HOW INTERNAL COMMUNICATION IS PROCESSED AND MANAGED IN AN ORGANISATION: A CASE OF DIAMOND TRUST BANK NYERERE BRANCH
HOW INTERNAL COMMUNICATION IS PROCESSED AND MANAGED IN AN ORGANISATION: A CASE OF DIAMOND TRUST BANK NYERERE BRANCH

BY
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A Dissertation submitted to Mzumbe University-Dar es Salaam Campus College in partial fulfillment of the requirements for award of the degree on the Master of Science degree of Human Resources Management (MSc. HRM) of Mzumbe University

2013
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by Mzumbe University, a dissertation entitled **How internal communication is processed and managed. A case study of Diamond Trust Bank Nyerere Branch**”, in partial fulfillment of the requirements for award of the degree of Master Masters of Science In Human Resources Management (MSC.HRM).

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Major Supervisor

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I surely cannot claim that the end of this study was the product of my individual hard work. Am indebted to many persons and institution for their assistance on how to conduct this study. Earliest and for eternity, I give glory to God through whom all things are possible. Secondly I extend my sincere gratitude to my parents who sponsored me by providing funds that made it possible to complete my studies.

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DEDICATION

This research paper is dedicated to my lovely husband Lucas Yohana, my parents Mr and Mrs Masilamba and my late uncle Mr R.M. Kianda may his soul rest in peace Amen, for their endless love and sent me to school.
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
<td>CI</td>
<td>Continuous</td>
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<tr>
<td>CSF</td>
<td>Critical Success Factor</td>
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<tr>
<td>DTB</td>
<td>Diamond Trust Bank</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<tr>
<td>HRM</td>
<td>Human Resources Management</td>
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<tr>
<td>NHS</td>
<td>National Health Service</td>
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<td>TQM</td>
<td>Total Quality Management</td>
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<td>UK</td>
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ABSTRACT

In today’s organization environment, communication is considered as a crucial factor behind success. Communication process can facilitate and improve the competitive advantage of the organization. The study will be focusing on how internal communication is processed and managed at DTB.

This research was conducted at DTB in Dar es Salaam particularly Nyerere branch. DTB face a lot of problems in internal communication processes which at the end of the day hinder effectiveness and efficient delivery of services. The other reason of choosing DTB as a private entity in undertaking this study is the fact that as a private entity it is one of the sectors in Tanzania which involves interaction of employees within and with other organizations.

The main objective of the study was to assess how internal communication is processed and managed at DTB.

The researcher targeted all employees at Nyerere branch. For the study to be more scientific secondary and primary data collection methods was used in this study. The researcher used interview to obtain the required information. The researcher eventually analyzed the findings which was obtained from the collected data.
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CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Effective internal communication is crucial for successful organizations as it affects
the ability of strategic managers to engage employees and achieve objectives. In the
information age an organization’s assets include the knowledge and interrelationships of its people.

Its business is to take the input of information, using the creative and intellectual
assets of its people to process it in order to produce value. Internal communication is
the core process by which business can create this business value (Quirke, 2000,
p.21). Argenti (1996, p. 94) refers to a few number of definitions of internal
communication and notes that literature reviewers “turn up the same few articles
over and over again.” Since, there are few definitions it is not surprising that over the
past decade or so, a number of writers have cited the same passage from Frank and
Brownell (1989) as a definition of internal communication (Van Riel, 1995, p. 13;

These authors cite as a definition of internal or employee communication which
reads: “the communications transactions between individuals and/or groups at
various levels and in different areas of specialization that are intended to design and
redesign Organizations, to implement designs, and to co-ordinate day-to-day
activities” (Frank And Brownell, 1989, pp. 5-6). Van Riel refers to this definition to
describe internal.

Communication as an element of organizational communication, within his model of
Overall integrated corporate communication. Likewise, Dolphin (2005, p. 172) refers
to the definition and explores internal communication in the context of the corporate
communication function. Smidts et al. (2001, p. 1053) interpret it as employee
communication and apply it to their consideration of employee communication with
supervisors and colleagues.
Many companies work hard to project the right face to the world but forget to engage their own employees in the task of decision making. Yet they can be some of their most powerful allies – how their people understand the organization and its goals has a huge impact both internally and externally. How well does Company communicate? Does the team understand the bigger picture? Do they feel part of the same game-plan? What are they saying in the public? This becomes doubly important at a time of change.

Here there is a need to engage and energize employees and make them feel part of the change, rather than its casualties. Companies that don’t address the need for good change management can often find their biggest obstacle is their own poor internal communication. The study was focus on how internal communication is processed and managed at DTB.

1.1 Diamond Trust Bank Historical Background

DTB is an affiliate of the Aga Khan Fund for Economic Development (AKFED), the economic development arm of the Aga Khan Development Network, and has operated in the East African market for over 60 years. In 1995, banking operations in Uganda were revived by injecting capital in the operation. DTK and AKFED increased their shareholding to 27% and 33% respectively. In Tanzania, similar injection of capital was made with DTK and AKFED taking up 33% and 31% shareholding respectively. More recently, in June 2007 and October 2008, Diamond Trust Bank Tanzania undertook a US$4.2 million.

In 2008, the bank broadened its banking services by introducing retail banking to optimize on the opportunities in the retail banking market; Retail banking products were rolled out under a phased programme in Tanzania. DTB Tanzania comprises of the following department, management and administration, marketing, human resources department, finance and accounts. The mission of the bank is to make customers prosper; staffs excel and create value for stakeholders. Its vision is enabling people to advance with confidence and success. The bank has developed
strong business relationships with both local and international customers such as in services provided in money transfer through western union.

1.2 Statement of the Problem

Effective communication is the most important component for the survival of today’s business environment where technologies, markets and customer demands are changing. The manner in which individual perceive and talk to each other at work about different issues is a major determinant of organizational progress and success. Poor internal communication is a major concern for organizations since it results in workplace inefficiency (Profile, 2006, p. 4), which eventually brings a huge struggle to organizations in the current dynamic business environment which bringing so many changes both internally and externally.

There are explanations on the other side of the coin that, employers’ failure to provide communication training to employees de-motivates them and has significant negative impact not only to the employees’ performances but also to the performance of the organizations (Georges, ibid). The DTB is among private organizations in Tanzania is not working under isolation. To ensure efficiency and effective provision of services it is supposed to provide communication skills to workers. This also justifies the need of this study of the assessment on how internal communication is processed and managed at DTB.

1.3 Research Objectives

The research objectives are categorized into the main objective and specific objectives as discussed below.

1.3.1 Main objective

To assess on how internal communication is processed and managed at DTB.
1.3.2 Specific Objectives

i. To identify the means of internal communication processes that are used by DTB

ii. To examine the factors which facilitates and hinder the internal communication to be processed?

iii. To explore on how the DTB management handle internal communication

1.4 Research Questions

i. Which means of internal communication process is used by DTB?

ii. What are the factors which hinder the internal communication to be processed?

iii. How does DTB management handle internal communicate?

1.5 Significance of the study

This study will have a crucial significance to the researcher, the organization and the university as explained below.

To the Researcher
This will be partial fulfillment for the award of Masters of Science in Human Resources Management of Mzumbe University as well as an exposure to a unique experience in problem solving by identifying the problem, researching it and finally proposing solutions for it.

To the Organization
This will help DTB and other private sectors to improve their internal communication processes in the organization.

To the University
This will add more knowledge to other scholars interested in the similar field of researching and thus facilitate the University Library with more documentation.
1.6. Scope of the study

This study was carried out at DTB in Dar es Salaam. The researcher conducted the interview and observed from workers. The responses and findings which were obtained reported and analyzed.

1.7 Limitation of the study

In conducting research, the researcher faced the followings;

- Lack of funds; conducting research is expensive, hence lack of fund is one of the limitations of the research process.
- Insufficiency of accurate information; in many organizations today there are other information which are confidential that cannot be given to the person who is not responsible at that particular organization therefore the researcher might not get the appropriate information which would be useful for the research.

1.8 Delimitation

Lack of Funds: the delimitation of this limitation was by way of researcher trying to minimize any expenses that may deem unnecessary and as well the researcher tried to find support from other sources.

Insufficiency of accurate information: the researcher made most use of the interviews and questionnaire to get as much information as possible to compensate for information that might not be disclosed via secondary data collection, i.e through organization’s documents.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
This chapter had a discussion of the literature reviews both theoretical and empirical reviews. Whereby the theoretical reviews included the underlying theories as per different Authors and Empirical reviews included the researches done by others in the same field and the outcomes of such researches done.

2.1 Definitions of the key terms
Communication means transfer of message or exchange of ideas, facts and opinion of feelings by two or more persons.

**Internal Communication** is the core process by which business can create this value (Quirke, 2000, p. 21).

**Effective Communication** is to share meaning and understanding between the person sending the message and the person receiving the message.

**Change management** is the process during which the changes of a system are implemented in a controlled manner by following a pre-defined framework/model with.

2.2 Theoretical Literature Review
Given the need for definition and discussion of Internal communication, Argenti 1996, p. 94) refers to a paucity of definitions of internal communication and notes that literature reviewers “turn up the same few articles over and over again.” Since, there are few definitions it is not surprising that over the past decade or so, a number of writers have cited the same passage from Frank and Brownell (1989) as a definition of internal communication (Van Riel, 1995, p. 13; Smidts et al., 2001, p. 1052; Dolphin, 2005, p. 172). The passage these authors cite as a definition of internal or employee communication reads:
The communications transactions between individuals and/or groups at various levels and in different areas of specialization that are intended to design and redesign organizations, to implement designs, and to co-ordinate day-to-day activities” (Frank and Brownell, 1989, pp. 5-6). Van Riel refers to this definition to describe internal communication as an element of organizational communication.

Likewise, Dolphin (2005, p. 172) refers to the definition and explores internal communication in the context of the corporate communication function. Smidts et al. (2001, p. 1053) interpret it as employee communication and apply it to their consideration of employee communication with supervisors and colleagues. However, the Frank and Brownell (1989) definition used by these three sources actually refers to organizational communication as a field of study and practice, not Internal communication or employee communication as a part of integrated corporate communication.

However, as noted above, their definition continues to be used as a definition of “internal communication”. An unhelpful “continuous loop” seems to have occurred here with writers starved of alternatives referring to a dated and transactional definition of organizational communication to define internal communication. Thus, a number of theoretical questions arise.

Frank and Brownell’s (1989) definition of organizational communication appropriate for internal communication today? Are internal communication and organizational communication simply the same thing? If they are different, how might “internal communication” be defined, where might it be positioned, who might be involved and what might be its purpose? To address these questions, it is necessary to:

- Map understanding of the fields of organizational communication and corporate communication to position internal communication within a field of study;
- Critically review definitions to consider the nature, scope, focus and goals of internal communication; and identify internal communication stakeholders.
• A better understanding of these issues is vital if theorists hope to assist practitioners to improve internal communication and contribute to improved employee engagement and workplace efficiency.

2.2.1 Importance of internal communication to organizational effectiveness.

Good employee relations involve providing fair and consistent treatment to all employees so that they will be committed to the organization. Companies with good employee relations are likely to have a human resource strategy that places high value on employees as organizational stakeholders. In addition, companies with strong employee relations benefit because their workforce is highly motivated to expend its best efforts (Gomez-Mejia et al., 2001). In exchange, employees expect to be treated fairly and to be recognized for their achievements.

In turn, employee relations involve another human resource management challenge. Human resource specialists play a crucial role in employee relations (Gomez-Mejia et al., 2001). For example, if they develop communications and procedures that apply appropriate information tools in a timely manner, employees can access more abundant, higher quality information and can communicate more effectively with management (Gomez-Mejia et al., 2001), resulting in being more effective in their work.

Managers and human resource specialists must work in partnership to ensure that the communication policies and procedures bolster employee relations, since to develop and sustain such relations, employers must keep employees informed of company policies and strategies (Gomez-Mejia et al., 2001).

Additionally, to foster good employee relations, managers must listen to and understand what employees are saying and experiencing and provide employees with the freedom to express grievances about management decisions. Such employer-employee behavior is part of the corporate culture, which can have an impact on employee expectations and in turn productivity (Ivancevich, 2001, p. 47). Corporate culture provides a benchmark of the standards of performance among employees.
For example, it can provide clear guidelines on attendance, punctuality, concern about quality, and Customer service. Understanding employee attitudes helps corporate culture take root. Those are sensitive to employee attitudes and customs are bound to be more successful.

Additionally, the management style of line managers directly affects employee relations, since line managers are crucial links to the human resource function and the ones who must orchestrate the distinctive skills, experiences, personalities, and motives of individuals. Managers also, must facilitate the interactions that occur within work groups. In their role, managers provide direction, encouragement, and authority to evoke desired behaviors (Eichinger and Ulrich, 1995). In addition, managers reinforce desirable behavior so that it is sustained and enhanced. The manager is an important source of knowledge about the tasks, the organization, and the human resource management policies, programs, and goals (Ivancevich, 2001, p. 50). The management style will influence which HRM programs are communicated and implemented.

Likewise, empowerment is another important part of employee relations. In essence, the process of empowerment entails providing workers with the skills and authority to make decisions that would traditionally be made by managers (Ivancevich, 2001). The goal of empowerment is an organization consisting of enthusiastic, committed people who perform their work because they believe in it and enjoy doing it (Gomez-Mejia et al., 2001). This situation is in stark contrast to an organization that gets people to work as an act of compliance to avoid punishment, for instance being laid-off or qualifying for a pay check (Gomez-Mejia et al., 2001).

Empowerment can encourage employees to be creative and to take risks, which are key components that can give a firm a competitive edge in a fast-changing environment (Hymowitz, 2000). In summary, it is of vital importance that human resource managers today understand that empowerment is really a necessary tool to increase employee satisfaction, which will transfer into greater productivity and organizational effectiveness.
Another topic directly related to employee relations is industrial relations. A union can significantly alter a company’s human resource management policies because of its bargaining power, which is supported by labor law (Gomez-Mejia et al., 2001). Human resource managers must first possess enough knowledge of basic labor law in order to avoid creating a legal liability for the company, second to implement the terms of labor agreements fairly and impartially, and last to hear and resolve employee grievances (Gomez-Mejia et al., 2001).

A feature of the industrial relations literature over the last few years has been the realization that workplace industrial relations have undergone extensive changes (Gomez-Mejia et al., 2001). The last decades have been full with large-scale movement in the social, political, legal and economic climate of many European countries, resulting to changes in the nature of the relationship between governments, businesses and trade unions.

Furthermore, a more individually based workplace emerged, placing emphasis on dealing with individual employees rather than formal groups (Gomez-Mejia et al., 2001). According to Gunnigle et al. (1994), trade union membership within European Union Member states has reduced over the last decades. Nevertheless, in most European Union member states, and despite large membership differences, seven out of every ten employers, across most sectors, recognize trade unions. Furthermore, in most European Union member states, the majority of organizations have seen no change in union influence over the last three years.

While industrial relations policy determination remains a relatively centralized activity, shared responsibility, between human resource and line management, emerges as the most commonly adopted approach to decision making on industrial relations policy issues.

Overall, these trans-European results support the argument advanced Storey (1992) that traditional industrial relations and the new human resource management
practices can exist side-by-side. Certainly, the context of industrial relations in Europe is changing, but a strong sense of continuity remains.

National influence explains many of the variants of industrial relations in Europe. Unions may be under some pressure, but they are not in terminal decline and continue to play a significant role in industrial relations across Europe. However, it seems likely that with the growing globalization of markets, goods/services and production will continue to move freely across international borders. Where vast differences in wages, benefits, and other costs of doing business exist, the tendency will be to move to areas that are less costly, unless skills are unavailable or productivity is significantly lower there.

Therefore, unless labor unions can increase their productivity sufficiently or organize new production facilities, union influence is likely to decline (Noe et al., 2000). In turn, to be a successful organization in today’s emerging competitive environment, human resource specialists have to account for these changes in industrial relations and act accordingly.

2.2.2 Positioning internal communication

The organizational communication field of study looks at communication and organizational behavior and is described in various ways. It is concerned with the symbolic use of language, how organizations function, and what their goals are (Mumby and Stohl, 1996, pp. 53-4). The discipline of organizational communication focuses on the context of organizations and their communication processes (Miller, 1999, p. 1).

It can be seen as both “a way to describe and explain organizations” and an approach to “communication as a phenomenon” in organizations (Deetz, 2001, p. 5). Organizational communication scholars argue that all communication is part of an integrated whole. On the one hand, Cheney and Christensen (2001, p. 231) argue that internal and external communication no longer exist as separate fields since they have been superseded by the notion of fuzzy organizational boundaries.
On the other hand, they use the term “external organizational communication” for clarity and then go on to define it as “public relations, marketing and issues management”. They define internal communication as “employee relations, statements of mission and organizational development” (Cheney and Christensen, 2001, p. 231). These authors give a strong caution against the use of the internal/external communication labels without the benefit of reflection on the linkages between them and the resultant fuzzy organizational boundaries.

This is useful as it reminds managers and theorists that internal communication becomes external as soon as the e-mail is forwarded to the media or the newsletter is taken home. Likewise, the CEO’s performance on local TV may be viewed by external and internal stakeholders. Furthermore, individuals may have dual stakeholder roles of, for example, internal employee and external shareholder and/or customer. So, the field of organizational communication is concerned with communication as a phenomenon. Additionally, in the years since 1989, understanding of the field of organizational communication has shifted to one of integrated external and internal communication with blurred boundaries between the two (Cheney and Christensen, 2001, p. 231).

While there is recognition that internal communication has an identity, it is seen as being integrated with external communication. Given this, Frank and Brownell’s (1989) definition of organizational communication (as a whole) cannot be appropriate for internal communication (as part of the whole).

Therefore, the unhelpful continuous loop identified earlier needs to be addressed. Corporate communication theorists also classify communication elements, including internal communication, while simultaneously recognizing that these form part of an integrated whole (Van Riel, 1995, p. 13; Argenti, 1996, p. 94; and see Varey, 2002, pp. 129-33 for an account of the development of the corporate communication school of thought). However, there are differences in views of the concept within this school of thought.
Argenti (1996, p. 77) sees corporate communication as a development of strategic corporate public relations concerned with: “image and identity, corporate advertising, media relations, financial communications, employee relations, community relations and corporate philanthropy, government relations and crisis communications.” This differs from Van Riel’s (1995, p. 26) since he defines the field of corporate communication as; An instrument of management by means of which all consciously used forms of Internal and external communication are harmonized as effectively and efficiently as possible, so as to create a favorable basis for relationships with groups upon which the company is dependant.

Van Riel’s (1995, p. 13) approach describes the common starting points for communications activity as strategy, image and identity and identifies three types of corporate communication: management, organizational and marketing. In this view, management communication relates to communication concerning access to resources, including human resources. Marketing communication is described as advertising, direct mail, personal selling and sponsorship. Significantly, van Reil does not include public relations in “marketing communications” as marketing scholars are apt to do (Fill, 1999).

Internal communication is seen as one of seven facets of organizational communication along with public relations, public affairs, environmental communication, investor relations, labour market communications (recruitment) and corporate advertising. These facets could arguably be better termed strategic public relations with the “public relations” facet changed to media relations, to distinguish it from the organizational communication school’s perspective outlined above.

This review of the fields of study results in a perspective on organizational communication as concerned with communication in the abstract as a communication phenomenon, while corporate communication is seen as being concerned with communication as an instrument of management. This paper is aligned with the latter perspective as it is motivated (Lewin, 1945, p. 129) by a concern to contribute theory which may be of practical use. So, this paper sees
internal communication positioned within the strategic public relations (adapted from Van Riel) element of corporate communication. Both authors position internal communication as an element of strategic public relations. The problem with this view is that internal communication occurs in management and marketing communication areas of the model as well as the strategic public relations area.

2.2.3 A stakeholder approach to internal communication

If internal communication is the strategic management of interactions and relationships between stakeholders at all levels within organizations, these stakeholders need to be identified. This may seem an obvious step and it has been suggested in the past (Bernstein, 1984, p. 97) but L’Etang (2005, p. 522) criticizes the continuing tendency for internal communication writers to treat employees as a single entity. L’Etang uses the term public, but stakeholder is preferred here as it reflects Freeman’s (1984) stakeholder approach (see Grunig and Repper, 1992, p. 125; Cozier and Witmer, 2001, p. 617 for discussion of the terms stakeholders and publics). Freeman’s (1984, p. 25) stakeholder approach defines stakeholders as: “any group or individual who can affect or is affected by the achievement of the firm’s objectives.”

Freeman (1984, p. 216) struggled with the use of the term internal stakeholder. He initially rejected its use because he felt it was opposed to his externally focused Stakeholder approach to strategic management. The stakeholder approach calls for organizations to become more responsive to forces in their external environment by engaging in situational analysis and widening their understanding of their external stakeholders. Freeman (1984, pp. 216-19) notes that he eventually accepted the legitimacy of the term internal stakeholder after research with managers demonstrated that they identified with the concept of internal stakeholder groups. In a cautionary note, Freeman (1984, p. 218) emphasizes the need for organizations to keep an external focus: “internal stakeholders must be seen as the conduit through which managers reach other external stakeholders.”
Freeman’s research identified a range of internal stakeholders including line management (boss and boss’s boss), team members, and other internal groups (related departments, subsidiary managers). In later work, Freeman (1999, p. 233) calls for more theory on: “different but useful ways to understand organizations in stakeholder terms” and endorses Jones’s (1995, p. 408) work on instrumental stakeholder theory which identifies employee stakeholder groups and subgroups. The stakeholder approach emphasizes ethical management behaviors’ (Jones, 1995, p. 420; Freeman, 1999, p. 234). Moreover, ethical business practices such as the Potter Box approach (McElreath, 1996; Parsons, 2004) emphasize the need to identify and priorities stakeholders.

Differentiating internal stakeholder groups could be approached from a number of directions such as segmentation by demographics or by occupational classification systems (e.g. the UK Standard Occupation Classification system available at: www.statistics.gov.uk). Organizations in different sectors will have different employee groupings depending on their particular purpose. For example, in UK higher education the following staff groupings are commonly identified: manual and ancillary, academic support, administrative, academic, and research.

Alternatively, structural levels could be used to identify broad organization stakeholder groups echoing the levels derived from Cheney and Christensen’s (2001) work mentioned earlier. The levels are: strategic management, day-to-day management, and team and project management. Stakeholder theory encourages managers to consider different groups with different stakes in an organization. Applying this to internal communication results in the identification of participants representing different stakeholder groups at different levels in organizations:

- All employees;
- Strategic management: the dominant coalition, top management or strategic managers (CEOs, senior management teams);
• Day-to-day management: supervisors, middle managers or line-managers (directors, heads of departments, team leaders, division leaders, the CEO as line manager);
• Work teams (departments, divisions); and
• Project teams (internal communication review group, company-wide e-mail implementation group). Taken together, stakeholder group, organizational level and participants suggest a series of interrelated dimensions of internal communication.

This leads to a refinement of the initial definition proposed earlier with a view of internal communication as the strategic management of interactions and relationships between stakeholders within organizations across a number of interrelated dimensions including, internal line manager communication, internal team peer communication, internal project peer communication and internal corporate communication. These four interrelated elements of internal communication can be considered dimensions of internal communication.

Aspects of internal communication management include participation in Communication, its direction and the content of communication. The direction of internal communication flow between participants has received attention in previous literature (White and Mazur, 1995, p. 172; Stauss and Hoffmann, 2000, p. 145) with the key issue being the dominance of internal communication media classified as one-way or asymmetrical (Grunig and Hunt, 1984, p. 22), vertical or downward (Clampitt, 2000, p. 51) at the expense of media classified as excellent (Grunig et al., 2002, p. 487), two-way symmetrical (Grunig and Hunt, 1984, p. 22), lateral or horizontal (Clampitt, 2000, p. 51) or upward communication (Tourish and Hargie, 2004, p. 189). Content is understood to refer to what is communicated, the message material.

Smidts et al. (2001, p. 1052) distinguish the content of messages as an important dimension. These authors describe content of employee communication as
information about: employees’ roles, organizational issues (goals, objectives, new developments, activities and achievements) and personal contributions. The internal communication matrix includes examples of the content of internal communication associated with each dimension.

The content suggestions indicate principal content while recognizing the interconnected nature of subject matter. This view of internal communication leads to distinctions based on: who communicates, to whom, in what way, with what content, and leads to the question, for what purpose? The four dimensions of internal communication will be considered in turn. First, line management occurs at every level within organizations since senior manager’s answer to the chief executive officer as line manager.

Line management communication relates to matters concerning employee roles and the impact of their personal communication. This type of internal communication involves methods such as target-setting discussions and appraisal meetings. It relates to day-to-day management activities like access to resources, financial management and human resource management (Van Riel, 1995, pp. 8-14). Line management or superior-subordinate communication has been extensively researched by previous authors (Grunig et al., 1992, p. 541)

Second, team level internal communication may involve employees and managers in a team situation and as such can be considered as peer-to-peer or employee-to-employee communication in a group setting. Internal team peer level communication content includes team task discussions.

Third, project level internal communication may involve colleagues working on particular projects. Communication revolves around project issues and is predominately two-way. Participants include employees and managers as project members and thus involve peer or employee-to-employee communication.
The aims of this type of internal communication centre on delivering specified project or team goals and communication in networks and small groups have been extensively researched (Grunig et al., 1992, p. 540).

2.2.4 Internal Factors Affect Communication with Stakeholders

A communications team and its management advocate greatly influence stakeholder communications. Stakeholders are individuals or groups who are interested in the operations of a business because they see themselves as potentially affected by the business. Such perceptions might lead stakeholders to take actions that positively or negatively impact the operations of a business. Therefore, it's critical that a business communicate with its stakeholders to develop shared interests and shared values and to resolve any issue before it negatively impacts business operations. Key to communications between a business and its stakeholders is the presence of a senior management advocate, a communications research.

2.2.5 Senior Management Advocate

Successful stakeholder communications requires the identification of a senior manager to serves as a communications program advocate. The manager alerts company leadership to the merits of the program to best ensure it is originally funded. The manager then updates company leadership to prevent the premature curtailment of stakeholder communications efforts. The senior manager also engages leadership of other organizations and members of a community of interest to encourage activities that benefit shared interests, such as providing updates to regulators about the industry's environmental performance.

2.2.6 Communications Research Team

Effective communication with stakeholders requires that the interested parties be identified, their concerns be defined and the relationship between company operations and these stakeholders be specified. A corporate research department is critical to gathering key information in this regard such as the individuals who most frequently articulate a community's concerns, the region's key media personnel and the government and corporate decision makers in the community. The research
department also identifies stakeholders' concerns such as the environmental impact of a specific project or the regulations that influence plant operations.

2.2.7 Communications Project Team

A foundation of successful stakeholder communications is a team consisting of employees representing different business functions who, as a result, frequently engage with different stakeholders. Essential responsibilities of the team include the development and implementation of a communications plan which includes communication objectives, the selected forms of communication, a detailed work schedule and tasks such as the identification of stakeholders and the exchange of information with stakeholders.

2.2.8 Communications Project Team Lead

A team lead serves as a point of contact for stakeholders for a particular communications project. A team lead who understands the company's relationship with the community and who has established relationships with key stakeholders influences the degree to which the company is able to build relationships with stakeholders. The team lead's decisions regarding factors including team member selection, the communications budget and project reports relayed to upper management also affect the degree to which the communications project objectives are met.

2.2.9 Communications Staff

The reliance on a corporate communications staff to develop a communication strategy and support the formulation of a communication plan designed specifically to engage particular stakeholders enhances the probability that appropriate messages will be conveyed to intended recipients. Communications professionals also have the skills necessary to pretest messages for clarity, and evaluate the feedback received. This testing best ensures that key themes are conveyed consistently across time and from one group of stakeholders to another.
2.3 Internal Stakeholders

Staff members are both a part of the stakeholder community and effective emissaries for a business. Stakeholder relationships are influenced by the participation of well-informed staff members in planned stakeholder communications activities as well as informal conversations that occur in social settings.

2.4 An Analysis of Internal Communication Factors Influencing the Implementation of Business Process Reengineering (BPR) in the Bank

2.4.1 Internal Communication

The literature review indicates that the successful implementation of BPR depends heavily on effective communication within the business from the very earliest stages. Many aspects of communication are important for successful implementation. The dissemination of information from the management to the employees is a preliminary factor and the principal purpose here is to measure the extent of the understanding of the aims and objectives of the BPR mechanism by the employees. This should have been explicitly communicated by the management. The level of efficacy perceived by employees in the three participating organizations will be scrutinized. Three aspects were examined: clarity, usefulness and level of „appropriateness”.

These were collected and grouped to obtain a single scale of efficacy in the bank. An insight was provided into the clarity of the information that had been communicated by the management. It also threw light on employees” expectations of the information passed on to them, and of how they perceived and received it. It is essential that the employees and supervisors are kept informed with updated information. The researcher also examined the channels and methods frequently used in the organization and their effectiveness.

Four measures, each dealing with a different aspect of internal communication, were developed. These dealt with: the amount of internal communication with respect to the BPR initiative; the perceived efficacy of this communication; the information communicated; and methods of communication used. Although these are
interconnected, the results for each one will be presented separately, and will be followed by comments about potential connections between them. All the aspects that have been investigated are potentially important and need to be measured effectively. However, the literature and previous authors did not provide precise details of how these factors affecting the successful use of BPR (particularly in service organizations) could be measured.

Service organizations were not deemed, or in some circumstances did not qualify, as favorable organizations within which BPR could operate and function effectively. Only recently have they entered BPR programmes, and therefore much less has been written about BPR in this context than about manufacturing organizations.

2.5 Amount of Communication
Most work in this area stresses the importance of „getting employees on side”, which is hardly likely to happen if they are not kept informed of what is expected of them and of the ongoing progress during the BPR initiative. Employees need to understand the communication in order to give their best support to the organization during the process of BPR. Too many well-designed change management programmes fail to achieve their full potential because the message is not properly communicated to the people whose support is needed to implement the new strategy (Blakstad and Cooper, 1995).

It should be noted here that it is not so much the actual amount of communication that occurs, but how employees perceive this amount. Before the programme started, the question asked respondents whether management had informed them about what they wanted to achieve by implementing BPR. A total of 38% of employees perceived that management did communicate what they intend to achieve from the programme. However, the results show low scores from the employees.

2.6 Perceived Efficacy of Management Communication
The employees’ view of whether the communication of BPR was effective, particularly in the early stages, was examined. To evaluate perceived effectiveness,
Questions 9, 12 and 13 in the employee’s” questionnaire were used. Question 9 reads, “To what extent did the management clearly communicate what it wished to achieve from the programme?” Question 12 reads, “Was it appropriate that management attempted to communicate and share the aims and objectives for the programme with employees?” and Question 13 asks “Did the management choose an appropriate way to communicate and share the aims with the employees?”

These three items were constructed and asked as important issues that influence the effectiveness of communication whenever any changes are initiated in an organization. As such, the questions tapped respective respondents’ perceptions of the clarity of management communication, the usefulness of management communication and the appropriateness of management communication. Scores for all these questions range from 7 (high clarity, usefulness and appropriateness) to 1 (low in clarity, usefulness and appropriateness). For each of these measures, raw scores were used to create weighted average scores for all respondents in the sample. The weighted average scores for each question were then used to compute an index of Perceived Efficacy of Management Communication. It should be noted that this index takes account of the proportion of respondents in each category who perceived that management had not communicated about the BPR initiative, as well as those who had perceived some degree of communication and had given their evaluations of this.

Employees need to understand how their work fits into the goals of both the organization and management in order to remain motivated and interested in the organization. At the same time, employees need to be kept abreast of new policies and any initiative changes implemented in the organization. The way management decisions are implemented has repercussions on employees and, subsequently, on customers. Employees’ understanding of management policy is a strong feature, in that.
2.7 Internal corporate communication

The fourth dimension of internal communication is important as it focuses on communication with all employees and thus addresses the vacuum highlighted by Forman and Argenti (2005, p. 262). Academics (Saks, 2006, p. 615) and practitioners (Kress, 2005, p. 30) emphasize the role of clear, consistent and continuous communication in building employee engagement.

This suggests that internal corporate communication managers can contribute to engaging employees throughout the organization. The internal corporate communication dimension is defined as communication between an organization’s strategic managers and its internal stakeholders, designed to promote commitment to the organization, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims.

2.8 Managers and Messages

While the concept of internal corporate communication is useful because it considers communication with all employees, it may be criticized because the direction of the messages from strategic management to all employees is predominately one-way. The influential excellence study research stream identifies dialogue or symmetrical two-way communication as important to successful internal communication (Grunig and Hunt, 1984, p. 245; Grunig et al., 1992, p. 557, 2002, p. 487; Dozier et al., 1995, p. 229).

This school of thought (Grunig et al., 2002, p. 15) defines two-way symmetrical communication as a model of public relations which: “attempts to balance the interests of the organization and its publics, is based on research, and uses communication to manage conflict with strategic publics.

Symmetrical practitioners, therefore, have mixed motives (they are loyal both to their employees and to the [other] publics of their organizations).” While the excellence study researchers see two-way symmetrical communication as ideal, and note that a
symmetrical system of internal communication is one of 17 Characteristics of excellent organizations, it would be unrealistic to suggest that internal corporate communication can be conducted principally as face-to-face dialogue. Except in very small organizations, it is a practical impossibility for senior managers to meet and discuss strategy with all employees.

One-way communication from strategic managers to all employees is both unavoidable and necessary and is represented by the four one-way arrows in Figure 3. One-way communication is appropriate in circumstances where message consistency is important and in this case, mediated means of communication are a necessary strategic choice. Mediated communication involves the use of some sort of communication media (external news release, corporate television advertisement, corporate web site, internal newsletter). Internal mediated communication can be considered symmetrical: “if its content meets the employees’ need to know rather than the management’s need to tell” (Grunig et al., 2002, p. 487).

If organizations have symmetrical line-management, team and project internal communication, and senior managers encourage upward critical communication (Tourish and Robson, 2006, p. 711) from these sources, they could have an idea of what employees want to know.

So internal corporate communication would be underpinned with two-way symmetrical communication to provide opportunities for dialogue. Research into employee preferences for channel and content of internal corporate communication is required to ensure it meets employees’ needs.

Mediated communication can involve controlled or uncontrolled media. In their seminal work, Grunig and Hunt (1984, p. 456) note that senior management can send key internal messages to all employees using controlled media. This is important for the dimension of internal corporate communication as the communication content cannot be filtered by gatekeepers in the way “uncontrolled” line-management messages can be. The content of controlled media is entirely in the control of the
organization as corporate communicators decide on the content, format and mode of delivery.

Controlled media such as internal newsletters, newspapers, video presentations and podcasts allow senior management to control message content, format and channel. By contrast, uncontrolled media messages are filtered by gatekeepers so that senior managers have less control over message content, format and channel. External examples of filtering include print and broadcast media where journalists and editors are the gatekeepers.

Internally line-management may filter or distort strategic messages with their own opinion or interpretation. Recipients of corporate media may of course, filter the information themselves, in the same way they can tune in or out of a team briefing meeting. However, senior management has access to a range of media or channels which can carry controlled content and this represents an important strategic resource.

This resource can be deployed by means of push media (Ranchhod et al., 2002, p. 10) (e.g. electronic or print newsletters) or pull media (corporate web site, podcast of the CEO’s annual address to staff). Employee preferences for types of communication media for different dimensions of internal communication require further study to ensure they meet employee needs.

Similarly, employee preferences for the amount of information they want on a variety of topics require further study to ensure internal corporate communication meets employee needs since there is a danger that internal corporate communication might be seen as contributing to information overload. Traditionally, authors have seen mediated communication sources such as written publications as the least preferred method of internal communication (Wright, 1995, p. 183) and face-to-face communication as the most preferred. However, this view has been challenged in the past in the context of management communication (Lengel and Daft, 1988, p. 225) and merits further examination in the context of internal corporate communication.
This is particularly important given the increasing proportions of new employee roles, such as the knowledge worker role, in the workforce (Quirke, 2000, p. 95; Sparrow and Cooper, 2003, p. 11).

2.9 Context of internal communication: external and internal environment

The concept of internal corporate communication takes a stakeholder theory Approach. It needs to be understood as being positioned within an environment that is shared with all the dimensions of internal communication outlined in the Internal Communication Matrix. This context represents the atmosphere, social or communication climate within the organization and the external environment.

The nature of the external environment will therefore be considered next, followed by Consideration of the internal environment and communication climate. Freeman (1984) emphasizes the need for internal stakeholders to be considered in the context of their external environment. The external environment consists of macro-environment forces (political, economic, social, technological, environment and legal) which affect all organizations in a particular sector.

Micro-environment forces (customers, suppliers, intermediaries, competitors) which are closer to the organization have a particular impact upon it (Ginter and Duncan, 1990; Johnson and Scholes, 1999; Palmer and Hartley, 2002). The internal environment involves the organization’s structure, processes, culture and subcultures, organization behavior such as management and leadership style, employee relations and internal communication (Schein, 1984; Handy, 1985; Palmer and Hartley, 2002). Organizational culture is represented by symbols, heroes, rituals, values and practices (Hofstede et al., 1990, p. 313) or a cultural web surrounding the organization’s paradigm constructed of stories, symbols, power, organization, controls, rituals and routines (Johnson and Scholes, 1999, p. 73).

Organizational culture is defined by Schein (1984, p. 262) as: . . . the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have
worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

2.10 Factors Hindering Communication Process

Shumbusho, (2002) Business Communication skills, Research information Organizational Behavior 9th et prentice-Hall: New Delhi in their literature review describe the following factors that hinders communication process:

i. Semantic Problems

It involves words and social mix especially where specialist terminology or Jargon is used by the communication process:

ii. Technical Problems

Arising from the medium through which the information is transmitted. Example when a telephone line is bad; one person finds that the number of a third part given over the line turns out to have been received incorrectly. As photocopy which is faint or blurred may cause figures to be misunderstood.

iii. Psychological Barriers

These occur in the mind of the listener/reader who may be thinking or picturing something else while the communication is communication to him/her. Worry, anger, Fear, batred, hamper adversely affect communication.

iv. Lack of Feedback

Occurs when a recipient remains silence from the sender. In this the sender will not be aware if the message is delivered and understood by the intended recipient. At this point the communication is said to be ineffective.

v. Personal Barriers

It is how the receiver feels at the time of receipt of a communication will influence how he/she interprets it. The same message received when a person is angry or distraught is often interpreted differently from when a person is happy. Extreme emotions such as jubilation or depression are most likely to hinder effective communication.

vi. Physical barriers
These are environmental factors that can reduce or present the sending and receiving of messages such as distance and noise. Koontz (1994) and Robinson (1999) identify some steps to overcome barriers to communication as follows:

i. **Completeness**, Message must be comprehensive and adequate in order to avoid misunderstanding and delays action. Every individual should be provided with the required information for proper discharge of duties and any Assumption behind the message should be clarified.

ii. **Use of symbols**, it has been repeatedly said that communication is carried through mutually understood set of symbols. It means that both encoding and deciding should be done through symbols that are familiar to the sender and the receiver.

iii. **Clarity of purpose** in the first place we must be clear about what we want to communicate and this requires careful planning. According to Harold and Heinz (1988) Management 9th Edition said sender of massage can clarify in their mind that they want to communicate. This means one of the first steps in communication is to clarify the purpose of the message and make a plan to achieve the intended end.

iv. **Timelessness**, consider the needs of the receiver of information. Wherever appropriate, communicating something that is value to them, in the short run as well as in the more distant future. At times unpopular action that affects employees in the short run may be more easily accepted if they are beneficial to them in the long run. Example shortening the work week may be more acceptable if it is made clear that this action will strengthen the competitive position of the company in the long run and avoid layoffs,
v. **Integrity**, the messages must be consistent with objectives, policies and programmes of the sender must also support his communication. Communication should not by pass the level of authority otherwise there may be confusion and conflict.

vi. **Feedback**, communication is two way process. They should be follow-up action to ensure that the message is rightly understood. Therefore all efforts should be made to ensure feedback or return flow of communication is affected accordingly. It enables the communication to know whether the receiver counteract noise and distortion. Therefore all communications should be followed up to generate feedback.

### 2.11 Vertical, Horizontal Diagonal Communication

Communication can be characterized as vertical, horizontal, or diagonal. Initially greater emphasis was directed at vertical organizational communication as compared to lateral communication. Diagonal communication is an even more recent emphasis in the organizational communication literature.

**Vertical Communication**

Vertical communication occurs between hierarchically positioned persons and can involve both downward and upward communication flows. Downward communication is more prevalent than upward communication. Larkin and Larkin (1994) suggest that downward communication is most effective if top managers communicate directly with immediate supervisors and immediate supervisors communicate with their staff. A wealth of evidence shows that increasing the power of immediate supervisors increases both satisfaction and performance among employees. This was first discovered by Donald Pelz (1952) and is commonly referred to as the Pelz effect.

Pelz was attempting to find out what types of leadership styles led to employee satisfaction (informal/formal, autocratic/participative, management oriented/front
line-oriented). He found that what matters most is not the supervisor’s leadership style but whether the supervisor has power. One way to give supervisors power is to communicate directly with them and to have them provide input to decisions. Ensuring that supervisors are informed about organizational issues/changes before staff in general, and then allowing them to communicate these issues/changes to their staff, helps reinforce their position of power. When the supervisor is perceived as having power, employees have greater trust in the supervisor, greater desire for communication with the supervisor, and are more likely to believe that the information coming from the supervisor is accurate.

Jablin (1980), after reviewing almost 30 years of research, pronounced the Pelz effect to be “one of the most widely accepted propositions about organizational communication.”

**Downwards communication**

According to Morgan and Shieman’s (1983) research in which 30,000 employee were asked, the majority of the employees felt that productivity was not better because of downward communication. The level of satisfaction got lower as we went down the organizational hierarchy.

Foehrenbach and Rosenberg (1982) with the survey of 32,000 employees found quite a high level of satisfaction with downward communication.

- 71% stated that his/her organization informs its staff well
- 65% agreed that (s)he gets enough information for his/her work
- 51% agreed that downward communication was accurate and honest

They also proved that employees want to hear more organizational news directly from the top management – this discovery was in conflict with the Pelz effect. In the end they found that employees require information from the top management in two major topics of interest – future plans of the organization and research and development.
According to Jablin’s (1980) definition the best effect can be achieved with communication downwards if:

- Top managers communicate directly with immediate supervisors
- Immediate supervisors communicate with their direct reports
- On issues of importance, top managers follow-up by communicating with employees directly

Perhaps the most tried and true rule of effective downward communication is to: Communicate orally, and then follow up in writing (Gibson and Hodgetts 1991).

**Upward communication**

Even less is known about upward communication. One consistent finding is that employee satisfaction with upward communication tends to be lower than their satisfaction with downward communication.

Researchers found low levels of satisfaction with all the strategies commonly used to enhance upward communication, including employee surveys, employee grievance programs, and employee participation programs such as quality circles and team meetings.

Gibson and Hodgetts (1991) note several management-based reasons for this lack of satisfaction particularly that these strategies often do not involve two-way communication, are not packaged well, are poorly timed, and are apt to trigger defensiveness on the part of managers. In addition, McCelland (1988) found a number of employee-based reasons why upward communication tends to be poor, including:

- Fear of reprisal – people are afraid to speak their minds
- Filters – employees feel their ideas/concerns are modified as they get transmitted upward
- Time – managers give the impression that they don’t have the time to listen to employees
Lateral communication

Lateral communication involves communication among persons who do not stand in hierarchical relation to one another. While recent trends to flatten organizations have enhanced the importance of lateral communications, studies on lateral communication still lag behind those on vertical communication. One fairly limited study found rather high levels of satisfaction (85%) with lateral communication among human resource managers, but lateral communication across managers of dissimilar functional divisions was often cited as a major source of organization dysfunction. It has been assumed that lateral communication at the worker level is less problematic, at least within a functional area.

However, with the greater importance of teams, more attention is now being directed at communication between team members. Lateral communications between workers in different functional areas is also becoming a bigger concern as greater attention is being directed at increasing the speed of production through simultaneous, as opposed to sequential, work processes. And there is greater emphasis on communication across distributed workers and geographically separated work groups doing similar kinds of work in an attempt to promote learning and the sharing of expertise, best practices, and lessons learned.

Diagonal communication

Diagonal communication refers to communication between managers and workers located in different functional divisions. Similarly to vertical and horizontal communication, diagonal communication has also become important. The concept of diagonal communication was introduced to capture the new communication challenges associated with new organizational forms, such as matrix and project-based organizations. Thus with the growth of new organizational forms the research of communication processes has been expanded with diagonal direction too.

2.12 The Problem of Measuring Efficiency

Efficiency is the main problem of organizational work. On the fields where market has immediate effect, economy has created a great deal of methods to be able to
analyze the result of investments with the help of comparing different indicators. The most well-known from these is the analysis of profit. The analysis of stock, turnover capital, the efficiency of work and other costs, but a series of comparative analyses appear which show the relationship in different fields, companies, sectors, national economies, and cash flow shows similar directions.

How effective is internal organizational communication? Probably no one doubts that efficiency in the question of information flow lies in the speed of problem solving, the identity of coming to terms with problems and the organizing competence. In other words information should be available at the right time and the right place. (Farkas, 2002.)

This is the condition which can never be met:

- because with the development of society, the environment expands too, databases we can use grow too
- because it will always be in someone’s interest to distort information
- because we see the world according to our own need and interest
- because we have such managers who are sensitive to certain information and keep it to themselves or change it out of self-defense.
- because we rely in a large degree on information systems as far as technology is concerned

One big filed of measuring efficiency is the so called organizational factors which includes the physical, technical and technological factors. The other big field is the analysis of human resources abilities, competences, experience.

The efficiency of organizational communication is directly affected by the organizational conditions. Organizational opinion however means a lot of problems, because in the world of modern organizations because it is and can be about the identity of individual and organizational interests needs and aims. The employee –an organizational person, who is satisfied if (s) he can identify with the standards, requirements of an organization and has the possibility to self development. The
organizational factors in this case mean the starting conditions of the problem of efficiency measurement, and can be understood as what would happen if I changed them and where I have to change to be more efficient.

2.13 Effect Model of internal communication

The effect model of internal communication was worked out by W. Armbrecht (1992).

- 1\textsuperscript{st} level - communication
- 2\textsuperscript{nd} level - information
- 3\textsuperscript{rd} level – motivation
- 4\textsuperscript{th} level – integration
- 5\textsuperscript{th} level - identification

The starting point of the step by step process is communication, which is the prerequisite for the individual to judge its internal surrounding. Communication enables the flow and exchange of such information that originate from the organization. The employee is motivated by the knowledge gained with the possession of the information and it enables him/her to move higher in the hierarchy; to integration and identification.

Most of the times managers identify working communication with internal communication, this way communication with the employee is made only in meetings, reports and workshops.

The complete or partial lack of internal communication presupposes the following negative effects:

- losing confidence towards managers
- low level of identification
- high level of fluctuation
- spread of informal communication (gossip)

Internal communication should be worked out and made it work based on the mission, philosophy, strategic goals of the organization. The implementation of the
internal communication system requires a substantial investment with the organization, so the payback and efficiency are important factors. Planning the internal communication presupposes the steps of ongoing surveys and evaluation and with it the efficiency of the organization and the growth of production of the employees can be pointed out. All the organizations should recognize that internal communication is one of the last rations reserves of our era. (Bogner, 1990.)

2.14 Empirical Literature Review

In the study titled “Exploring the role of Internal Communication during organizational change”, Daly et al (2003), which aimed to explore how internal communication facilitates the change process within companies in the Northern Ireland context; Daly and the research fellows concluded that the approaches adopted to change varied according to size and type of organization, as well as softer factors such as culture and management style. What was more interesting was the fact that the change programmers spoken about were more tailor made than generic, This mirror’s Covington’s (2001) thoughts on this point, “everything we know about our own business should make us suspicious about allegedly all-encompassing solutions…An organization is a living system…complex system.”

Also, as one manager pointed out, change initiatives will disappear into the “cracks” if management are not careful and yet “there is no surefire formula for whipping an organization into shape for the tough competitive environment that is ushering in the twenty-first century” (Covington, 2001). The consensus that they came up with in the study is that it is not what you do that counts, but the way you do it.

Welch and Jackson (2007) in their research titled “Rethinking Internal Communication: a Stakeholder Approach” they aimed to help organizations to improve internal communication by proposing theory with the potential to improve practice as effective internal communication is crucial for successful organizations since it affects the ability of strategic managers to engage employees and achieve objectives.
This paper identified gaps in the academic literature and addresses calls for discussion and definition of internal communication, for theory on its mandates, scope and focus and to counteract the tendency to treat employees as a uni-dimensional “single public”.

To address these gaps, internal communication was defined and positioned within the corporate communication school of thought. To conclude their study, Welch and Jackson (2007), explained that both communication and management are vital to all aspects of organizations and the strength of the corporate communication movement is that it emphasizes the interrelatedness of communication within and outside organizations. It reminds theorists and practitioners of the need to think in terms of integrated communication.

Moreover the researchers concluded that communication models and theory may represent useful ways of depicting communication, but they can seldom capture the complexity of reality. Nonetheless, Lewin’s (1945, p. 129) maxim “nothing is as practical as a good theory” holds true in the field of corporate communication. It follows that corporate communication scholars should strive to develop theory with useful practical implications. So, this paper attempted to help organizations improve internal communication by proposing theory that might improve internal communication practice and assist strategic managers to engage employees.

2.15 Research Conceptual Framework:

The changes in any sector can be external or internal, if there are changes in the organization the management observes, receives, handles and communicate the changes with their employees so as to take actions; eventually whatever that management and employees may resolve to be the way of reacting to the changes, that will then be the action taken to manage the change in a way that will not harm sector concerned.
CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This Chapter gave details on how the researcher undertook the research, this included the research design, population of study, data collection methods and data analysis techniques. Research methodology involves many different tactics and approaches that are used to conduct the study.

The research approaches and techniques helped the researcher to achieve the research objectives. One of the most important things in research study is to understand the nature of the study and generalizing it as qualitative or quantitative. Kothari, C.R (2004).

According to Barnes, 2002, there are two research paradigms, namely; positivist and phenomenology. The positivist claims that the source of knowledge is observable and has measured variable. Phenomenology tends to draw upon the methods that develop meaning from the participants’ point of view and generally favor a qualitative approach to data collection and interpretation, Stiles, (2003).

Among the two known paradigms and are commonly used by many researchers around the world, the researcher has decided to base on phenomenology paradigm due to the nature of the study. It had been supported by Barnes, (2002) that if the study is qualitative, then the most popular paradigm to be used should be phenomenology because lies on the data collection and interpretation.

3.1 Research Design

A research design is an assemblage of conditions for specifying relationships among variables in a study, operational zing these variables and control effect of extraneous variables. In this particular case, a case study design which is time and cost effective was used to obtain an intensive description of the research problem. This design
answered the questions of what, why, when and how in connection with the research topic and methodology.

The case study chosen with prior limitations ensured that there is quality information as well as following the fact that a case study was only the study design that can support Qualitative Research Design. Qualitative research is concerned with qualitative phenomenon that is phenomenon relating to or involving quality or kind.

For example when the research is intended in investigating the reasons for human behavior like motivation (Why people think or do not certain things) we quite often talk of motivation research which is an important type of qualitative research (Kothari, C.R 2004).

Qualitative research methods have been adopted primarily by the researcher because it involves low number of responded. Qualitative research on the other hand is very important for exploring more practical issues and is high entertained by many researchers in findings.

For exploring issue in any organization, qualitative research is more accurate and important than quantitative research approach because cannot make the researcher to gain the total complete picture of what is needed in the study (Kothari, C.R 2004:5).

### 3.2 Population of Study

The research involved subjected to all employees of DTB Nyerere Branch as was targeted population of the study. The reason for selecting this population is because these subjects are the ones who gave details at DTB. The researcher used all workers as subjects from Nyerere branch.

#### 3.2.1 Target population and Area

The target population is the complete group of specific population elements relevant to the research project, Kothari, C.R. (2004). The study was dedicated for DTB Nyerere branch only, and is termed as single research approach. The population to be
interviewed was selected from all departments.

3.3 Sampling
A sample is a sub-set or some part of the larger population. The purpose of the sampling is to enable researcher to estimate some unknown features of a population or corporation, Kothari, C.R (2004). The researcher must decide the way of selecting a sample or what is popularly known in a sample design. In this study, all staffs were interviewed. There had been a total of 12 employees, under which five members from customer service department. In this study, all the staff will be interviewed to explore the truth about the topic.

3.3.2 Probability Sampling.
Kothari, C.R. Asserts that probability sampling should be applicable in any process of collecting data, and every element in the population has a known non−zero probability of selection. This situation is true because every member of DTB employees had equal chance in figuring out the information needed by the researcher.

At DTB there are many branches. The samples that the researcher took into consideration for getting relevant information depended upon the number of a particular group of employees. This is to say that, the group with larger number of population, the samples was also large and a group with small number of population, the sample was small too.

3.4 Data collection
Kothari C.R. pointed out that for the descriptive study, the survey data method of collecting data will be needed. A survey is a research techniques in which information are gathered from a sample of people using interview.

The data to be collected are classified into primary and secondary data. Primary data are those information obtained from the original source while secondary data are those obtained as second hand data like from books and any others sources which is not original (Kothari, C.R 2004). Data collection methods varied depending on the
compatibility of information collected and source of data for data was collected from primary and secondary sources, the following methods will be used:

### 3.4.1 Primary data

Primary data are those that are collected from the source and for the first time, and thus happen to be the original in nature Kothari C.R (2004). In primary data, data collection are done by researcher himself through conducting interviews, focus group interviews, observations, case studies. The key issue here is that, the data collected are new, unique and are related to the research only under which you are dealing with until is published. For this study the research will focus much on Primary information.

(i) **Participant Observation Method**

The researcher was totally involved in the situation being researched. The researcher joined the staff of the DTB did everything carried out by the staff members and in the process examined what was going on. In this way the researcher acquired first hand unbiased information on how the communication is processed and managed which was useful in explaining the research problem.

(ii) **Interview**

Interview was conducted with the staff those who are concerned with the all Department of Nyerere branch. Respondents were expected to give their opinions on the way communication was processed and managed affect the running of the organization activities. The use of interviews helped the researcher to gather valid and reliable data that are relevant to research question(s) and objective(s).

(iii) **Questionnaires**

Structured and non-structured questions were prepared and distributed to intended staff and collected by researcher herself after being filled by respondents to ensure maximum possible returns of questionnaires.
3.4.2 Secondary Data

Secondary data are the ones which are already collected by other researchers for different purposes or use. Usually secondary data are written documents and are used as references. The sources of secondary data are mostly from publications, diaries, journals, researches, surveys, newspapers, project write ups, census and other records like Company or corporation’s records.

Sometimes secondary data may be collected from libraries where other researchers have collected without having direct use of the data. The study involved secondary data sometimes to get views from other researcher, particularly for those did the same study. (Kothari, C.K 2004). This is a second hand information obtained from literature sources or data collected by other people. These data already exist.

3.5 Data analysis Technique

Analysis is the application of reasoning to understand and interpret the collected data, Kothari, (2004). Data analysis implies that the collected data should be condensed to the best manageable level of group for further analysis.

The researcher used qualitative method to analyze data collection and clear description of information which was employed to show the relationship between the objective and actual findings. The percentage, tables and averages were used to provide much understanding of the finding. Analysis is the application of reasoning to understand and interpret the collected data, Kothari, C.R (2004). Data analysis implies that the collected data should be condensed to the best manageable level of group for further analysis. Here the researcher has tried to group the raw data and processing them into usable category.

It is not necessary for the researcher to involve statistical computation steps to verify the relationship or differences existing between the variables due to the nature of the study which is qualitative.
CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.0 Introduction

This chapter presents results analysis and discussion on how internal communication is processed and managed at Diamond Trust Bank (DTB). It cover three parts namely types of internal communication process that used by DTB, factors which hinder the internal communication to be processed and ways to ensure the effective internal communication at DTB, and each part ends with a brief discussion.

4.1 General information of the respondent

4.1.1 Respondents’ composition

The study comprises different group of employees and employer with a total number of 24 expected respondent’s. Whereby twelve (12) are male and another twelve (12) are female. See Composition of 12 respondents in a total of 24 expected respondents in the table below.

Table 4.1: Category of interviewed respondents

<table>
<thead>
<tr>
<th>Category of Respondents</th>
<th>Expected Respondents</th>
<th>Percent</th>
<th>Responded Respondents</th>
<th>Percentage of Responded Respondents %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>12</td>
<td>100</td>
<td>6</td>
<td>50</td>
</tr>
<tr>
<td>Female</td>
<td>12</td>
<td>100</td>
<td>6</td>
<td>50</td>
</tr>
<tr>
<td>TOTAL</td>
<td>24</td>
<td>100</td>
<td>12</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Compiled the researcher from the field, 2013

Table 4.1 shows the actual respondents interviewed in the field who are 12 apart from the 24 expected respondents, whereby six male (50%) out of 12 respondents are
interviewed and six female (50%) out of 12 respondents are interviewed. All together makes 12 respondents equals to 50% out of 24 (100%) expected respondents.

4.1.2 Respondent age

Respondents’ particulars included age, education background and gender status. The study revealed that most of them were with 25-44 years of age with an average of 12 respondents. Analysis and discussions are given bellow.

Table 4.2: Respondents’ Ages

<table>
<thead>
<tr>
<th>CATEGORY OF RESPONDENTS</th>
<th>AGE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25-34</td>
<td>35-44</td>
</tr>
<tr>
<td>Male</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Female</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>8</td>
<td>4</td>
</tr>
</tbody>
</table>

Source; Compiled the researcher from the field, 2013

According to the finding, the majority of employees (8 respondents out of 12 respondents equivalents to 66.6%) fall between 25-34 ages and (4 respondents out of 12 respondents’ equivalent to 33.3%) fall between 35-44 ages. Also it seems that only 5 male and 3 female falls between 25-34 ages and only 1 male and 3 female falls in the age between 35-44 years.

Findings about respondents “basic personal particulars had an inference to the outcome of the study. It was found out that most of them were within an age of between 25 and 44 years as also shown on the figure 1 below.
4.1.3 Education Background

English literate is the ability to read, write and speak well the language with understanding of a simple statement of everyday life. Through documentary evidence, it was found that 50% of females and 50% of males aged 25 years and above had attended secondary school and University Education. Hence the overall literate in English Language was shown in the table below since most of secondary level up to university level use English as a medium of study and communication, that why we call them an English language literate

Table 4.3: Overall English Language literacy rate in DTB:

<table>
<thead>
<tr>
<th></th>
<th>Secondary Level</th>
<th>University Level</th>
<th>Total</th>
<th>Average in Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>50</td>
</tr>
<tr>
<td>Female</td>
<td>5</td>
<td>1</td>
<td>6</td>
<td>50</td>
</tr>
<tr>
<td>Average</td>
<td>9</td>
<td>3</td>
<td>12</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Compiled the researcher from the field

Table 4.3 narrate the level of education of employers and employees in the same time as English language literate since English used as medium of communication in secondary school and university level. The average English literate rate was 100%
and the number of English literates men was the same to the number of women 50% for both although more male are in university level (a total of two males) which means are conversant in language compared to female to whom most of them are in secondary level (only one female). This shows that more efforts were needed to provide women with university education, since most of interviewed female are in secondary school (a total of five female), so as to be more conversant in English language even though 4 males also have secondary level education. Since the medium of communication used in DTB is English; therefore English language is used with the employees who will help them to be improved through the practice of speaking most of time. See figure 2 below

**Figure 4.2 Employees Education level**

![Bar chart showing employees education level]

*Source* about Research 2013
4.1.4 Internal communication

4.1.4.1 Awareness on the meaning of internal communication

For every organization, internal communication cannot be avoided since people have to communicate in different matters as far as the work is concerned. From the field data researcher observed from the DTB workers are aware about what is the meaning of internal communication. A total of 12 employees were interviewed in order to get their responses with regard to the awareness on the meaning of internal communication. Ninety percent (90%) said that internal communication is the communication within the organization which is between the employer and subordinates, or employees among themselves. This idea is not far from that definition of (Grunig et al 1992) internal communication may involve employees and managers in a team situation and as such can be considered as peer-to-peer or employee-to-employee communication in a group. While Ten percent (10%) fail to define clear the term internal communication. According to the above explanation, it seems that most of the respondents (90%) are conscious on the meaning of internal communication, since those 10% only fail to define well but at least they know it.

Table 4.4: Awareness on the meaning of internal communication.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>strongly agreed</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagreed</th>
<th>strongly disagreed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>8.33</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Female</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>16.7</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1</td>
<td>8.33</td>
<td>2</td>
<td>16.7</td>
<td>3</td>
<td>23.3</td>
</tr>
</tbody>
</table>

Source: Compiled the researcher from the field, 2013

Apart from the above explanation, Researcher also wants to know how internal communication is processed and managed by DTB to its employees. Thus, researcher
started by asking respondents if the internal communication is efficiency at DTB. The responses were as follows; one respondent was (8.33%) strongly agree that the internal communication is efficiency at DTB and two respondents (16.66%) agree also internal communication is efficiency at DTB, but two respondents (16.66%) were neutral and three respondents (33.33%) disagree that internal communication is not efficiency at DTB and three respondents (25%) strongly disagree that internal communication is not efficiency at DTB with the level of internal communication provided by DTB to its employees. Figure below summarizes the results obtained from the respondents as illustrated in above paragraph.

Figure 4.3 Internal Communication

![Bar chart showing percentages of responses](chart.png)

4.1.1.2 Means of internal communication

In this study, the researcher was guided with the objective of identifying the means of internal communication processes that are used by DTB. Testing the validity of this objective researcher got various responds on the answering this question on which means of internal communication processes are used by DTB as illustrated below.
Table 4.5 Means of internal communication at DTB

<table>
<thead>
<tr>
<th>Means of internal communication</th>
<th>Frequency</th>
<th>%</th>
<th>Frequency</th>
<th>%</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td></td>
<td>Female</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phones</td>
<td>1</td>
<td>8.33</td>
<td>2</td>
<td>16.66</td>
<td>3 (25)</td>
</tr>
<tr>
<td>Files</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0 (0)</td>
</tr>
<tr>
<td>Internet</td>
<td>6</td>
<td>50</td>
<td>3</td>
<td>25</td>
<td>9 (75)</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>58.33</td>
<td>5</td>
<td>41.66</td>
<td>12 (100)</td>
</tr>
</tbody>
</table>

Source: Compiled the researcher from the field, 2013

A total of 12 employees were interviewed at DTB in order to get their perception with regard to types of internal communication used at DTB. The study revealed that, a total of 3 people (25%) of respondents whereby only 1 (8.33%) male and 2 (16.66%) female used phones to communicate internally as far as the work is concerned. 0% used files and a total of 9 respondents (75%) respondents are using internet whereby 6 (50%) are male and 3 (25%) are female. As the data shows above that most of people are using internet to communicate, this shows that male (6) have high knowledge on the use of internet compared to female (3), and this is the fast and easy way of communication and could add efficiency if it could be used by all employees at DTB.

Despite the fact that the use of phones is fast but few used it at DTB, the researcher observed other types of internal communication which is common used at DTB such as face to face communication, using notice board as well as the intranet. Face to face communication is used as there are direct changes on the work done by the employees; the employer can face the person and direct him or her on how to do that particular work.
Notice board is mostly used when there are different announcement concerning a particular issue which happen at DTB. Lastly the intranet was used as the workers visit their website and view different things.

**Figure 4.4 Means of Communication**

![](chart.png)

### 4.1.1.3 Employee’s perception with regard to DTB Internal communication system

A total of 12 employees were interviewed in order to get their perception with regard to DTB internal communication system if it better or worse to them for efficiency performance of the organization. In this case, respondents had different views as shown in Figure below.
The study revealed that 1 respondent (8.33%) said that, the internal communication system were excellent, 1 respondent (8.33%) said they were very good internal communication system at DTB, 2 respondents (16.66%) said good internal communication system at DTB and 3 respondents (25%) said the communication were satisfactory 5 respondents (41.66%) perceived internal communication system as poor.

The responses indicated that about three quarters of the respondents opposed the effectiveness of internal communication system at DTB. However, only 41% perceived internal communication system as poor. This indicates that internal communication system at DTB influence performance to the organization. The research observed that some changes might occur in the branch and the employees are not aware of those changes.

For example the head of department can be changed without awareness of the subordinates. Hence the internal communication in the bank is poor hence poor performance.
### Table 4.6 The factors which hinder the internal communication to be processed.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Network/System problem.</td>
</tr>
<tr>
<td></td>
<td>Conflict</td>
</tr>
<tr>
<td></td>
<td>Nature of work</td>
</tr>
<tr>
<td></td>
<td>Language Problem</td>
</tr>
<tr>
<td>Female</td>
<td>Electricity</td>
</tr>
<tr>
<td></td>
<td>Less number of ICT people</td>
</tr>
<tr>
<td></td>
<td>Working with non educated people</td>
</tr>
</tbody>
</table>

**Source:** Compiled the researcher from the field, 2013

From the table 4.6 above, respondents on the question concerned factors which hinder the internal communication be processed at DTB revealed by various employees and employers as follows: Male respondents identify four factors like Network/System problem., Conflict, Nature of work and Language Problem while Female respondents identifies three factors like Electricity, Less number of ICT people and working with non educated people. The responses given by male were illustrated as follow;

On the case of Network/System problem, the respondents argued that the system of DTB sometimes does not support the activities properly and therefore stand as obstacle in operations. This system problem as being an obstacle since the bank operation depends on the system used. Once there is no system then the workers cannot communicate internally through a mail which is the most means of communication at DTB. Because businesses depend heavily on the availability of data processing systems, problems in the network must be addressed quickly. Symptoms of a network problem might include error messages, unusual system behavior, slow response time, or no system response.

Respondents suggested that, the network administrator should first determine the general cause of the problem by reading error messages, checking for system
memory dumps, checking to see if software or hardware has changed, and reading the system log. After determining the general cause of the problem, the network administrator should use the tools and diagnostic aids at hand to determine the specific cause of the problem. Lastly, tuning tasks should be carried out to ensure good network performance.

On the factor of Conflict the respondents argued that, sometimes misunderstanding between employees to employees and employees to members of management in the organization used to happen. Such problems contribute to the employees to loose in voting full attention towards job performance.
Also on the factor of Nature of work the respondents argued that, Sometimes nature of work is not relevant to the present staff and limits the communication process among the employees in the organization.

On the case of Language problem respondents argued that foreign languages are affecting much the common languages which are mostly practiced at DTB and affect the understanding at large among the staffs. Most of the staffs are not fluently in English language hence it is difficult for them to communicate and being understood among themselves.

When one or the other of the two systems of language, receptive or expressive, has a "short-circuit" or "wiring" breakdown, then the system doesn't work the way it is supposed to. It's as if someone has messed up the wires of the phone so that only incoming phone calls can be received, and outgoing calls cannot be made, or just the opposite.

Here are some signs which have been observed DTB. These are like, having trouble following oral directions, needing oral directions repeated or rephrased, problems understanding questions, difficulty concentrating in verbal settings, but not in other settings, delayed in acquiring decoding skills, poor reading comprehension past the 4th grade in spite of having a good sight vocabulary and trouble learning a foreign language.
Also some of the signs of expressive language problems which have been observed from DTB are like, being non-verbal (doesn't talk much), excessive use of simple, declarative sentences or incomplete sentences, hesitant or slow speech, excessive use of pause words such as ummm, you know, like, etc, Poor use of words that tie things together such as first, next, then, but, and finally, Lack of verbal participation in conversations and classroom discussions, Poor written expression, and very brief answers and failure to elaborate.

Apart from above, the responses given by female were also illustrated as follow:

On the factor of electricity respondents argued that the power is not constantly available all the time. Sometimes there is distribution of electricity in the city, which affects communication processes because most of the communication devices need power. In Tanzania the issue of power cut off is a common phenomenon in such a way that most of the time goes off because of the distribution due to its demand. Therefore the management of DTB sometimes fails to be more effective in operational mode.

Also on the factor of less number of ICT people respondents argued that, ICT people stand as the drivers of the communication processes at DTB. The little number of them hinders the communication process at a time.

Also on the factor of working with non-educated people respondents argued that, It is very risk and difficulty to work with non-elite people at DTB because misunderstanding among the staff is easily to happen. Also it is very easy to destroy the work due to the fact that one can do something wrong without his/her intention.

Researcher observed that the branch manager and his assistant have only secondary education while tellers and other officers have university education, it is very difficult for these to group to communicate internal since the managers fear those with their degree and the same time the tellers feel uncomfortable being managed by
the secondary education managers. Hence there is poor internal communication at DTB particularly Nyerere Branch.

4.2 The ways to ensure the effective internal communication at DTB

Table 4.7 ways to ensure the effective internal communication at DTB

<table>
<thead>
<tr>
<th>Respondents</th>
<th>responses</th>
</tr>
</thead>
</table>
| Male        | Communication is not one-sided  
Communication can either be direct |
| Female      | Communication involves more than words  
Less number of ICT people  
Different individuals and groups communicate using different styles and assumptions. |

The respondents identified number of ways which should be maintained by the DTB so as to strengthen communication process. The following are the suggested ways:-

- Communication is not one-sided. You can blanket the organization with information, but if that information isn't understood, in the way you meant it, you might as well not have bothered. Any good communicator has to emphasize with the audience and try to anticipate what they will think and how they will feel about a message they receive.

- Communication involves more than words. It can include body language, facial expression, and tone of voice, as well as the attitude and general tone that are projected in speech, writing, or actions. The condescending or hostile message sent by someone’s tone or stance may be stronger than the supportive message sent by his words.

- Communication can either be direct (i.e. go directly from the source to the recipient of the message) or indirect (i.e. either go through a third -- or fourth
or fifth -- party). While indirect communication is often necessary, it always carries the possibility that its message will be distorted as it goes through the network between the source and the recipient, and it also eliminates the source's non-verbal communication. (E-mail and memos do the same.)

- Different individuals and groups communicate using different styles and assumptions. People's personal experience, gender, racial and cultural background, education, and perception of who has power all influence how they send, receive, and interpret communication.

- All communication has three aspects: its content; the tone in which it's delivered; and the structure through which it's delivered. All of these together contribute to what the communication's actual message is, how well the communication is understood, what effect it has on the person or group to whom it's directed, and what its ultimate result will be.

Hence the respondents summarized by suggesting that, for effective communication in the organizations and individuals, the employees and employer have to take all of the above ideas into account. And also insisted on the fact that good internal communication is a good thing, but there's so much to do. Researcher asked the respondents, why spend a lot of time on this stuff? Can't the organization do just fine by leaving people alone to do their jobs and let internal communication take care of itself?

The short respond to that last question on most of them is "No," Unless you're a one-person organization, communication is one of the most important aspects of managing what you do. Researcher also get respond on the question of what can internal communication do for you? Here's a short list:

- **It can improve the effectiveness of the organization.** The more information people have, the more quickly they get it, and the better connections they have with others in the organization, the better the work of the organization gets done, and the better jobs individuals do. The better jobs
they do, the better they feel about their jobs and about the organization. The ultimate beneficiaries of all this are the target population, the community, and the organization, which finds itself with committed and efficient staff members, satisfied participants, and community respect.

- **It keeps everyone informed of what's going on in the organization.** No one gets any unpleasant surprises, and everyone has the chance to deal with changes, good news, and bad news together.

- **It allows the organization to respond quickly and efficiently to change, emergencies, etc.**

- **It makes problem-solving easier** by providing a channel for everyone's ideas and opinions. Solutions can come from unexpected directions, but only if there's the possibility that they'll be heard.

- **It creates a climate of openness within the organization.** If everyone feels he has access to whatever information he needs or wants, and can talk to anyone in the organization about anything, it encourages good relations among people, promotes trust, and forestalls jealousy and turf issues.

Apart from the above other suggestions are as follows:

### Table 4.8 suggestions for better internal communication at DTB

<table>
<thead>
<tr>
<th>Responses</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male Ensure proper network</td>
<td>The network should be well maintained as the basic requirements towards communication process in the organization.</td>
</tr>
<tr>
<td>Use of English as the medium of communication</td>
<td>English is the commonly known language and is evenly used throughout. The use of English language in communication strengthens understanding among the staffs at DTB.</td>
</tr>
<tr>
<td>Telephone maintenance</td>
<td>Rapidly and fastest communication among the</td>
</tr>
<tr>
<td>Responses</td>
<td>Explanation</td>
</tr>
<tr>
<td>---------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>staffs at DTB is through the use of telephones in</td>
<td>communication process, therefore the management of DTB should ensure that the maintenance of telephones is given first priority</td>
</tr>
<tr>
<td>Standby generator</td>
<td>The standby generator will provide the solution when the TANESCO electricity is off. Hence there will be the insurance of internal communication.</td>
</tr>
<tr>
<td>Arranging periodic meetings that have to clear the</td>
<td>Normally staffs have good ideas, and if the meetings are well arranged in at the DTB will solve directly the unnecessary issues hindering the communication processes</td>
</tr>
<tr>
<td>Preparing Orientation materials for new employees</td>
<td>This will make fast familiarization among the staff at DTB and strengthen the issue of communication all over the departments existing at DTB.</td>
</tr>
</tbody>
</table>

### 4.3 How to manage internal communication through issue management

Gruning (2003) argues that in order to manage internal communication, as organization it required to improve issue management by looking the following;

- Early identification of issues and controversies that confront the organization
- Breaking or ranging issues in terms of importance of using internal publications and face to face methods of communication
- Developing programmes to carry out policies of communication and how to implement them in accordance to the policies of the organization.

Again Ralph Frebe (2008) on his report of public relations – writing and learning publications, reported that “interpreting our publics and anticipating future issues of communication, the policy of simple way of managing internal communication
within an organization, it is through mutual relationship with customers, internal publics and outsiders.

When researcher, wanted to know how DTB work with internal publics, in-depth interview one (1) respondent (8.33%) argued that, organization must create internal communication planning, where the two way communication between employees and staffs communication is not just the language it involves trust, relationship, control and delegations. It include all forms of communication within an organization be formal or informal.

Every organization has need for internal communications, but it means many things to many people. In reality, however, the primary driver of this function is simple – employees and management must communicate in order to function. Whether or not these exchanges are up and down often remains a mystery unless properly designed and deployed strategic messaging methodologies are embraced and implemented.

Effective communication begins with the acknowledgment of the important role internal communications plays as a vital method for advancing information sharing across all directions of an organization: upward, downward and horizontally. To empower the employees and ensure they carry a unified and coordinated message, an organization must employ what calls the “mult-dimensional of strategic message.”

Simply put internal communications must provide the critical data points your team needs, as well as address organizational concerns no matter when, where or how they surface.

In the alternate scenario when communication is completely avoided, problems aren’t far behind. While successful communications efforts and techniques often seem like mystic art forms it is obvious when they are not properly applied. Wars are waged, marriages collapse, companies fail and customers are lost when communication channels are poorly managed or not present at all.

Enhancing employee understanding of the company’s missions and development goals equip them with the knowledge to interact more effectively and confidently
important stakeholders like investors, customers and corporate leaders and potential clients.

Opportunities to clarify and emphasize messages are another important advantage of a strategic internal communications program. By clearly communicating targeted messages through multiple channels, employees are informed and can then identify with the organization’s short-and long-term goals as they perform their tasks. Open, informative, honest and continual communication creates advocates among staff members who then initiate a “ripple effect” by advancing the organization’s mission and programs both internally and externally.

Employees are the face of an organization and have the ability to “sell” to external stakeholders on many levels provided they have clear messages and properly understand their organization’s goals. By giving employees insight into the strategy and business development plans, they become more engaged as they understand how their unique role plays an integral part in the organization’s success. Used appropriately, technology can be an extremely effective tool for internal communications. E-mail, blogs and intranets are easy, inexpensive ways to disseminate information, but should not be used as a singular substitute for face-to-face communication.

All of these methods, old and new, foster the flow of information from the top down, but have limitations because they do not provide an opportunity for information to travel up to top-level management. In response, many organizations have found success with using internal message boards as a medium for the exchange of information. The ideal internal communications plan employs a combination of targeted traditional, electronic and face-to-face methods.

Just as combining delivery methods ensures success, effectively using research as a part of the plan development process is also essential to accurately measure success and map the path on how best to get there. Without knowing the current state of your organization, it’s difficult to identify areas in need of change and predict desired outcomes. Research and acceptance of the findings is a must in order to set and
achieve practical goals. Communications research is commonly grouped into formal and informal classifications. Both types provide vital information for situational analysis, setting and tracking goals and evaluating the progress and results of communications efforts. Formal research gathers information from scientifically representative samples. Methods include secondary analysis, online databases, content analysis and surveys. Survey research must be conducted carefully and adhere to measurement standards in order to produce reliable results. However, the information gleaned can provide great insight and be extremely useful in communications planning and measurement. It is best to consult with experienced professionals to conduct authentic survey research.
CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents conclusion and recommendation based on the study concerning the assessment on how internal communication is processed and managed at DTB. Basing on factors which hinder the provision of internal communication process and management at DTB., the study revealed that majority of respondents pointed out Network/System problem, Conflict, Nature of work, Language Problem, Electricity, Less number of ICT people and Working with non educated people to be the main factors at DTB.

5.2 Conclusion

The need to fight, combat and alleviate obstacles in communication process is everybody’s task in DTB. The staff members have the responsibility of combating it’s by improve their internal communication and doing their job hardly and effectively so as to have the higher efficiency production. They should not only depend on management efforts to improve staff communication skills, but also they can build the culture of visiting the internet and also train themselves on how to communicate with new technology so that they can be friendly user with it in getting the information very fast and improve their skills as individual and improve the DTB production.

For the case of management of the DTB, also have the responsibility of doing the general needs assessment of their employees which will lead them to higher production for the benefits of both employees and employers. As the member of the DTB, must device appropriate strategies for challenging impoverishments facing the organization for the bitterness’ of it.
In Tanzania content after the poor of several organization production (banks), initiatives, there raised a need to assess on how internal communication is processed and managed in DTB, and hence a need of conducting this research.

Questions concerning the study based on educational level and age wise and perception of people on the factors. Therefore the stakeholder, share holder together with government should have to take immediate action to solve this problem of communication process and management in order to raise the income of the citizens/staffs concerned.

5.3 Recommendations

Based on the research findings the researcher made the following recommendations:

i. There is a need for the DTB to provide education/training on communication skills and entrepreneurial skills that can enable organization members to be improved in the use of internet and intranet to the all levels which will fasten the communication process and enhance better production.

ii. The DTB staff at large should understand the importance of communication. This would raise their incomes per year and enable them pay for school fees of their children and their self when decide to undergo certain training on communication, customer care and entrepreneurship (self sponsored instead of waiting organization) and also meet their medical expenses.

iii. There is a need for the government to provide subsidies or orientation course in management/leadership skills or communication skills to the private organization so as to train their staff in order to be effectively in their jobs.

iv. Since this study was limited to only a few cases, which were not generalizable in statistical terms, there is a need to conduct a broader study to get the overall situation on how internal communication is processed and managed in all Banks in Tanzania.
v. There is a need to make an intensive study to understand why efforts to curb the issue of communication process and management in many organizations in Tanzania which have not bred substantial results. Although several communication strategies have been adopted in Tanzania but the situation seems to comparatively similar.
REFERENCES


Bhuiyan, N. and Bagehel, A. (2005), "An overview of continuous improvement: from the past to the present", Management Decision, Vol. 43 No. 5, pp. 761-71


APPENDIX

Questionnaire
No._________________ Date___________________ Branch____________________

Good morning/Afternoon. I am a student at the Mzumbe University pursuing a Masters Degree in Human Resource. Currently, I am writing a dissertation paper on how internal information is processed and managed. The main objective of this study is to assess how internal communication is processed and managed at DTB.

To reach the objective of this study, I have prepared interview questions which will be administered to several stakeholders, as one of the means of gathering information. The details entered into the questions are anonymous and confidential. However, I will need honesty, sincerity, and clarity in filling these questionnaires; I hope to get a positive collaboration from you. Please allow me to interview you just for about 5 minutes.

SECTION A: Personal Details

1. What is your age?
   (Please circle the most appropriate choice)
   a. Female
   b. Male

2. What is your age?

3. What is your position/post?

4. What is the highest level of your education?
   (Please circle the most appropriate choice)
   a. Primary Education
   b. Secondary Ordinary Level Education
   c. Secondary Advanced Level Education
   d. Collage/University
e. Other (Please specify: _________________________)

5. What is the medium of communication in your organisation?
(Please circle the most appropriate choice)
   a. English
   b. Swahili
   c. Other (Please Specify)

6. What is your Mother Tongue Language?
(Please circle the most appropriate choice)
   a. English
   b. Hindu
   c. Swahili
   d. Other (Please specify: _________________________)

7. What language would you suggest to be the medium of communication at DTB Bank?
   a. English
   b. Hindu
   c. Swahili
   d. Other (Please specify: _________________________)

8. What means of communication do you use often to communicate internally?
(Please circle the most appropriate choice)
   a) Phone
   b) E mail
   c) Paper
   d) Other (Please Specify:_________________________)

9. What are the factors that hinder Internal communication in DTB Bank
   a) ______________________________
   b) ______________________________
   c) ______________________________
   d) ______________________________
   e) ______________________________
10. What are ways to ensure the effective internal communication in DTB
   a)................................................................
   b)................................................................
   c)................................................................

SECTION B: Organizational Governance
11. Does your department/organization have a written mission statement?
    .................................................................................................................................
    ....................................................................................................................................

12. Does management clearly communicate and demonstrate integrity and other
    ethical values consistent with DTB Bank conduct policy?
    .................................................................................................................................
    ....................................................................................................................................

13. Has your department documented all internal policies and procedures that are
    related to performing all significant administrative processes specific to your
    department operations?
    .................................................................................................................................
    ....................................................................................................................................

14. Do you believe that responsible persons in your department are sufficiently
    familiar with Bank-wide policies related to personnel management, financial matters,
    use of information and related technology?
    .................................................................................................................................
    ....................................................................................................................................
15. Are administrators within department aware of how to access on-line policies and procedures from Human Resources, Finance, Procurement and other key areas of DTB Bank?

16. Are sufficient training opportunities provided to improve employee work related competencies in accordance with at work programme?

17. Are annual performance evaluations given to departmental employees in accordance with Bank’s at work programme?