resources set aside to improve the internal communication system.

Assumptions

The researcher set out with the following assumptions:

That the respondents are aware and have knowledge of an internal communication process.

That the respondents will provide truthful and honest answers despite the fact that the researcher is a staff member or CITAM.

That the CITAM leadership will be very willing to share information about the organization for the purposes of this study.

That the sample will be ready, willing and available to share relevant information for this study.

Limitations and Delimitations of the study

The main limitation was that the researcher was an employee of the organization at the time of the study. This was perceived as a limitation because the respondents, being colleagues of the researcher, could have withheld vital information relevant to this research. This challenge was delimited by the researcher using a research assistant to collect the data.

Some of the top management were not willing to disclose all the information required for this study for fear of painting a negative picture of the organization. The researcher had to explain to the management the importance of the study to CITAM and assured them that the information gathered was strictly for the purpose of this research and confidentiality would not be compromised.
It was a challenge scheduling time for the data collection with the church leadership due to busy schedules. The researcher delimited this by ensuring the interview questions were short and precise as well as emphasizing the need of the study and the importance of the responses to the study.

Some of the staff were not very open to discuss the internal communication process due to fear of victimization and exposure to the CITAM management. The researcher delimited this by assuring staff of confidentiality of the information provided.

Due to the enormous subject of verbal communication, this study did not handle non-verbal communication. The researcher delimited this by recommending further studies into non-verbal communication in CITAM.

Finally literature on communication in Church administration was unavailable to this researcher. The researcher delimited this by looking at the CITAM administration as an organization. This then meant that literature from non-church organizations could be used in the study.

Definition of Terms

Church Administration: “...the process of utilization of the personnel, physical and fiscal resources in order to meet the organization’s objectives and goals” (Welch, 2005; p. 12). Church administration in this thesis meant for all the personnel who work as professionals to support the functioning of CITAM as an organization. These professionals include accountants, teachers, secretaries, managers, internal auditors, procurement and human resource officers among others.
CITAM Assembly: In line with Taylor, (1992) an assembly is “A local congregation of Christians that gathers for service and worship of God” (p. 310). For this thesis, a CITAM assembly will represent the congregation of Christians that meet in each of the eight CITAM churches countrywide.

Core Management Team: “...the leadership given to an organization and the process for providing the personnel, physical and fiscal resources to meet defined goals” (Welch, 2005; p. 12). The CITAM core management team will refer to the top managers who run the administration functions of CITAM. This core management team comprises the heads of: procurement, human resources, business development, finance, audit, security, information communication and technology and the director for administration.

Effective Communication: In line with Griffin (2008), this is “…the process of sending a message in such a way that the message received is as close in meaning as possible to the message intended” (p. 586). For this thesis, this definition will be used to refer to effective communication within CITAM.

Internal Communication: All methods used by a firm to communicate with its employees (Cornelissen, 2008). This definition in this study will stand for all the communication that takes place in CITAM within the workforce.

Organization An organization is a social entity that is goal directed; designed as a deliberately structured and coordinated activity system and
is linked to the external environment (Daft, 2001). The external environment here refers to the networks an organization has with society. This thesis will view CITAM as an organization.

Organizational Communication: The process by which individuals stimulate meanings in the minds of other individuals by means of verbal or nonverbal messages in the context of a formal organization (Richmond & McCroskey, 2009). For this thesis, this definition was used to refer to all the communication that takes place within CITAM.

Organizational Culture: According to Edgar Schein (1990) as quoted by Schermerhorn (1996), organizational culture is “...system of shared beliefs and values that develops within an organization and guides behaviour of its members” (p. 250). For this thesis, this definition was used to refer to the culture that exists in CITAM as an organization.

Summary

The researcher began the chapter by giving a background to the thesis. The Church is presented and justified as an organization. The background of Christ is the Answer Ministries, is also provided. The rationale of the study and the purpose of undertaking this study was given. The objectives were then presented with the research questions that the researcher is seeking answers for.

In the next chapter, the researcher will present an in-depth literature review on: communication, communication models, organizational communication and culture and communication theories.
Chapter Two: Literature Review

Introduction

This chapter presented literature review on communication with special emphasis on communication systems in an organization. The research specifically looked at various approaches to communication and forms of organizational communication. Every communication takes place within a culture and therefore, organizational culture was examined with a view of understanding the internal communication in CITAM. Finally, the chapter focused on the theories that relate to internal communication and organizational culture. Theories that relate to organizational culture are very important to this research as culture has a direct impact on communication.

Communication is part and parcel of the success of an organization as it brings order instead of chaos and an effective communication plan ensures the right message reaches the right people. Sillars (2005) strongly believes that communication has a great impact on the success of an organization and emphasizes that the communication plan has to be effective:

“If all employees in a company of a hundred or more workers were allowed to communicate directly with each other, chaos might result. Messages would be given to the wrong people, since it would be unclear who was responsible for what and to whom; time would be wasted; and efficiency would be reduced. On the other hand, if a very rigid policy were put into use by which people were severely restricted in communicating with each other, the organization would become divided...Finding a balance between these extremes is an important task...A popular solution is to produce an organizational chart, which makes clear the main lines of communication” (p. 26).

CITAM has adopted the formal communication network and has two organizational charts: one is its main organizational structure and the other is its operational organizational structure. This main organizational structure shows the CITAM Annual General Meeting
(AGM) as the overall governing body. It also shows that the Bishop reports to both the Deacon Board (DB) and the Elders Council (EC) who in turn report to the AGM. Whilst the administrative structure introduces the core management team that handle’s CITAM administrative duties. This team is lead by the Minister for Administration who reports to the bishop. In the core management team are the heads of finance, human resources, Hope FM, business development, audit, procurement and logistics, ICT and security.

Communication

Though there are many definitions that have been given on communication, this thesis will focus on one given by Smith (1991) who says “...communication is creating understanding. Understanding is the purpose of communicating. Communication tries to build a commonness of understanding without manipulating a person into artificial agreement. The legitimate purpose of communication is to gain access through the gate of understanding” (p. 20-21). That is, one will know they have fully communicated when the area of understanding between two parties has been increased. The more you get to acknowledge the other party’s perspective and they get to acknowledge yours, the more the level of understanding grows.

Wood (2004) describes communication as the systemic process in which individuals interact with and through symbols to create and interpret meanings. He says that one of the important elements of communication is that it is a process. A process here signifies something that is in motion; difficult to trace its beginning and the end as communication is on-going and Hamilton (1993) concurs by saying “...communication is a process, which means that it is a continual happening, and it includes the idea of communicating our thoughts and ideas to others...” (p. 4). As a result of communication being a process, then it cannot be static.
Communication as Adler & Rodman (1994) argue has no beginning and has no ending “Communication is a continuous on-going process…it is not a series of incidents pasted together like photographs in a scrapbook; instead it is more like a motion picture in which the meaning comes from the unfolding of an interrelated series of images” (p. 6).

Moreover, communication is a result of one message building upon another which builds upon another and the chain continues. In fact, DeFleur (1996) says that “…no student of human nature regardless of his or her disciplinary identification or theoretical orientation can study human behaviour without recognizing at the outset that man to man communication processes are as vital as the biological processes” (p. xiv).

When communication is attempted, messages are transmitted through various means such as speaking, writing, acting and drawing. A number of communication channels may be used to transmit a message. Ray (1997) observes that communication channels are the means by which information is transmitted by organizations. Then once the sender has a message to communicate, it must be transmitted through some form of channel for it to get to its intended recipient in the most effective way. However, the channel must be carefully selected as the channel may also have an effect on the outcome of the message.

No community exists without genuine communication. If societies want to fulfil their aims of granting space for human life; space for human development of each individual and their growth in mutual relationships, they have to foster communication within society in its fullest possible width and depth (Lukács, 1997). Consequently, communication could be equated as the mesh of any society since it is through which the society gets to grow. In fact, the New World Information and Communication Order (NWICO) termed communication as a basic human right adding that it (communication) is not only an individual need but also a societal one (Lee, 1985). Therefore, communication plays a significant role in the growth of society.
Communication as a Process

In an attempt to understand the process of communication in an organization and specifically CITAM, we make reference to the “Rhetoric” where Aristotle said that we have to look at three communication ingredients; the speaker, the speech and the audience (Roberts, 1946). The philosopher held that for communication to take place effectively, one only needs the speaker that is the holder of the message; the speech that is the message itself and the audience that is to whom that message is directed to.

However, researchers such as Jandt (2007) have found out that it is not only these three ingredients that is the speaker, the speech and the audience, that make communication effective. From the source of the communication comes encoding the data which is the process of putting an idea into a symbol. Then a message is created which represents an encoded thought. The encoded thought has to be conveyed through a channel. This is where the message becomes susceptible to distortion through an element called noise which can be both external and internal. After which, the receiver or audience as Aristotle defined it will decode the message which is assigning meaning to symbols received. Once the encoding of the message is done, the process of communication moves to the element of feedback which is the receiver’s response. This whole process takes place in what is known as the context which is the environment of the communication. Therefore, communication is a process in which a lot of elements come together to make it as effective as possible.

Organizational Communication

Greenbaum (1974) believes that organizational communication is concerned with the sharing of messages that affect the formal environment in which people work towards achieving a common goal. Moreover, it is through effective communication that an organization can plan, grow and achieve its goals “Communication represents the lifeblood of
an organization. It transfers ideas, feelings, plans and decisions into productive action” (Rush, 2002; p. 113). Communication as seen earlier is not static as it is a process that develops as an organization grows and out of this growth, networks emerge. Communication networks can be formal or informal. Formal communication networks follow a hierarchical structure of the organization, that is, there is a chain of command whilst informal networks follow the ‘grapevine’ (Richmond & McCroskey; 2009).

**Formal Communication Networks**

People are constantly communicating and as a result of this constant communication, a network is formed. A communication network “...is the pattern through which the members of a group communicate” (Griffin, 1990; p. 556). In smaller organizations, these networks may go unnoticed but in larger organizations, formal communication networks are described by use of an organizational chart which “...provides a clear guideline of who is responsible for a given task and which employees are responsible for others’ performance...” (Adler & Elmhurst, 2008; p. 13). Since, an organizational chart describes the communication flow in an organization it also advises the employee how to communicate with whom in the organization.

According to Sharma (1982), every organization has four dimensions in their internal formal communication network: downward communication; upward communication; horizontal communication and diagonal communication. Next, these four dimensions will be discussed in detail in order to create understanding of the formal communication networks that exist in an organization.

Downward communication takes place when a supervisor passes on information to a subordinate; most of the time the information is about objectives; projects; plans; programmes; procedures; rules and regulations (Sharma, 1982.). The process of downward
communication is formal as it could be in the form of memos; letters; notices; company handbooks or training documents (Sillars, 2005). Downward communication is what is colloquially referred to as official communication usually from top management to staff. Consequently, the researcher will seek to find out if the CITAM management use downward communication in disseminating information to their subordinates. Next the researcher will find out what kind of downward communication channels are used and their efficacy.

Communication can also flow from subordinates to superiors. In this case upward communication is taking place and it can be advantageous as it can provide substantial feedback to management. Adler & Elmhorst (2008) argue that upward communication can help management understand how employees feel about each other and their work; suggestions for improvement and to understand why employees are for example not meeting their deadlines. Upward communication can be viewed as one way that management ‘listens’ to employees. While assessing the internal communication process in CITAM, it will be of utmost importance to find out if upward communication takes place and also how it takes place.

The third dimension is horizontal communication. This takes place when employees in the same job group share information for example communication between middle-level managers. Horizontal communication is necessary for organizational peers, that is, employees on the same level, to share ideas and synergize efforts “Horizontal communication is necessary for the coordination and integration of diverse organizational function...” (Gibson, Ivancevich & Donnelly, 1982; p. 398). However, horizontal communication is often discouraged because “…many managers feel that if too much horizontal communication occurs, the authority structure of the organization will be severely weakened... and...(it) would lead to a lack of control...” (Gray & Smeltzer, 1989; p. 564). Consequently, there is need to create an equilibrium in horizontal communication for effective communication.
Nevertheless, this thesis will seek to establish if the CITAM internal communication process accommodates horizontal communication.

The fourth dimension is diagonal communication which “takes place between a manager and the members of other work groups. A manager needs this kind of communication to interact with employees in other manager’s jurisdictions regarding his or her particular function...” (Chung & Megginson, 1988; p. 196). Furthermore, diagonal communication is advantageous in that it minimizes “...the time and effort expended by the organization” (Donnelly, Gibson & Ivancevich, 1990; p. 430) on a particular project for instance. Therefore, the researcher will seek out this type of communication and if it is a common practice within CITAM.

**Informal Communication Networks**

Informal communication networks are “...patterns of interaction based on friendships, shared personal or career interests and proximity...Some informal networks arise because of personal interests” (Adler & Elmhirst, 2008; p. 18). Man is a social being and when people come to work together, it is inevitable that they shall find something that interests them, outside work, hence forming informal communication networks. Informal communication networks create social relationships between employees, “Relationships exist in the structure and content of communication...” (Dindia & Duck, 2000; p. 56) which is an inevitable occurrence. Similarly, in CITAM, employees have formed informal communication networks and this can be seen when there are meetings that bring staff from different departments together. Staff who are from one department or one Church branch will herd together as they have formed strong relationships with each other for the simple reason that they work together each day.
Informal communication networks are also known as the grapevine. Grapevine is both negative and positive. In the words of Gray & Smeltzer (1989) the grapevine is positive as “...it gives management insight into employees’ attitudes...and helps spread useful information” (p. 567). For example, CITAM employs professional people but some of them were wrongly placed in their jobs. It is through positive grapevine the CITAM management got insight into this leading to a staff audit being carried out in order to place the right people in the right jobs. However, negative grapevine is that it helps spread rumours therefore encouraging irresponsibility which may be difficult to control (ibid). No organization would want to tolerate negative grapevine because of the negative result. However, this may be checked by putting in place an effective communication plan to check this.

Forms of Organizational Communication.

Here, the two forms of communication that exist in an organization shall be discussed that is verbal and non-verbal communication.

i. Verbal Communication.

Also known as oral communication, verbal communication is very important to managers as it is the easiest and fastest way for them to acquire current information. Mintzberg, carried out a study where he researched the activities of chief executives, “...he found that 78 percent of their time was spent in oral communication” (Gannon, 1979; p. 164). Probably managers use oral communication to pass on messages because they feel that it is fast and an assured way that the message has reached its recipient.

A long chain of communication can end up distorting the message, “When verbal...methods are used it is essential that the chain of communication is kept as short as possible, the frequency and timing are carefully considered...as well as opportunities are
provided for asking questions...” (Bahl, 1996; p. 81-82). Therefore the sender of the message must be very clear of what they want to communicate and use the appropriate words for it. Verbal communication takes place in CITAM as managers and subordinates discuss various issues. One of the objectives of this research is to find out the channels of communication both staff and management use to share information in CITAM. Understanding the role of verbal communication will help in achieving this objective.

**ii. Non-Verbal Communication.**

This involves communication without use of words. Non-verbal communication is the exchange of messages through any other means other than linguistic (Adler & Elmhorst, 2008). Non-verbal communication is expressive, cultural and behavioural because it communicates beyond what words can, at face-value. Wood (2001) is of the opinion that when persons communicate non-verbally, they do so either through facial expressions; body postures; carrying physical objects for example briefcases; dressing and lifestyle. For instance, when a manager communicates new rules to his team and the team does not respond to the rules, the team has already communicated a message which could mean they do not like the new rules or they do not mind the new rules.

Every organization creates its own culture in which non-verbal communication takes place “The setting for communication also plays a major role in non-verbal communication...The size and location of one’s office, the kind of furniture...all communicate useful information” (Griffin, 1990; p. 562). For example some organizations have adopted formal dressing for all staff members which could mean only formal communication takes place, whilst others could adopt an informal dress code thus translating to informal communication within the work place. All this is non-verbal communication that is sometimes considered more powerful than verbal as it “…constitutes 45 per cent of the impact
of a message in our communication” (Bahl, 1996; p. 93). Similarly, CITAM’s different units have a unique dress codes where one will notice employees for example at the media house, Hope FM, have a casual dress code whilst employees in the Churches and schools have a formal dress code.

Barriers to Effective Organizational Communication.

Communication as discussed earlier is sharing of messages or information. It is not absolute that the receiver of the message will comprehend the message fully as the sender had intended. Communication therefore faces barriers to its efficacy “Communication isn’t always effective. Breakdowns occur for many reasons...Barriers...can be overcome...if the communicator is willing to work at it” (Ivancevich, Lorenzi, Skinner & Crosby, 1994; p. 429). Consequently, in order for an organization to communicate effectively, it must first identify the barriers to communication. Nelson and Quick (2006) suggest that barriers to communication are those elements that have potential to significantly distort or block effective communication. Barriers to communication are significant to this thesis as it is seeking to assess the internal communication process in CITAM. These barriers are two pronged: organizational and individual barriers:

i. Organizational Barriers.

These are the barriers to communication that exist within the organization. The communication networks that an organization adopts can either help that organization increase or decrease its effectiveness to communication. Hierarchical or bureaucratic organizations tend to have many levels of authority and statuses hence distancing the sender from the receiver. This distance can be a cause of communication breakdown because in such formal networks, the message does not go directly to the receiver but has to pass through
channels of authority to get to the receiver and the message thus has a high chance of
distortion (Hellriegel, Jackson & Slocum, 2005).

Whom the organization chooses to use to share information can be a barrier to
communication; that is the source of the message. The organization should use a credible
source because the receiver has to have confidence and trust in the person entrusted to share
the message (Ivancevich et al., 1994). In CITAM it usually depends on the weight of the
message for instance, the strategic direction for the year can only be communicated by the
Bishop.

How an organization chooses to communicate to its employees can either ensure
efficacy of the message or distortion of the same. Sometimes the managers may chose to use
oral or written communication albeit the chances of an oral message being distorted remain
high. However, good managers who are seeking effective communication should ensure use
of oral and written communication to accomplish the intended purpose of the message
(Schermerhorn, 1993).

Communication will only be complete if the element of feedback is accommodated
into the whole process. Schermerhorn (1993) believes that much as organizations use one-
way communication for example letters, memos, notices and reports, which do not require
feedback, the management should follow this up with engaging employees in conversations
to get their feedback on the communication. Nelson and Quick (2006) propose a remedy for
this by saying that the physical separation employees face within the workplace should be
curbed by technology where you use telephones and electronic mail. CITAM has plans to use
technology, for example, there are plans to integrate the Wide Area Network which is “…a
network that spans a large geographical area... (that could)...provide information access over
any city...” (Aksoy and DeNardis, 2008; p. 247). This network reduces the distance of
separation between employees due to the wide area it covers.
Communication like all else cannot be perfect even if the organization’s management does its best to highlight the barriers to communication. According to Pettinger (1996) the management must give room for negligence which is where the leadership would allow barriers and blockages to arise by default. This thesis will seek to find out if Pettinger’s views are practical within the organization.

**ii. Personal Barriers.**

Language is the mode of communication. A common language eases communication between two parties. However, according to Nelson and Quick (2006) language can become the greatest impediment to two conversing parties as its use can have a very blurry meaning or distort intent. For instance the word ‘coke’ to a drug addict and to a soft drink maker mean two totally different things.

Stereotyping is another major barrier to communication and in the words of Megginson, Moseley & Pietri (1992) “Stereotyping is the perceptual tendency to structure the world into a predictable pattern” (p. 405). An employee who moves from an organization that applies a formal communication network to one that practices informal communication will find it difficult to communicate with their supervisor because of the stereotype formed in the previous employment.

Employees can also pose as barriers to communication in the work place. Hellriegel, Jackson & Slocum (2005) suggest that when people communicate, they also convey emotions and therefore, the sender’s feelings may be embedded in the message with or without the knowledge of the receiver. For example if an employee does not like their supervisor it may be overtly displayed once that employee is around their supervisor even though they had not intended to reveal the negative emotions towards the supervisor.
Organizational Culture

Communication occurs within a culture and every organization has its own culture. Culture has been described by one author as the “...customary manner in which human groups learn to organize their behaviour and thought in relation to their environment” (Howard, 1989; p. 4-5). Here, the author is saying that culture is a way of living that is mutual consent. His thoughts are supported by Taylor (1976) who defines culture as “…the way of life of a community or other group” (p. 20). Culture can also be viewed as the norms and rules that are un-written, practised by a group of people and passed on to new-comers joining the group (Hofstede and Hofstede, 2005).

Given these definitions, we shall then say that the organization is the ‘group’ or ‘environment’ in which people come together to work in. According to Edgar Schein (1990) as quoted by Schermerhorn (1996), organizational culture or corporate culture is “…system of shared beliefs and values that develops within an organization and guides behaviour of its members” (p. 250). When people come to work together, it is inevitable that they shall develop a way of life for example; in Russia, giving bribes and ignoring rules is condoned where as in America, whistle blowers, salary disparities and layoffs are part of the culture which is what you would not experience in Russia (Fey & Denison, 2003).

In trying to understand internal communication, it is important to also understand the cultures that exist within a certain organization. There are different corporate cultures found within each organization. We shall look at some of them:

Bureaucratic Culture.

This is a very formal way of life or culture found within an organization. The bureaucratic culture stipulates employee behaviour which is usually governed by rules and standard procedures and most likely the organizations that are bureaucratic in nature have a
formal downward communication network (Hellriegel, Jackson & Slocum, 2005). This type of organizational culture has a direct effect on how employees communicate with peers; supervisors and subordinates within an organization. In most cases, the supervisor in such type of culture is unapproachable.

*Person Culture.*

These are those organizations whose management make the employee the central focus. Mullins (2002) says that organizations with person cultures make the employee the central focus and hence the structures put in place are there to serve the individuals within it. Such organizations have very motivated employees as they feel part and parcel of the growth process of the organization.

*Entrepreneurial culture.*

Competitive organizations today are finding themselves in markets which require them to be constantly innovative. The entrepreneurial culture is where “…the thrust of the organization is aimed directly at creating and fostering new initiatives, generating new business ideas...and then often selling them...” (Pettinger, 1996; p. 406). In such cultures it is very easy to find highly creative workers who work very flexible but intense hours and also have informal communication networks.

Theoretical Framework

Theories play a vital role in our world today as they help make ‘sense’ of the environment; systems and phenomena, “A theory offers an account of what something is, how it works, what it produces or causes to happen, and what can change how it operates” (Wood, 2004; p. 31). Narayanan & Nath (1993) give the role of any theory as that of
providing a description as well as an explanation of some phenomenon. Strauss & Corbin (1998), describe a theoretical framework as “A relationship of statements systematically interrelated to explain a social or other phenomenon” (p. 22). In this section, theories that relate to internal communication in an organization shall be discussed. This thesis will utilize the Systems Theory with reference to the Organizational Culture and Structuration theories.

1) *Systems Theory.*

Organizations work in a system that has departments and processes that function together to form the entire organization and achieve its objectives. A system therefore is a set of objects or entities that relate with one another to form a whole (Hall & Fagen, 1968). A system can be said to consist of objects which are either abstract or physical elements; attributes which are the qualities; internal relationships among the objects and an environment that is a system does not exist in a vacuum (Littlejohn, 1983).

In the study of internal communication, this serves as one of the main theories of understanding the relationship between the organization and its employees “Each element has a function and contributes to the maintenance of the social system and the social system is based on the consensus of its members” (Farganis, 2000; p. 263). Systems Theory was developed and promoted by Ludwig von Bertalanffy (1972), a well known biologist, who said that the General Systems Theory is a general science of “wholeness” meaning different parts that make one whole.

The health or well-being of any organization largely depends on the strength of the relationship with its publics. In public relations, publics include internal and external publics where internal publics are all employees of an organization where as the external publics include the clients; media; opinion leaders; activists and government officials (Banks, 1995). In addition every organization has to be cognisant of the existence and needs of each of its
internal publics and seek to maintain good relations with them as they are the ones who enable the organization achieve their overall objectives.

The system theory calls on the public relations or internal communications office to strengthen relationships especially between the management and employees because at the core of relational communication is “…the assumption is that interpersonal communication functions to establish, maintain and change relationships” (Littlejohn, 1983; p. 54). Therefore, forming cordial relationships with internal publics and developing constant communication with them as they are the prime stakeholders of the organization, must be prioritized by management.

Organizations can exist as either open or closed systems and gaining an understanding of the current system in operation within an organization, will give insight to the communication processes in that organization. A closed system organization is seen as one which has ‘locked’ itself from the external world or environment and is fully autonomous whereas an open system is one that has constant interaction with the external environment and partly depends on this for survival (Daft, 2001). CITAM is an open system as it constantly interacts with the external environment which includes the church members and other clients and it is these groups that CITAM largely depends on for its survival. As discussed earlier, at the top of the CITAM organizational structure is the AGM who are ordinary members of the Church and CITAM depends largely on the tithes and offerings from its members.

An organization is an open system as long as it maintains constant communication with its external environment. Narayanan & Nath (1993) argue that as long as organizations interact with their external environment, then they remain open systems which they say that this interaction is the most significant aspect of organizational phenomena. Gone are the days when organizations adopted a ‘go-it-alone’ attitude; today organizations are interacting both
with their internal and external publics with the aim of meeting the needs of their employees as well as remaining relevant in the market. Understanding the system that operates within an organization will create a better understanding of the communication flow in that organization. This thesis is seeking to understand the system that operates within CITAM and the impact that system has on internal communication.

2) Organizational Culture Theory.

When people come together to work in an organization, after a while, they form a certain culture unique to them in that workplace. Moorhead and Griffin (1989) describe organizational culture as those set of values that assist employees understand and differentiate the actions that are considered acceptable from those that are unacceptable. CITAM’s core values are discussed in chapter one of this thesis and they spell out what is acceptable within the work environment.

Every organization has its own unwritten rules of behaviour and every new staff absorbed into that organization has to learn the culture in order to know what is and is not acceptable. According to Timm & Peterson (1986) no one will be available to share these unwritten values; attitudes; behaviour or norms as it may take time for the new person to learn the organizational culture well enough for him/her to be able to describe it. For instance, employees in one organization take their tea at their workstations while in another they take their tea at a central place.

An organizational culture has the potential to influence the individual behaviour of employees, “…an organization’s collective culture influences both the attitude and subsequent behaviours of its employees, as well as the level of performance the organization achieves” (Marcoulides & Heck, 1993; p. 211). If in a particular organization the culture dictates that one cannot challenge their superior’s conclusion on certain issues, then most likely this will
greatly affect open and effective communication within that organization. However, May & Mumbay (2005) argue that the modernists assume that the individuals are the original source of their intentions and actions meaning they do so out of free will and not necessarily as a result of organizational culture.

An organization’s management can deliberately create a strong corporate culture in order to supplement meeting its overall objective “Corporate culture should reinforce the strategy and structural design that the organization needs to be effective within its environment” (Daft, 2001; p. 319). The overall objective of CITAM is “To know God and to make Him known through evangelism and discipleship” therefore the Christian culture is enhanced. For instance no one can be employed if they are not a confessing born again Christian and if they are not active in ministry in the Church they are in.

Corporate or organizational culture can be used to create employee identity to the organization and this can be accomplished through communication. Communication plays a key role in maintaining culture and employee identity “…because it provides organization members with an opportunity to create and share subjective perceptions of the organization’s defining features-its norms, values and culture. Knowledge of these facets…may create a sense of shared meaning among employees” (Wiesenfeld, Raghuram & Garud, 1999; p. 779). There is a certain organizational culture that CITAM hopes to inculcate in its staff and as such, CITAM management should use communication to inspire and maintain this culture.

The organization’s management must therefore be aware and play a leading role in creating the right organizational culture as this affects many other elements including communication. Timm and Peterson (1986) state that leaders need to be aware of the implications of organizational patterns on the people involved and also create the right culture which is heavily influenced by opportunities to communicate and to build trust.
Organizational culture theory is pertinent to this thesis as culture has a direct relationship to communication. It is through studying the culture in a particular organization that the communication patterns are understood. CITAM has its own culture that has an effect on the internal communication process.

3) Structuration Theory.

Structures are part of an organization and Sharma (1982) defines a structure as the established pattern of relationships among various components or parts of the organization. When a group of people come to work together, relationships are inevitable and structures help in making these relationships smoother. Structures play a significant role as they help create order in the organization, “The purpose of organization structure is first, to divide up organizational activities and allocate them to subunits; and second to coordinate and control these activities so that they achieve the aims of the organization” (Huczynski & Buchanan, 2007; p. 446).

The development of explaining communication processes in organizations was attempted by M. Poole (1988) when he argued that structures are characteristics of organizations: “Divisions of labour, organization of workflow, arrangement of people into hierarchical positions, the use of budgets all are the hallmarks of the organization, and all involve the imposition of structure” (p. 1). It is through communication that structures within an organization are strengthened.

Structuration Theory is attributed to Anthony Giddens (1979) who argued that social structures and human action in a common framework can explain individual behaviour and the development and effects of social institutions such as the economy, religion and government. This theory further offered an understanding of how different levels of analysis-individual, group, organization, society-related to one another and it allowed powerful
communication at an organizational level (ibid). The focus of this theory is structures and how people relate to those structures through communication.

According to Giddens (1979), this theory has two assumptions: one is the agency assumption that is people have free will in terms of communicative behaviour and secondly organizations are produced and reproduced through structures and interaction. However, Dainton and Zelley (2005) deepen the argument by saying that although throughout the process of structuration human beings have free will, they feel pressured by the constraints of previous actions and organizational members are not always aware of existing structures or of their ability to change those structures.

Even without noticing, structures are part of our lives, schools have structures and so do organizations, “Throughout our lives we are taught structures and how to use them in our families, schools, workplaces and places of worship…Organizations present us with ready-made stock of structures and other employees who are willing to show us how they figure in organizational practices” (May & Mumby, 2005; p. 178). Structures facilitate employees in an organization as they communicate and guide the worker on whom to communicate with and about what. Structures if applied well can produce good results in the workplace, for instance, “…in a business organization, a new computer technology provided structures for appropriation in group-decision making that resulted in re-definition of tasks and procedures as they were mediated by the group” (Poole & Desanctis, 1993; p. 549).

Communication is the lifeline of any organization as it facilitates the achievement of goals, vision and mission as well as the inculcation of desirable values in the workforce of an organization. Chandler (1988) believes that the division of labour and the relationship of one position to another is reflected in the organization chart which can act as a guide to explain how the work of different people in the organization is co-ordinated and integrated. As
discussed earlier in this chapter, the CITAM organization chart clearly indicates who communicates with who and whether it is vertically or horizontally.

Structuration theory brings out the understanding of structures in a given organization and how those structures influence communication. May & Mumby (2005) say that formal structures create efficiency which leads to ease in coordination of activities however; this formality has the potential to become oppressive, inflexible and stifling. CITAM operates within a given structure and this thesis will look into the efficacy of these structures in communication with its internal publics. As May & Mumby (2005) discuss, structure could be beneficial or detrimental to the organization (ibid).

A Communication Plan

A communication plan is the framework for all the communication programs, campaigns and plans of the organization (Steyn & Puth, 2000). A communication plan is very important as it forms the basis of strategically managing the organization’s programs and plans and aligning them with its goals. A communication plan can be viewed as part of an organization’s strategy as it “…consists of pre-structured and annually planned for programs, campaigns and actions as well as…ad-hoc, reactive responses that emerge in response to issues or crises and stakeholder concerns in the environment” (Cornelissen, 2005; p. 96). It is a document that is holistic to an organization’s communication as outlines how the organization should respond to certain emerging issues.

The communication plan includes elements such as crisis indicators, communication team members, operations and appendices with guidelines and formats for various communication activities such as issuing press releases and keeping logs of daily activities (Ferguson, 1999). In other words, the communication plan must detail the process of disseminating information from management to its internal publics.
A communication plan as Cornelissen (2005) suggests should already be existent in organizations as it gives a link between the organization’s activities and its objectives or goals. The plan is relevant as it creates a realistic and organized manner of communicating in the organization. Ideally, CITAM should have a communication plan which gives a situational analysis that is the current communication status; it should also incorporate specific communication objectives which target the internal publics and what message these publics should have. The CITAM communication plan should also have an implementation strategy for the internal publics; how often they require that message; a budget for the plan and most importantly, an evaluation of the communication plan which should be regular. The researcher is unaware if such a plan exists.

**Conceptual Framework**

Milles & Huberman (1994) say that a contextual framework “…explains, either graphically or in narrative form, the main things to be studied –the key concepts, constructs or variables- and the presumed relationships among them” (p. 18). In other words, a contextual framework seeks to explain the study in a simple yet precise way taking into consideration the variables at play. Therefore, the contextual framework for this research is as follows:

- **Genesis of the study:** objectives; assumptions; significance; limitations and delimitations
- **Communication Analysis:** Defining and discussing communication; culture; networks; barriers and theories.
- **Research findings:** presentation of data; conclusions and recommendations
- **Research methodology:** defining the research design; target population; sample; sampling procedure; data collection and analysis
Summary

This chapter defined communication and discussed it as a process. It has also appreciated the fact that communication is the lifeline of any organization and therefore greater understanding should be given to communication within an organization.

Communication theories were discussed and their relevance in aiding the researcher meet some of the objectives of this thesis.

This research is looking at communication in an organization and therefore the two major communication networks were defined as well as the two forms of communication that exist in an organization. Communication is a process and therefore it is inevitable that challenges will exist and hence barriers to communication were discussed. All communication occurs within a culture and therefore different cultures that have potential to exist in an organization were discussed.

Theories help people make sense of their world and three theories to understand organizational communication, were discussed with their relevance to this thesis. They are Systems Theory; Organizational Culture Theory and Structuration Theory. Finally an organizational communication plan was presented and its relevance to an organization given.

In the next chapter, the methodology proposed to collect data shall be discussed as well as the population for this thesis.
CHAPTER THREE: METHODOLOGY

Introduction

The proposed methodology that was used for this thesis is discussed in this chapter. The internal communication process at CITAM as outlined in chapter one was assessed and this was through collection of data. This chapter will give guidance on how this data was collected by defining the population and the sample. The target and accessible populations shall be discussed and their differences established. The sample size, sampling procedure and data analysis of this research are also discussed.

Research Design

Miller & Brewer (2007) say that research design is the plan used by the researcher to discharge ‘the burden of proof’-the logical organization that allows him or her to feel that whatever they have done in their research allows them to reach valid conclusions. This thesis used quantitative and qualitative research methods where in quantitative, questionnaires were distributed and in qualitative open-ended questions were used for the interview process.

This thesis employed the descriptive research technique which according to Mugenda & Mugenda (2003), “…determines and reports the way things are…it attempts to describe…possible behaviour, attitudes, values and characteristics” (p. 160). This research sought to assess the internal communication process within CITAM and as given in the objectives, to find out among others how staff perceive the communication within the system. Additionally, the research sought to describe the internal communication process within CITAM; examine its strengths and weaknesses and illustrate the effects of the system on the employee attitudes and behaviour.
Target Population

Population refers to an entire group of individuals, events or objects having a common observable characteristic (Mugenda, 2003). For the purposes of this thesis, the target population was all the CITAM assemblies in Kenya as well as the business units. There are six CITAM assemblies in Nairobi; one in Ngong and one in Kisumu bringing to a total of eight. There are four schools; one radio station; one children’s centre bringing the total of business units to six.

Accessible Population

Accessible population is the population that the researcher can access during the course of study. As this research sought to look into the internal communication process at CITAM, all its employees therefore, formed the accessible population. In terms of Church administration, CITAM has three hundred and nineteen staff members made up of one Bishop; one deputy Bishop; one Director for Administration and eight heads of departments who form the core management team whilst the rest of the team form the staff. See appendix A for the full list of CITAM staff in clusters. Therefore, the total accessible population for this thesis is three hundred and nineteen.

Sample

Wimmer & Dominick (2006) observe that a sample is a representative subset of the population. Hence, studying all members of the population can be very expensive; tiresome and lengthy. A sample is therefore a smaller group obtained from the accessible population (Mugenda & Mugenda, 2003). For the purposes of this research, the sample included the Bishop; Director for Administration; three members of the core management team for the qualitative method (interviews); whilst one hundred employees from the various business
units and church assemblies, were used for the quantitative method (questionnaire). This represents about thirty one point three percent (31.3%) of the CITAM staff that is:

$$\frac{100 \text{ (number of questionnaires)}}{319 \text{ (total staff)}} \times 100\% = 31.3\%$$

This is a figure above what Mugenda and Mugenda (2003) recommend of ten percent (10%) of the accessible population as an optimal figure for the sample size.

**Sampling Procedure**

Sampling is an indispensable technique of social research. Singh & Nath (2005) describe the sampling procedure as a selection of individuals from the population in such a way that every individual has an equal chance to be taken into the sample. This research selected a procedure that sought to ensure all CITAM staff and management have an equal chance of selection. To select a representative sample, a researcher must first have a sampling frame which is a list, directory or index of cases from which a sample can be selected (Mugenda & Mugenda; 2003). Therefore, the index of cases for this thesis was a list of all CITAM employees as seen in Appendix 1. This list was obtained from the Director for Administration and the Head of Human Resources.

Probability sampling involves the selection of a ‘random sample’ from a list containing the names of everyone in the population. The researcher used stratified random sampling whereby the sample was selected from various categories. Stratified random sampling was used because “...(it) ensures that a sample is drawn from a homogeneous subset of the population...Homogeneity helps researchers to reduce sampling error” (Wimmer & Dominick, 2006; p. 96). These categories were the Church assemblies and business units (schools, catering and radio station) of CITAM. Mugenda & Mugenda (2003) suggest that “The goal of stratified random sampling is to achieve desired representation from various subgroups in the population” (p. 47).
Therefore researcher used the staff list (Appendix 1), looked at the number of staff in each business unit and assembly; then divided the questionnaires by ensuring most of the CITAM units and assemblies received at least thirty percent of the questionnaires in relation to the number of staff present there. The researcher then used an assistant who distributed these questionnaires to the staff present and hence convenience random sampling was used.

Questionnaires (see Appendix 3) were distributed to the senior pastor of each assembly as well as the respective administrator and representatives from each business unit. However, due to the unavailability of some of the respondents at the time of the field work, the research had to utilize convenient sampling where the questionnaires were distributed to the respondents who were available at the time of distribution in the various assemblies and business units. The qualitative research method focused on the top leadership of CITAM that is the Bishop; Director for Administration and the core management team where interviews were undertaken given the interview guide in Appendix 2.

Data Collection Instruments

Qualitative and quantitative methods of data collection were employed. Qualitative research involves several methods of data collection that allow the researcher to develop follow-up questions as need be; observe behaviour in a natural setting and increase the researcher’s depth of understanding of the phenomena under study (Wimmer & Dominick, 2006). This research utilized qualitative research methods to gain an in-depth understanding of CITAM’s internal communication process. Specifically, in-depth interviews for the leadership were used with a sample taken from the top management. In-depth interviews were used for the qualitative method as they present open-ended questions that allow for further clarification if need be.
For quantitative data collection, a questionnaire was distributed to the staff and the questionnaires where thereafter collected for data entry and analysis. Quantitative research methods are more static as all respondents are asked the same questions (Wimmer & Dominick, 2006). This allows emerging trends and perceptions to be quickly noted as the questions are close-ended.

Data Analysis

For the qualitative data, the information was organized into themes and where possible frequencies and percentages were generated using PASW. For quantitative data, the analysis was carried out using PASW and generation of frequencies, tables, pie charts, bar charts among other ways of presenting the data.

Ethical Considerations

The researcher ensured high standards of ethics by ensuring that all the findings from the field work captured the reality on the ground. In situations where the respondents requested for confidentiality, this was granted. The researcher sought not cause psychological or physical harm to the respondents. The purpose of the research was also clearly explained to the respondents ensuring that respondents answered questions from an informed consent point of view.

Summary

The chapter has looked at the research methodology used in this thesis. Here, the target and the accessible populations were given as well as the sample that was used. The sampling procedure involves the use of probability sampling and to be more specific stratified random sampling whereby the sample was derived from the assemblies and units of
CITAM. The method of data collection has been given to include both the qualitative and quantitative methods. The ethical considerations have been presented and the assurance to adhere to them has been stated.
CHAPTER FOUR: PRESENTATION OF RESEARCH FINDINGS, ANALYSIS AND INTERPRETATION

Introduction

One hundred questionnaires were sent out to the sample representing 31.34% of the CITAM staff and 68 fully filled forms were received back representing a sixty-eight percent return rate. Five interviews had been planned with the CITAM management but the research only managed to interview three respondents due to the busy schedules of the managers. Years of research by Wimmer & Dominick, (2006) indicate 40% as an acceptable return rate. Therefore the sixty eight percent response rate can therefore be considered sufficient for analysis.

The quantitative data collected was analysed using the Predictive Analytical Software (PASW) and presented in form of tables, graphs and pie charts. The findings from the interviews have been integrated with those from the questionnaires and presented in line with the objectives of this thesis.

Research Findings

The research used both quantitative (questionnaires) and qualitative (in-depth interviews) methods. In the quantitative method, a total of one hundred questionnaires were distributed to regular staff and mid-level management of CITAM. Here, regular staff represent employees with no supervisory role in CITAM whilst mid-level management represent employees with some supervisory role

Demographic Data.

These includes: the assemblies, units, duration of employment, level of education and the gender of the sample as shown below.
Table 4.1: Assemblies and units represented

<table>
<thead>
<tr>
<th>Assembly or Unit</th>
<th>Representation</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPC Academies</td>
<td>28</td>
<td>41.1</td>
</tr>
<tr>
<td>Assemblies</td>
<td>15</td>
<td>22</td>
</tr>
<tr>
<td>Hope FM</td>
<td>12</td>
<td>17.7</td>
</tr>
<tr>
<td>Head Office</td>
<td>8</td>
<td>11.8</td>
</tr>
<tr>
<td>Children's centre</td>
<td>5</td>
<td>7.4</td>
</tr>
<tr>
<td>Total</td>
<td>68</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.1 shows that the highest number of participants was from the NPC academies/schools, representing 41% of the total respondents whilst those from the assemblies (CITAM churches) was 22%. Plooy (2009) says “A stratified random sample is drawn when we... want to include sub-groups in the sample in the same proportion as they occur in the target population” (p. 116). Therefore, this study used stratified random sampling so that the strata of the sample would be representative of the accessible population. Table 4.1 represents a sample from the staff list mentioned in chapter 3 and seen as Appendix 1.

Figure 4.1: Gender of the Respondents

Male 58%
Female 42%
Figure 4.1 shows that among the respondents, there were more males 58%, who participated in the research than females 42%.

Table 4.2: Age of Employees

<table>
<thead>
<tr>
<th>Age bracket in years</th>
<th>Percentage (% ) of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 24</td>
<td>0</td>
</tr>
<tr>
<td>25-34</td>
<td>50</td>
</tr>
<tr>
<td>35-44</td>
<td>40</td>
</tr>
<tr>
<td>Above 45</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

The staff members who took part in the research, 50% of them were aged between twenty-five and thirty-four years as shown in Table 4.2 above. This represented most of the respondents.

Table 4.3: Duration of employment

<table>
<thead>
<tr>
<th>Duration of employment at CITAM</th>
<th>Percentage (% ) of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-3 years</td>
<td>44</td>
</tr>
<tr>
<td>4-7 years</td>
<td>38</td>
</tr>
<tr>
<td>8-11 years</td>
<td>9</td>
</tr>
<tr>
<td>11 and above</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Although CITAM has been in existence for over fifty years, majority of its current staff, 82%, have worked there for three to seven years as shown in Table 4.3. This could be explained by the fact that majority of CITAM assemblies and business units are not as old as the parent Church. As given in chapter one, CITAM began as a Church fifty years ago but it was only until 1994 that it opened its first branch. Another reason why majority of staff have worked for seven years and below could be the challenge of managing young professionals who in CITAM are the majority as shown in Table 4.2. Furthermore, according to Dibble (1999) money, career opportunities, work environment, performance management, and family are the dynamics that come into play when retaining employees.
In the job level, 47% of the respondents said they were regular staff meaning they did not have managerial responsibilities in CITAM whilst 24% were in middle level management and interns were represented by 1% of the respondents.

The marital status of the respondents indicated 57% were whilst those single were 38%, 5% were separated and none were divorced.

![Figure 4.2: Level of Education](image)

The level of education shows that 42% of the respondents are university graduates as shown in Figure 4.2 while 38% have a college education with 10% being high school graduates. Therefore, 62% of the CITAM staff who took part in this study have a college education and above. It is therefore assumed that with this high level of education, comes a high level of interaction and communication skills among members of staff.

*Upward Communication at CITAM.*

Communication to the supervisor or middle level manager from regular staff is also referred to in this study as upward communication. Close to eighty percent (79.4%) of the respondents said they communicate with their supervisors on a daily basis whilst 13.2% said
they communicate once a week and 7.3% said they communicate once every two weeks as presented in figure 4.3. This shows that the respondents regularly communicate to their supervisor.

Table 4.3: Frequency of Communication to Supervisor

<table>
<thead>
<tr>
<th>Duration</th>
<th>Percentage (%) of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily</td>
<td>79.4</td>
</tr>
<tr>
<td>Once a week</td>
<td>13.2</td>
</tr>
<tr>
<td>Once every 2 weeks</td>
<td>7.4</td>
</tr>
<tr>
<td>Once a month</td>
<td>0</td>
</tr>
<tr>
<td>Once a year</td>
<td>0</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
</tr>
<tr>
<td>Total %</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.3 shows how the respondents communicate with their supervisor with 32.4% of the respondents preferring to communicate with their supervisor via emails which was followed by phone calls at 23.5%. One on one communication with the supervisor was represented by 14.7% whilst memos and hallway discussions had 10.3% respectively. This shows a majority of the respondents prefer to communicate via email indicating a fair level of computer literacy. It also shows that members of staff prefer to put their thoughts on email as opposed to verbally communicate them. Emails have an advantage over face to face communication because one can clearly refer to them in future.
The efficacy of communication with one’s supervisor was asked and 94.1% of the respondents said that communication with their supervisor was effective and they gave the following reasons as shown in Table 4.4:

Table 4.4: Reasons for effective communication to supervisor

<table>
<thead>
<tr>
<th>Reason</th>
<th>% of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instantaneous response/feedback/ it is fast</td>
<td>49</td>
</tr>
<tr>
<td>Facilitates easier sharing of information</td>
<td>11</td>
</tr>
<tr>
<td>It is reliable, precise, elaborate</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Almost half of the respondents, 49%, reported that communication to their supervisor was effective because there was immediate response thus hastening the process of communication. Additionally, the respondents reported that giving feedback to their supervisors increases the effectiveness of communication. The respondents, 40%, said that communication to the supervisor was effective because of its reliability, precision and one
could seek for clarity where needed. This shows an openness of communication between the staff and supervisor.

The respondents provided reasons for effective communication could be attributed to the high rate of email usage, phone calls and hallway discussions with their supervisors as shown in Figure 4.3. The outcome of using these three communication methods is feedback, a hastened communication process and the opportunity to seek for clarity as given in Table 4.4.

*Communication from Management to Staff.*

The kind of communication the manager shares with those who report to him was discussed during the interviews. All informants disclosed that the information shared with those who report to them is purely work related and is either in form of written reports, discourse on various challenges with an aim of seeking solutions and approvals for various tasks, instruction and information or advice to facilitate the running of the ministry. One informant was quick to point out that the communication with subordinates is a two-way communication where he discusses the progress of their tasks and offers advice that would facilitate them. One of the informants added that he generates information that would be “...useful to ensure there is unity of purpose in our activities...”

On communication with peers, one informant said he communicates with his peers the same way he communicates with his supervisor and added that there are regular meetings for heads of departments where information is shared with his peers. On the efficacy of these meetings, the informant added that they are better than emails as one is able to get immediate response and clarification. On the contrary, the second informant said that he uses emails and skype to communicate with peers and added that these two methods are “...too efficient.” He added that SMS’s and phone calls are also quite efficient as they “...give quick action”. The
quick action this respondent was referring to was the instant feedback the sender receives. The informant said that these methods including face to face meetings are very effective because one can make quick decisions.

As seen earlier, two of the three informants, though at senior management level, have supervisors and so upward communication was also assessed. One informant said communication with the supervisor does take place though it depends on the supervisor’s work load. Emails are mostly used though they have to be followed up with a phone call to prompt action. The other informant maintained the same mode of communication with the subordinates, peers and supervisor and emphasised that these modes are very effective.

*Communication from Supervisor.*

Communication from the supervisor to the staff was assessed as shown in Table 4.5 where 69.1% of the respondents said that they receive communication from their supervisor on a daily basis whilst 25% receive communication once a week. This differed with the upward communication where 79.4% of the respondents said they communicated with their supervisor on a daily basis. Therefore, there is more upward communication than downward communication.

<table>
<thead>
<tr>
<th>Duration</th>
<th>Percentage (%) of staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily</td>
<td>69.1</td>
</tr>
<tr>
<td>Once a week</td>
<td>25.0</td>
</tr>
<tr>
<td>Once every two weeks</td>
<td>5.9</td>
</tr>
<tr>
<td>Once a month</td>
<td>0</td>
</tr>
<tr>
<td>Once in a year</td>
<td>0</td>
</tr>
<tr>
<td>Yearly</td>
<td>0</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>
The method used for downward communication was measured as seen in Figure 4.4. Emails emerged as a common method of receiving communication from the supervisor with 30.8% of the respondents affirming this. Memos were the second in use with 19.1% of respondents, followed by one on one communication which had 14.7%. The least used type of communication from the supervisor was skype and letters at 0% and 5.8% respectively. The data shows that supervisors prefer to use written form of communication (memos and letters) to their staff.

![Channels of communication from supervisor](image)

Figure 4.4: *Channels of communication from supervisor*

When asked if the above modes of communication were effective, ninety three percent (93%) of the respondents agreed in the affirmative. Table 4.6 shows that 63% of the respondents said that the communication from their supervisor was effective because they would receive feedback instantaneously. Whilst 12% said that the communication was effective because the staff are able to share information with their supervisor.
Table 4.6: Reasons for effective communication from supervisor

<table>
<thead>
<tr>
<th>Reason</th>
<th>% of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is fast and saves time/ it gives instantaneous responses</td>
<td>63</td>
</tr>
<tr>
<td>It is cheap</td>
<td>7</td>
</tr>
<tr>
<td>Helps in sharing of information</td>
<td>12</td>
</tr>
<tr>
<td>It is reliable</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

This goes to show that the modes of communication as shown in Figure 4.4: emails, memos, phone calls and one on one conversations are effective.

Channels of Communication Used by Management.

The three interview informants reported that there is an official way of communicating in CITAM but did not indicate what the official method is. One informant said that there are three official types of communication at CITAM; that is: emails, face to face meetings and telephone calls. He however said that usually the phone calls will be followed up with an email just to confirm the message. This correlates with Figure 4.4 that shows emails were the most used means of communication from the supervisor to the staff.

On the efficacy of these channels, the informant revealed that they would only be effective if the organizational culture was to be changed. Schein (2004) while giving the evolution of the term ‘organizational culture’ says that it refers to “…the climate and practices that organizations develop around their handling of people, or to the espoused values and credo of an organization” (p. 7). This is perhaps what this informant was referring to when he revealed that emails take long before feedback is received from the recipient and so to mitigate this, the sender almost always has to make a follow up call which may not yield expected results in some cases. In my estimation, this informant was confirming that indeed there could be a problem in the internal communication process.
The other informant reported that communication is mainly through emails and skype which is a software program that enables users to communicate visually and also through sound. Other channels of communication used by the participant include; short message service (SMS), phone calls, face to face meetings and memos. On the efficacy of these methods, the participant said that emails are highly efficient especially because the sender can easily follow up. He added that SMS’s and phone calls are also quite efficient because they result in quick action by the receiver. With face to face meetings, the participant said that they are very effective because one can make an informed decision almost immediately because of the interaction between the sender and receiver.

The third informant said that official communication is mainly through face to face meetings, emails, phone calls and letters. He added that letters are rarely used. On the efficacy of these methods, the participant said: “...to a large extent yes...as is in any human relationship you will find that there things that you assume are not important for communication...those are lapses not because of the system but because of the judgment...my judgement on the importance of the communication may not be up to target.” He was optimistic that these channels are (hypothetically) 80% effective attributing the 20% lack of effective communication, to assumption on the part of the sender, where the sender presumes the recipients do not need that particular information yet in reality they do.

*Communication with Peers.*

Horizontal communication which is communication with one’s peers in an organization was also measured in the quantitative method. Slightly over eighty percent (80.9%) of the participants said they communicate with their peers on a daily basis whilst 17.1% said they do so once a week and 0.6% said they communicate with their peers once a
month. This shows CITAM employees in similar job groups communicate very frequently with each other.

On the channel of communication with peers, 38.2% said they use phone calls, 17.6% use face to face and 13.2% use emails as shown in Figure 4.5. Skype, as a growing communication technology, came in fourth with 11.7% of the participants reporting that they use it to communicate with peers. This shows that CITAM employees prefer to use phone calls and face to face communication when communicating with their peers.

![Figure 4.5: Channels of communication with peers](image)

On communication with peers 98% of the respondents agreed that it is effective with only 2% who thought that communication was not effective with their peers. Of the 98% who agreed, 36% said communication is effective since it is easier to communicate in and out of the work place. According to these respondents, they did not need to be in the work environment to communicate with each other. Communication for them took place beyond the work place. Another 31% said the effectiveness is due to the fact that there is instant
feedback and another 31% said that communication with peers is effective as it helps in keeping one up-to-date with the goings on at the work place and with their colleagues.

Asked whether there was a known way or prescribed method of passing information in CITAM, 57% of the respondents responded in the affirmative as shown in Figure 4.6.

![Prescribed way of passing information in CITAM](image)

Figure 4.6: Prescribed way of passing information in CITAM

The respondents were also asked if there have been times when either communication to the supervisor or to a peer led to a positive result and 88.2% of the respondents answered in the affirmative whilst 11.7% disagreed. On the other hand, the respondents were asked whether there were instances when communication either to the supervisor or peer led to a negative result and 44.1% said that at some point they had had negative results in the work place. These negative results could be as a result of the respondents not knowing whether there was a prescribed way of communicating in CITAM. This ties in with the response from the senior management who said that there was an official way of communicating in CITAM.
but all differed on what mode that was. Figure 4.6 shows that almost half of the respondents (43%) did not know whether there was a prescribed way of communicating in CITAM.

_Efficacy of Communication in CITAM at Management Level._

The interviewees were asked to describe situations where communication took place and yielded expected results. The first informant said there was a time he shared information with a peer and the peer was very receptive and the participant was able to measure the efficacy of this particular communication when the set action points were followed through. However, the informant said that there are times when the expected results are not realised due to various barriers to communication. The informant has mitigated this by planning follow up meetings to explain the information. The second informant said “...most of the time communication yields expected results as the communication is very interactive. Clarity is shared and decisions are taken.” The third informant however revealed that there have been times when the information shared did not yield expected results due to differences in perception between the sender and receiver.

_Feedback and Sharing of Information in CITAM._

In order to establish the communication process in CITAM, the respondents were asked to report elements of communication such as feedback, sharing of information and relevance of the shared information between staff and supervisor and vice versa as shown in Figure 4.7 on page 71. The letters on the x-axis correspond to questionnaire question number sixteen (16) as seen in appendix C of this study where:

- (a) I receive information concerning CITAM staff
- (b) I ask for feedback from those who report to me, before taking a decision
- (c) I am asked for feedback before a decision is taken
- (d) I share relevant information with staff who report to me
- (e) My supervisor shares relevant information with me
(f) I receive feedback from those who report to me  
(g) I give feedback to my supervisor when expected  
(h) I am free to share information with my supervisor  
(i) When information is shared in CITAM it is effective

Figure 4.7: The Communication Process at CITAM

When measuring the frequency of receiving information regarding CITAM by the staff, 29.4% of the respondents reported that they sometimes receive information although they were closely followed by those who said they receive information fairly often at 27.9% whilst 23.5% said they receive information concerning CITAM very often. The respondents in mid-level management said that they often ask for feedback from those who report to them before taking a decision; this was according to 33.8% of the respondents followed by 29.4% who said that they do that fairly often. In contrast, 38.3% of the respondents, who are regular staff, said they are sometimes asked for feedback before a decision is taken whilst 20.6% said they are very often asked for feedback by their supervisor. These figures show that the feedback aspect of communication is weak and would therefore need to be strengthened.
Close to forty five percent (44%) of the respondents agreed that they share information very often with the staff who report to them. In CITAM the supervisors share relevant information with fellow staff very often, and 51.4% agreed to this.

The study found that 32.8% of the participants receive feedback from those who report to them. The respondents again agreed that they give feedback to their supervisors very often when expected. This was supported by 55.9% of the staff members. While measuring how staff are free to share information with their supervisors, 54.4% responded in the affirmative, indicating they are free very often. This shows that communication between staff and supervisor needs to be strengthened.

Lastly the respondents were asked how regular, the information shared in CITAM is effective and 29.4% said that it is very often effective, 25% said it was fairly effective and 25% said it was sometimes effective. It is therefore safe to conclude that when communication is shared in CITAM, it has some degree of effectiveness. The times when staff perceive that communication is not effective should be investigated further to find out the reasons why.

*Effective Channels of Communication at CITAM.*

In order to find out if there was an existing communication policy within the organization, efficacy of communication at CITAM was measured. This question was put to the respondents that were interviewed. The first two participants admitted that they did not know of the existence of a communication policy within CITAM. However, the third participant said “…it depends on what kind of communication...we have policy... on internal communication...who handles what kind of information...what information is within your possession that you can freely pass on to others, there are a policies guiding that.”

Communication plays a strategic role in any organization as it forms the bridge between the
organizational goals and employee satisfaction (Montana & Charnov, 2008). From these responses, it may be inferred that a communication policy exists and some senior managers are not aware of its existence or there is no documented communication policy rather there are abstract guidelines to communicate sensitive information.

The first informant in the interview suggested that for effective communication, there is need for relevant and prompt responses as well as improving the current technology. The second informant said “...even though we are looking to technology to improve communication systems, there must be a deliberate effort not to lose out on face to face communication.” The participant said that members of staff still have to maintain a connection with each other and this should not be replaced by technology. The third participant said “...email has become very effective...it is cheap and available for all...we utilize it a lot...” Therefore, as much as technology is embraced in CITAM and emails seem to be the most preferred mode of communication, there is still the need to maintain physical communication.

*Strengths and Weaknesses of the Communication System at CITAM.*

On the strengths of the communication system as discussed in the interviews, the first informant reported that there is good communication infrastructure at CITAM. He noted that all staff, regardless of their job grade, have an email account which strengthens email communication as an important channel of communication. The second informant gave the availability of communication equipment such as computers and telephones; training of CITAM employees at all levels, high levels of computer literacy, right attitude among staff and an administrative structure as the strengths of the communication system at CITAM. The third informant reported that the strength of the communication system is the commitment from the sender to ensure all recipients receive the information they need. He supported this
by saying that the communication system at CITAM is quite open. If any staff member would require information, they can get it from the relevant persons. The participant added that there are various ways to pass a message across to staff members and one is not limited to just one channel of communication.

Lethargy in replying to communication and delayed responses are what the first informant shared as the weaknesses in the communication system at CITAM. Whilst the second informant cited lack of competent professional advisers to help assist in better communication, lack of Wireless Access Network (WAN), high costs of modernizing CITAM’s communication system and the fact that CITAM assemblies and units are located in various parts of the country are some of the weaknesses of the communication system at CITAM.

*Improving Communication in CITAM.*

CITAM staff were asked to share ways of how communication can be improved and Table 4.7 gives these recommendations.

**Table 4.7: Improving communication at CITAM**

<table>
<thead>
<tr>
<th>Recommendations to improve communication</th>
<th>Representation</th>
<th>% of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have team leaders ensure that information is passed on time/timely information</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>CITAM should hold retreats and fellowships to help familiarize staff members on communication aspects</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>There should be transparency between supervisors and other staff members</td>
<td>17</td>
<td>24</td>
</tr>
<tr>
<td>There should be internet access for all staff members</td>
<td>17</td>
<td>24</td>
</tr>
<tr>
<td>Communication is satisfactory and needs no change</td>
<td>14</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>68</td>
<td>100</td>
</tr>
</tbody>
</table>
About a quarter of the respondents (24%) indicated that there should be transparency between supervisors and other staff members and another 24% pointed out internet access to all staff members as the two key ways to improve communication in CITAM.

Additionally, the interview participants were asked to give their thoughts on how they would improve communication at CITAM. The first informant felt very strongly that “...if you change the organizational culture, you will change communication at CITAM.” To this informant, the challenges of communication at CITAM largely depend on the current organizational culture. The second informant however said that lengthy meetings should be reduced “... They are too long and too many. CITAM should use modern technology to communicate e.g. video conferencing to interact with staff...in order to improve communication.” The third informant said that they would rather refine and not change the communication system at CITAM; that is to streamline the channels of communication and establish very clear communication channels to reduce the grapevine in the organization.

Summary

This chapter presented the research findings for the study. The findings from the interviews and questionnaires used have been presented. The next chapter will give the summary, conclusion as well as recommendations of the study.
CHAPTER FIVE: DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

The purpose of the study was to assess the internal communication process at Christ is the Answer Ministries. Therefore, this chapter will focus on the summary, conclusions and recommendations for this study which are drawn from the data that was received and analysed from the sample. This chapter will derive its conclusions from the research findings and the objectives of this study.

Discussions

The first objective of this study was to establish the internal communication process within CITAM. Hamilton (1993) describes communication as a continuous process. The research findings indicate that communication does take place in CITAM on all dimensions that is upward, downward and horizontal. The data shows that 79.4% of the respondents communicate with their supervisors on a daily basis whilst 80.9% communicate with peers every day. The second finding on this objective showed that even though there is high communication activity, only slightly more than half (that is 57% of the staff) reported to be aware of an official way of communicating in CITAM and only one of the top managers interviewed said there was a prescribed way of communication. The top leadership should be at the helm of steering a successful communication plan in the organization because according to Littlejohn & Foss (2008), the effectiveness of the structuration theory is experienced when top management conceptualizes communication, personnel exercise implementation of the communication and the entire workforce participates in the reception of the communication.

The second objective was to examine the strengths and weaknesses of the internal communication process in CITAM. CITAM leadership believes that the strength of its system is due to the good communication infrastructure, computer literacy among staff, right attitude
and commitment to the communication process. As discussed in chapter two, the systems theory helps one gain understanding of how systems in an organization, can play a vital role in either strengthening or weakening the communication process. Littlejohn & Foss (2008) say “...systems monitor, regulate, and control their outputs in order to remain stable and achieve their goals” (p. 40). The process of communication is cannot be disassociated from the system that is existent in the organization. How a message moves from the sender to the receiver through which channel is directly influenced by the system in that organization.

According to the research findings, there seems to be a disconnect with what the CITAM leadership believes is its strength in communication and what the staff reported as a weakness. While 24% of the staff said there should be internet access for all staff members, the leadership held that the communication system in CITAM is strong due to its good infrastructure.

However, to reinforce the internal communication within CITAM, 24% of the respondents said that there should be more transparency between the staff and supervisor. Another weakness in the internal communication process emerged where the element of feedback was not as strong. The leadership interviewed reported that once communication is initiated, it has to be followed up so that the recipient can act on that communication. On the other hand, 38% of the staff said that they are sometimes asked for feedback compared to 21% who said they are always asked for feedback. Montana & Charnov (2008), highlight the sender following through the communication process and listening to employees as two main ways of improving organizational communication, among others. Therefore, both the sender and receiver in the communication process must make a concerted effort to ensure that the communication process is effective.

The third objective of this study was to determine how CITAM staff perceive the internal communication process. Perception is a facet of culture. Organizational culture is all
about values, beliefs, understanding and schools of thought all shared by people in the same organization (Daft, 2001). Therefore, perception and more so, organizational culture, has a direct influence on internal communication. A member of the senior management team pointed out perception as being a hindrance to a successful internal communication process where he said that staff do not expedite communication from his end as fast as he would want because they do not understand the functions of his office. On the other hand, 40% of the respondents perceived that communication from their supervisor was effective as it was reliable, elaborate and precise. CITAM staff believe that communication between them and their supervisor and between them and their peers is very important as shown by 79.4% of the respondents who reported they communicate with their supervisors on a daily basis; 69.1% receive daily communication from their supervisor and 80.9% communicate with their peers on a daily basis.

The fourth objective was to assess the effectiveness of the internal communication process. According to the findings, the communication process in CITAM shows that very often, a supervisor will ask for feedback before making a decision and staff and supervisor will share relevant information and feedback where necessary. Even where communication has not yielded expected results, the CITAM leadership says they have made a conscious effort to follow up in order to make it effective and improve on communication elements such a feedback.

Finally, the fifth objective was to find out the channels of communication both staff and management use to share information. From the research findings, it is very clear that the most frequently used channel of communication shared both by staff and management is emails followed by phone calls then one-on-one meetings then hallway discussions.

Structuration theory helps us understand the structures that exist within CITAM. As shown in Figure 2.2 CITAM’s organizational structure is divided into various departments which are
its structures. CITAM has chosen to use emails as the main communication channel. The senior management asserts this as an effective way of reaching everybody within its structure. With an email, a subordinate can communicate with the senior employee in the organization and vice versa.

Conclusions

The purpose of the study was to assess the internal communication process at Christ is the Answer Ministries (CITAM). CITAM is a large organization with different Church assemblies and business units and has made a conscious effort to ensure communication takes place and is effective. In terms of education levels, CITAM has 62% of its employees with a college education and above whilst half of the employees are between 25-34 years. The success of the internal communication process in CITAM could be attributed to this employee profile. This is a demographic has low resistance to change and is malleable to novelty; hence why emails seem to be embraced by a large majority as a means of communication in the organization.

Although half of the staff are not sure whether there is a prescribed way of communicating, that does not deter them from sharing information, which shows that staff will communicate whether or not there is a formal way of communicating. Therefore staff have a positive perception of communicating within CITAM. However, to enhance efficiency in the organization, a communication policy should be implemented.

The communication component of feedback is not at par between the staff and the supervisor. Given that 69.1% of the respondents said that they receive communication from their supervisors daily compared to 79.4% who said the send communication to their supervisor on a daily basis.
Recommendations

Recommendations to the CITAM Management.

Information regarding CITAM staff should be shared as regularly as possible. Sharing relevant information with staff on a regular basis makes the employees feel more part of the organization. One of the recommendations by 15% of the staff on improving the internal communication is by increasing social gatherings where staff can meet and get to know each other. Gillis (2011) explains that effective communication in an organization should go beyond a monthly communiqué from the managing director or chief executive to having “…staff meetings, video blogs, all-employee gatherings...informal meetings...” (p. 199) arguing that these methods will help the senior leadership get to know their employees much deeper hence strengthening the internal communication. Informal sessions in an organization tend to ‘break the ice’ and allow people feel free to communicate.

This study revealed that there is a high staff turnover with 44% of the current staff having worked at CITAM for three years or below. A strong internal communication process that allows for feedback should be able to capture this and investigate why there is such a high staff turnover.

The effort by the CITAM leadership to use modern technology to enhance communication is a welcome move by 24% of staff who said that there should be internet access for all employees. This will increase the efficacy of communication in CITAM.

There should be a prescribed way of sharing information in CITAM as this will help in sifting formal from informal communication. Once each staff member is aware of the formal method of communication, it will strengthen the internal communication process by increasing elements such as feedback. There is therefore need to develop a communication policy at CITAM.
The study showed that upward communication was more frequent than downward communication. This means that staff communicate more to their supervisors than their supervisors communicate to the staff. Therefore, supervisors need to be encouraged to improve communication to staff.

**Recommendations for Further Study.**

This study focussed on the CITAM organization as a whole which includes all employees located in the eight CITAM assemblies and six business units. This is a diverse employee workforce given the different structures they fall in for example, schools, churches, radio station and others, all with different ways of communicating. This research recommends a separate study on internal communication either within the CITAM assemblies only or just the business units. The main reason for this recommendation is that the operations of the assemblies are different from those of the business units and the internal communication process may therefore be different.

This study further recommends a study specifically analysing the messages that the sender and receiver exchange in CITAM and their effects in enhancing communication within the organization.

CITAM has external publics that it communicates with as well. It would be good for a further study to be carried out on how CITAM communicates with its external publics in an effort to draw a parallel with communication with its internal publics.

Due to the enormous subject of verbal communication, this study did not handle non-verbal communication. Therefore this study recommends further studies into non-verbal communication in CITAM.

Lastly, this thesis recommends a study on how to strengthen communication from supervisor to staff and communication from staff to supervisor. The frequency of
communication from supervisor to staff should be at par with that of staff to supervisor as this will strengthen other communication components such as feedback.
REFERENCES


Internet Sources


## APPENDIX 1: SAMPLING FRAME

### CITAM Staff List

<table>
<thead>
<tr>
<th>No.</th>
<th>Location</th>
<th>No. of Staff</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Catering Unit</td>
<td>16</td>
<td>Unit</td>
</tr>
<tr>
<td>2</td>
<td>Head Office</td>
<td>38</td>
<td>Unit</td>
</tr>
<tr>
<td>3</td>
<td>Hope FM</td>
<td>21</td>
<td>Unit/Radio Station</td>
</tr>
<tr>
<td>4</td>
<td>Kisumu Pentecostal Church</td>
<td>10</td>
<td>Church</td>
</tr>
<tr>
<td>5</td>
<td>Kisumu Pentecostal Church, Academy</td>
<td>15</td>
<td>Unit/School</td>
</tr>
<tr>
<td>6</td>
<td>NPC, Buru Buru</td>
<td>11</td>
<td>Church</td>
</tr>
<tr>
<td>7</td>
<td>NPC, Karen,</td>
<td>17</td>
<td>Church</td>
</tr>
<tr>
<td>8</td>
<td>NPC, Ngong</td>
<td>12</td>
<td>Church</td>
</tr>
<tr>
<td>9</td>
<td>NPC, Parklands</td>
<td>8</td>
<td>Church</td>
</tr>
<tr>
<td>10</td>
<td>NPC, Thika Road</td>
<td>8</td>
<td>Church</td>
</tr>
<tr>
<td>11</td>
<td>NPC, Valley Road</td>
<td>22</td>
<td>Church</td>
</tr>
<tr>
<td>12</td>
<td>NPC, Woodley</td>
<td>10</td>
<td>Church</td>
</tr>
<tr>
<td>13</td>
<td>NPC, Buru Buru, Primary &amp; Secondary</td>
<td>49</td>
<td>Unit/School</td>
</tr>
<tr>
<td>14</td>
<td>NPC, Woodley, Nursery &amp; Primary</td>
<td>58</td>
<td>Unit/School</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Church &amp;</td>
</tr>
<tr>
<td>15</td>
<td>NPC, Kiserian</td>
<td>24</td>
<td>Unit/Children's Centre</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>319</td>
<td></td>
</tr>
</tbody>
</table>

*CITAM Staff List as at March 2011*
APPENDIX 2: INTERVIEW GUIDE

Dear respondent,

I am a Master of Communication student at Daystar University carrying out a research on internal communication process. I have chosen CITAM as my case study because I assume that the findings of this study will greatly benefit the organization. You are at liberty to stop the interview at any time. The findings of this interview will be treated confidentially and shall be used only for the purpose of this research. Thank you for taking your time for this interview.

1. How long have you worked for CITAM?
2. What does your job entail?
3. What level is your position in the CITAM organizational chart?
4. How many people report to you?
5. Whom do you report to?
6. What channels do you use to share information? Are they effective? Please explain
7. What kind of information do you share with your subordinates?
8. How do you communicate with peers in the same level as you? Is the communication effective? Please explain
9. How do you communicate with your supervisor and is it effective?
10. Was there a time you communicated either with your supervisor or your peers or those who report to you and it yielded the desired results? Yes/No. Briefly explain
11. Identify bottlenecks or obstacles that hinder effective communication in CITAM.
12. What in your opinion are the strengths and or weaknesses of the communication flow in CITAM?
13. What in your view are the most effective methods of communication? Explain your response.
14. Is there a guiding communication plan or policy within CITAM?
15. If you were to change one thing about communication in CITAM, what would it be?
Dear respondent,

I am a Master of Communication student at Daystar University carrying out a research on internal communication process. I have chosen CITAM as my case study because I assume that the findings of this study will greatly benefit the organization. You are at liberty to stop the interview at any time. The findings of this interview will be treated confidentially and shall be used only for the purpose of this research. Please note that the instructions have been italicized. Thank you for taking your time for this interview.

1. What CITAM assembly or business unit do you represent? Please tick one
   - [ ] Hope FM
   - [ ] NPC Academy Schools. Please specify ............... 
   - [ ] CITAM Catering Unit
   - [ ] CITAM Church Assembly. Please specify ............... 
   - [ ] CITAM Children’s Centre

2. How long have you worked for CITAM? Please tick where appropriate
   - [ ] 0-3 years
   - [ ] 4-7 years
   - [ ] 8-11 years
   - [ ] 11 years & above

3. What job level are you?
   - [ ] Top Management
   - [ ] Junior management
   - [ ] Middle level management
   - [ ] Regular staff
   - [ ] Intern

Communication to your supervisor

4. How often do you typically communicate to your supervisor? Please tick one
   - [ ] Daily
   - [ ] Once a week
   - [ ] Once every two weeks
   - [ ] Once every two weeks
   - [ ] Once a month
   - [ ] Once in a year
   - [ ] Yearly
   - [ ] Never

5. What kind of communication is used to your supervisor? Please tick where appropriate
If other please describe ................................................................................

6. Do you think this communication is effective? Yes or No. Briefly explain
................................................................................................................................................
........................................................................................................................

Communication from your supervisor

7. How often do you typically receive communication from your supervisor? Please tick one

- Daily
- Once a week
- Once every two weeks
- Once a month
- Once in a year
- Yearly
- Never

8. What kind of communication is used from your supervisor? Please tick where appropriate

- Memo
- Emails
- Phonecalls
- Hallway Discussions
- Skype
- Letters
- Texts
- Other

If other please describe ................................................................................

9. Do you think this communication is effective? Yes or No. Briefly explain
................................................................................................................................................
........................................................................................................................

Communication with peers

10. How often do you typically communicate with your peers? Please tick one

- Daily
- Once a week
- Once every two weeks
- Once in a year
- Yearly
- Never
11. What kind of communication is used with your peers? *Please tick where appropriate*

- [ ] Memo
- [ ] Skype
- [ ] Emails
- [ ] Letters
- [ ] Phonecalls
- [ ] Texts
- [ ] Hallway Discussions
- [ ] Other

If other please describe ..........................................................................................................................

12. Do you think this communication is effective? *Yes or No. Briefly explain*

................................................................................................................................................
................................................................................................................................................

13. Is there a required way in which CITAM staff should pass information or communicate? *Please tick one*

- [ ] Yes
- [ ] No
- [ ] Maybe
- [ ] I don’t know

14. As an employee, is there an instance where communication either with your supervisor or member of staff led to a **positive** result? *Yes/No. Briefly describe the scenario*

................................................................................................................................................
................................................................................................................................................

15. As an employee, is there an instance where communication either with your supervisor or member of staff, led to a **negative** result? *Yes/No. Briefly explain the situation*

................................................................................................................................................
................................................................................................................................................

16. In the following table, kindly answer as accurately as possible and tick where appropriate
<table>
<thead>
<tr>
<th></th>
<th>Very often</th>
<th>Fairly often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) I receive information concerning CITAM staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) I ask for feedback from those who report to me, before</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>taking a decision</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) I am asked for feedback before a decision is taken</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d) I share relevant information with staff who report to me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(e) My supervisor shares relevant information with me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(f) I receive feedback from those who report to me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(g) I give feedback to my supervisor when expected</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(h) I am free to share information with my supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) When information is shared in CITAM it is effective</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

17. What one thing could you do to improve communication in CITAM?

................................................................................................................................................
................................................................................................................................................

18. What is your marital status? Please tick one

Married  Single  Divorced  Separated

19. What is your level of education? Please tick one

University Graduate  College

High School Graduate  Other

If other, please describe ...........................................................................................................

20. What is your age bracket? Please tick one

Below 24 yrs  25-34 yrs  35-44 yrs  45 yrs & above

21. What gender are you? Please tick one

Female  Male