

DURBAN UNIVERSITY OF TECHNOLOGY



DURBAN UNIVERSITY OF TECHNOLOGY
INYUVESI YASETHEKWINI YEZOBUCHWEPHESHE

**THE EFFECTS OF INTERNAL COMMUNICATION ON SERVICE DELIVERY:
A CASE OF KZN DEPARTMENT OF TRANSPORT**

By

Pinky Precious Zuma

Student number

21854577

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SUPERVISOR:

PROFESSOR V.P. RAWJEE (D. PHIL: MEDIA, CULTURE AND COMMUNICATION:
NMMU)

CO-SUPERVISOR:

PROFESSOR J. P GOVENDER (PhD: MARKETING: NWU)

Abstract

This study investigates the influence of internal communication on the delivery of services within the Motor Transport Services Directorate of the KwaZulu-Natal Department of Transport. The primary objectives were to examine the relationship between service delivery and internal communication, explore employee perceptions of internal communication as an enabler of service delivery, and measure the impact of internal communication on service delivery levels. through a quantitative research approach, data were collected using self-administered questionnaires which were distributed to 129 participants. This descriptive research design facilitated a comprehensive analysis of internal communication practices and their effects on service delivery.

Key findings indicate a significant correlation between effective internal communication and enhanced service delivery. Employees who perceived current communication methods as contributing to organisational success reported higher satisfaction with internal communication. The study also underscores the importance of structured communication strategies, robust leadership communication, and a supportive communication climate in achieving better service delivery outcomes. These findings align with previous research by Asif & Sargeant (2000:34), which highlights the critical role of internal communication in organisational performance and service delivery. Furthermore, the study revealed that employees view internal communication as a crucial enabler of service delivery, particularly those with higher educational qualifications and those who find information easily accessible. This supports the assertion by Men (2014:264) and Hargie and Tourish (2009) that well-informed employees contribute more effectively to service delivery. The recommendations based on these findings include developing a comprehensive internal communication strategy, enhancing leadership communication, fostering a supportive communication climate, implementing regular training programs, integrating internal and external communication measures, enhancing community engagement, and conducting regular evaluations. These recommendations aim to address identified gaps and leverage current strengths to improve service delivery.

Future research should explore longitudinal studies, sector-specific investigations, the role of advanced communication technologies, cultural and demographic influences, crisis communication strategies, and the connection between internal communication and employee well-being. This study contributes to the broader understanding of organisational communication and its impact on performance, providing a valuable framework for practical implementation and future research. By prioritising effective internal communication strategies, organisations can achieve higher levels of employee engagement, build positive employer brands, and enhance overall service delivery outcomes, ultimately contributing to organisational success and improved public service.

Declaration by student

Following the university's rules, I declare that this dissertation is my work, except where indicated in the text. I further declare that it has never been submitted for assessment of a degree to another University or qualification.

Signature:

Dedication

This dissertation is dedicated to my Mother Lilly Zuma (the late), a strong, woman who instilled the importance of being educated in me.

Dear my beloved mother, your love, wisdom and strength have shaped who I am today, even though you are not here to witness this accomplishment, your guidance inspire me every day and your life lessons remains, may you continue to rest peacefully.

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LIST OF ABBREVIATIONS

MTS- Motor Transport Services

DOT- Department of Transport

KZN- KwaZulu-Natal

CHAPTER 1

THE INTRODUCTION AND BACKGROUND OF STUDY

1.1 INTRODUCTION

The word communication originated from the Latin word *communis* means to share. As a result, sharing enables one to participate and co-operate, making it a social activity. However, without communication there is no shared understanding as symbols are transmitted verbally or nonverbally. Effective communication is essential for achieving company plans. When an organisation has an ineffective communication, on the other hand, it can lead to ambiguity, apprehension, and dissatisfaction all of which lead to poor service delivery. Managers must therefore communicate effectively with their workforce. All businesses rely on communication to function well. Communication is relied on a message to the audience about the organisation's vision, mission, values, policies and procedures, jobs and duties, and numerous other functions. Communication can either make or break an organisation. (Mush eke & Phiri 2021: 659).

According to (Kapur 2020: 400) it is determined that the two forms of communication are internal and external. External communication is communication with the customers, clients, and other individuals outside the organisation. Internal communication occurs between persons within organisations. When individuals are hired by organisations, they must be experienced in their professional responsibilities. Aside from having adequate knowledge of one's professional obligations; they must also communicate effectively with the other members within the organisation. Including managers, coworkers, subordinates. Internal communication entails inspiring and motivating individuals towards learning and the accomplishment of organisational objectives. Internal communication occurs through consultations, the organisation of seminars and other engagements, the distribution of incentives, emails, announcements, newsletters, etc. These forms of communication might be both professional and informal. Therefore, communication is crucial in modern business organisations for employee experience and performance to improve the delivery of services. It can be conveyed through various channels, including newsletters, emails, surveys, and face-to-face meetings. Internal communication involves the conversation of

both nonofficial and official information between personnel of the organisation. It can be vertical or horizontal, with vertical communication being used to provide instructions, information on programs, regulations, procedures, and policies to junior levels, and horizontal communication for orders from top management. Horizontal communication involves transmitting information between subordinates, departments, or units within an organisation. Internal communication, on the other hand, is crucial for organisational performance, as it increases job awareness and commitment. It helps strategic managers engage employees and achieve organisational goals. Effective communication leads to better collaboration, productivity, and performance. Both horizontal and internal communication contribute to better organisational outcomes and service outcomes. (Salim 2022:1).

1.2 BACKGROUND

1.2.1 The current global state of internal communication

Globally, many firms in modern business employ communication as a method to manage performance managing tasks and facilitate service delivery. The situation of internal communication in the world today is greatly impacted by trends toward remote employment, digital technologies, and the growing significance of effective, open communication inside businesses. A lot of businesses have switched to using digital platforms Ms Teams, zoom for collaboration, particularly after the COVID-19 pandemic increased the popularity of remote work. It is believed that for an organisation to attain its plans, internal communication is a critical component that should not be overlooked. (Salim 2022:1).

Research on internal communication globally reflects the quantity of studies being done on internal communication topics worldwide is indicative of the field's explosive expansion. From the standpoint of public relations, scholars have looked at subjects such as the Effects of Effective Communication on Performance of the organisation Based on Systems Theory (Musheke and Phiri, 2021:659); Leadership in internal Communications (Backman 2023:1); Effects of internal communication, performance management systems on employees' brand perceptions and organisational practices, (Ulrika Leijerholt, Galina Biedenbach & Peter Hultén (2020:442).

Internal Communication Practices contributes on the Institutional Brand During Institutional Transition (Mtange, M. 2023:26); Internal communication and employer branding (Pérez-Pérez, Berlanga & Victoria 2022:213); Achieving employee management through effective communication (Mbhele & De Beer 2022:153) to name a few. Internal communication study on COVID-19 from the standpoint of public relations and communication management has increased dramatically on a global scale (Bojadjiw & Vanena 2021:239, Ruck & Men 2021:185, Ecklebe & Löffler 2021:214, Lee 2022:102, Sun, Li, Lee & Tao 2021,1). The Journal of Communication Management released a single issue on internal communication in 2021, at the time of Covid 19, highlighted the importance of the subject. Nevertheless, while research on internal communication rose globally in and after the COVID-19 pandemic, this is untrue for the S.A setting.

Many academic papers were presented about internal communication from a corporate communication management perspective and public relations. Thus, it is possible to argue that although South African students conduct studies in internal communication, their findings are never released in peer-reviewed journals. Moreover, the number of academics from South Africa who publish in international publications in the field of internal communication is extremely small. Hume and Leonard (2014:293) published two articles on internal communication practices in a distinct edition of the Public Relations Review that focused on communication management in South Africa and public relations.

Around the world countries in the developing stage and those who are developed provide their services through a communication plan both in and out of the organisation. Internal communication, often identified as employee communication, internal public relations, or public relations, has experienced extensive expansion as a discipline and profession during the past few decades. To promote research, education, and professional development in this field, specialised industry associations and organisations have been founded throughout the world. Examples include the Institute for Internal Communication, which was founded in the United Kingdom in 2010, the Organisational Communication Research Centre of the Institute for Public Relations in the United States in 2012, and the IC Kollektif, which was founded in Canada in 2016. Internal communication is now

recognised as one of the public relations and communication management specialisations with the fastest rate of growth. (Men 2021:185).

Provincial government is one sphere of three spheres of government that should provide services to the community and internal communication is essential in ensuring effective service delivery. The Public Service Act, 1994 Section 7 (subsections 2 and 3) outlines the importance of government communication as the lifeblood and strategic component of service delivery. (Men 2021:185). The capability of government to deliver optimally transparent, productive communication, and engagement at all levels is critical to a nation's future success. In a period of rapid change and enormous complexity, the difficulties confronting societies, communities, and organisations are complicated and demanding, and there is a huge desirer for government leadership in communication. Government relations have an important role in attaching helpfulness for productive ends, and in shaping the national attitude and nation-building.

1.2.2 Internal communication in the South African context

According to Sutton: 2023:64, South Africa has a unique internal communication context. In the South African setting, organisations and practitioners are faced with unique difficulties, such as managing the impact of former apartheid regime on current racial issues experienced internally and constructing relations between internal role players of different cultures and eleven languages, all while dealing with challenging political and economic environments at work. Internal communication considers a variety of languages, cultures, and historical origins. Effective tactics place a high value on respect for cultural nuances, clarity, and inclusivity. Effective communication within South African organisations requires embracing multilingualism, being aware of cultural sensitivities, and encouraging candid discussion (Sutton:2023:64).

Lee & Yue (2020:46) found that over a decade, there's been steady increase in scholarly interest in internal communication. Specifically, since 2012, the number of articles has grown dramatically, indicating the importance of internal communication research as a research specialty in public relations studies. The recent evolution of internal communication repetition as a strategic public relations role has mostly coincided with this trend.

In 1998, SA government established a system for government communications called the (GCIS) for the coordination and planning government communication campaigns; set and influence the government to certify that all government information is always accessible to all individuals. CIS prepared a communicators' handbook (2014-2017) upon its inception to guide the deployment of communication inside the public sector. Chapter eleven of government communication handbook emphasizes on internal communication in the public service. The GCIS's role is to be acutely ensure citizens are informed of the importance of good communication to influence public opinion and sustain its integrity. It is stated that the government should take into consideration a two-way communication strategy to ensure greater engagement. Furthermore, the ability to participate in co-operative communication with citizens entails a compound set of interconnected institutions, processes, and practices that the government has put in place to effectively communicate with the public. It is mentioned that the government should give unified information to the public, given the world's continuously evolving information and communication environments.

1.3 PROBLEM STATEMENT

Individual groups of people become organisations when they gather to work towards common strategic objective or drives. Persons or groups that comprise an organisation cooperate with the environment in which they function to make sure that plans are achieved. Scholars in the subject of communication has distinguished between external and internal communication. The study concentrated on internal communication, specifically its function in bettering service delivery within the Department of Transport in KwaZulu-Natal, South Africa.

Sutton, Le Roux & Fourie (2022:90) mention that South African organisations face several barriers on what has been described most difficult and unstable environment they have ever experienced. The abbreviation "VUCA" describes the South African environment: volatile, unpredictable, complicated, ambiguous. Even though most effects appear to arise at the macro levels of the organisation, they have an impact on internal communication. Poverty, less productivity, honesty, motivation, and trust are among the national difficulties affecting internal communication work in South African organisations.

All of these affected by the evolving economy status and the diversified workforce. These conditions occur many countries, including India, China, Eastern European and Middle Eastern countries.

South Africa is still a racially divided society, and the fallout of apartheid has a direct impact on the workplace., the greed of politics and finance, corruption, unemployment, rising crime, and unequal wealth dispersal all obscure the improvement of the economy in organisations and impacts the daily lives of various personnel. (Mamokhere,2023: 1) Furthermore, striking employees and the Broad-Based Black Economic Empowerment (B-BBEE) plan underscore South Africa's distinct corporate context. Additionally, Eskom, South Africa's electricity supplier, unable to supply power to the whole country, consequential in load reduction and load shedding. These issues directly impact the country's economy, puts pressure on organisations and employee's survival. (Trace, 2020)

Internal communication is critical in this context to handle the difficult interplay between employees and organisations. Fascinatingly, internal communication practitioners may not wish to look for solutions from their international colleagues because South Africa's difficulties are mostly unique and are not fully understood by Western experts. As a result, the study focuses on the internal communication issues in the South African setting.

Service delivery marches and grievances have been created by the South African government's delayed service provision on essential services and its unkept promises in several communities. Masuku & Jili (2019:19) outlines internal communication as a critical element for successful organisations. Numerous studies have investigated approaches and tactics to manage effective communication within organisations, whilst research has been conducted on general aspects of communication. There appears to be a significant study on how effective internal communication can better delivery of service within the public sector; the study intends to examine whether internal communication has any effect on enhancing public service delivery. (According to Masiya, Davids & Mangai (2019:20) we can determine that government is facing service delivery challenges in South Africa,) [Effective service delivery is still hampered by ongoing issues with internal communication, Motor Transport Services plays a crucial role in the KwaZulu-Natal Department of](#)

Transport, especially in handling procedures pertaining to the registration and licensing of motor vehicles, Backlogs, processing delays, varying service standards, and irate customers are frequently caused by ineffective information flow, slow updates, confusing procedures, and poor coordination across the directorate therefore the study investigates the effects of internal communication on service delivery within the sub-directorate Motor Transport Services of the Department of Transport KZN, which has eight sections and a total of 160 employees.

1.4 AIMS AND OBJECTIVES OF THE STUDY

The overall intention is to investigate on the effects of internal communication on the delivery of service at the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport.

1.4.1 Research Objectives

Study is based on three objectives listed below.

- To investigate how internal communication and service delivery are related.
- Examine how staff members at the KwaZulu-Natal Department of Transport's motor transport services directorate view internal communication as a facilitator of service delivery.
- To assess how internal communication affects the quality of services provided by the KZN Department of Transport's Motor Transport Services directorate.

1.4.2 Research Questions

- How effective are existing communication policies in effecting service delivery at the Motor Transport Services directorate that are applied by the directorate in delivering services?
- What are current platforms are used by the Motor Transport Services directorate for ensuring effective internal communication?
- What are barriers that affect the communication Motor Transport Services directorate at the KwaZulu-Natal Department of Transport?

- In what way(s) can the communication services at the motor transport services directorate at KwaZulu-Natal Department of Transport be improved to enhance effective service delivery?

1.4.3 Hypothesis

The study assumes that internal communication impacts service delivery given the previous research. The hypothesis formulated was linked with the objectives and research questions of the study.

This study will test the subsequent Hypothesis

H_1 : There is a positive relationship between service delivery and internal communication.

H_0 : There is no substantial link between service delivery and internal communication.

1.5 SIGNIFICANCE OF THE STUDY

The government is regularly confronted with service delivery unrests and is overwhelmed with criticisms of lack service delivery. Whilst the government must address the protests, it is similarly vital to guarantee effective internal communication within the government organisations, employees play a role to improved service delivery via internal communication. According to the research Masiya, Davids & Mangai (2019:20), it can be determined that South African government's delay on delivering of essential services, and their unkept capacities⁰¹⁴² to have caused service delivery complaints and defeats in various communities. In the past decade, many South African communities have witnessed service delivery strikes characterised by escalating violence. Numerous researchers have claimed that protests are the result of organisations' failure to offer satisfactory delivery of services. In an organisation, communication is one of the most important management techniques, and with effective communication, organisations can achieve the goal of providing adequate service delivery. To prevent extensive bureaucracies and extreme ways that undermine the quality-of-service delivery, information is give through effective communication to provide a fundamental

understanding of the activities to be completed as well as the goals for which the organisation is working to improve service delivery (Mutunga 2022:39).

Constitution of the Republic of South Africa (Act 108 of 1996). In Chapter 3, Section 40, establishes that Government is made up of three distinct but interconnected, co-dependent, and cooperative sphere of the national, provincial, and local, that are characteristic, codependent, and aligned. Each sphere is mandated to carry out its responsibilities within the framework set by chapter 3. Additionally, the Constitution highlights that all spheres of government, along with every organ of state within them, must ensure effective, transparent, accountable, and free from corruption governance, consequently, Provincial Departments, including KwaZulu-Natal Department of Transport, have much wider responsibilities as a to ensure services are delivered to the KwaZulu-Natal community. The government communications handbook says that government personnel are representatives of the government institutions must be able to reflect the government's vision through their performance. Additionally, it is important to allocate resources to ensure that employees are well-informed about key messages being shared with external stakeholders

However, at an academic level, it is obvious that a variety of aspects contribute to the difficulties encountered in internal communication. Several academics have identified that in past years; enough time was dedicated to internal communication studies. However, an increasing volume of recent studies have highlighted the greater issue in this area. Recent research has concentrated on the impact of internal communication on organisational features like employee engagement (Mudzanani & Hadji 2020:52); performance management (Salim 2022:1); (Yegon & Kipkorir 2023:73); organisational development ((Ishtiaque & Habib 2023: 2393); leadership and internal communication (Salman, Hamed & Faisal 2023:1-14); organisational identity (Olalekan & Felix 2023)

); and employer branding (Pérez-Pérez, Berlanga & Victoria 2022:213). Moreover, much of existing research about internal communication is founded on the Western context and lacks adequate insight into realities of developing countries. These highpoints the need for future studies in the field to integrate non-Western settings, including South Africa.

1.6 STRUCTURE OF THE STUDY

The subsequent sections of this study are organised into four chapters. Chapter 2 provides a comprehensive review of theoretical and empirical literature on internal communication. Chapter 3 details the research methodology employed in the investigation. Chapter 4 presents and analyses the collected data, reporting the study's key findings. Finally, Chapter 5 concludes the study by offering recommendations and identifying potential avenues for future research.

1.7 CONCLUSION

The study aims on classifying internal communication challenges in the South African business context to cover the research gaps described earlier. The purpose is to investigate the South African public sector's diversified and developing world setting to provide commendations for internal communication alleviation techniques and their management. In response to the request for additional research into the internal communication environment, which affects the organisation's existence and effectiveness in a rapidly complicated world.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The previous chapter was intensive on the problem statement, the research aims and objectives, as well as the research questions. Furthermore, it highlighted the purpose of conducting this study. The effects of internal communication continue to gain attention in the literature. This section's objective is to offer a conceptual argument and spotlight the main theoretical contributions and standpoints on effective communication within organisations. Existing literature shows that effective communication is a crucial aspect of improving service delivery within organisations. Contrary to what was stated above, effective communication is one of the most crucial elements in improving service delivery. Numerous studies have been conducted on internal communication as a key topic, but the potential connection between internal communication and service delivery has been disregarded or ignored. The literature contains some studies and theories that explore distinct aspects affected by effective internal communication and the service delivery challenges facing the globe.

Internal communication was implemented to refer to communication occurring inside an organisation. The literature discusses a theory and studies supporting the study; the literature review section is separated into three sections. The first section contains the definition and the role of internal communication in organisations, and components of internal communication, and discusses the internal communication tools. The second

section provides theoretical literature where the links between internal communication and systems theory is discussed. Lastly, the third section debates the relationship between internal communication and service delivery.

2.2 DEFINING INTERNAL COMMUNICATION

Ana Tkalac Verčić, Dejan Verčić, Sinja Čož & Špoljarić (2024:102400) defines internal communication as a process of controlling information flow, moods between an organisation and its people to inform, concepts, motivation, engagements, and create meaning, eventually bettering effectiveness of the organisational. Several authors have emphasised the position of internal communication in the context of an organisation. Jouany (2019: 1) defines internal communication as a set of methods or technologies that manage certifying effective information flow and teamwork among members. On the other hand, Mbhele & De Beer (2022:153) internal communication is well-articulated progression between the strategic management of the organisation and its internal stakeholders that indorses dedication to the organisation, as a wisdom of belonging to it, awareness of its evolving environment, and comprehension of its developing goals. He further describes internal communication as the sharing of information between top management, and staff.

Despite the definition by many researchers, Men, O'Neil & Ewing (2020:46) describe internal communication is a function of management that aims to increase understanding among members of a business through exchanging information. In a recent definition, which focused on numerous fundamental communication activities and used a relational and comprehensive approach to describing internal communication, internal communication is defined as strategic management of connections and relations among participants at various levels within the organisation.

This is achieved through many communication methods, including organizational, management, business, corporate, and strategic communication,

Sutton, Le Roux & Fourie (2022:90) describes the term internal communication refers to communication taking place within an organisation.

According to Yegon & Kipkorir (2023:73), can determine that communication is closely tied to strategic consensus. Furthermore, everyone in the organisation should understand where the organisation is going and what the goals are. They further argue that proper control ensures that communication occurs within all parts of the organisational structure, for optimal implementation. Communication competencies play a significant role in building organisational culture.

Another definition of internal communication, according to Lee & Yue (2020:46), is the discipline and art of handling interdependence and developing equally beneficial interactions between a company and its employees. Furthermore, academics and practitioners' statements and actions indicate the rapid rise of internal communication as a discipline and profession. Internal communication is one of the quickest expanding specializations in public relations and communication management. Internal communication's progress as an independent field is also a global trend, as indicated by an increasing number of studies and expert groups emerging around the world.

Internal communication fosters better communication between people and increases awareness of environmental change. Organisations that lack efficient communication do not perform as effectively as those that do. To have effective communication, a company should have internal communication – such as collaboration between departments, among employees, and between managers and employees. Internal communication is receiving increased attention from organisations that are capitalising in the function. The objective of internal communication is to advance business value by effectively communicating with employees; poor communication will have negative impacts that reduce organisational effectiveness (Olalekan & Felix 2023)

2.3 THE ROLE OF INTERNAL COMMUNICATION IN ORGANISATIONS

To foster internal communication, a business must handle many interconnected concerns. The first is related to the culture and atmosphere of the company. The other concern is the organisation's need to create a welcoming and supportive environment for

transparent conversation. The organisation defined exactly what needed to be communicated and with whom. Should one think that there is always something everyone needs to know about, then staff members would be occupied with nothing but gathering and disseminating information. Rules about what and how information is transferred must exist. The systems that the company develops to complete its tasks and facilitate internal communication are the final concern.

2.3.1 Strategic alignment

Internal communication renders it simpler for employee efforts and organisational goals to occur, which leads to improved efficiency and well-organised work. An effective tool for connecting individual efforts with business goals, internal communication promotes integration and focus among all staff members. A company's capacity to effectively communicate its vision, mission, values, and strategic goals to every employee is a major factor in its ability to attain strategic alignment. It also ensures that employees understand and support the company's overarching objectives. When everyone understands the larger picture, they can coordinate their efforts with the organisation's long-term plans. Chirwa and Boikanyo (2022:1-13)

Internal communication facilitates collaboration by ensuring that every department understands its role in strategy and how its activities relate to those of other departments. Helping employees recognise, accept, and adapt to strategic changes within a company is a further crucial role of internal communication. It lowers resistance and guarantees smooth transitions in line with updated plans. It is one of the essential components that enable the company to use strategic management. It is essential to organize and carry out the strategy. But in practice, internal communication's potential remains inaccessible, which drives companies to pursue their strategic goals (Zaumane 2021: 551).

2.3.2 Organisational learning and knowledge management

Studies on organisational learning demonstrate how learning occurs at all levels and how it affects business performance. The business can achieve higher relative performance by reducing the imbalance of learning flows with stocks, according to Alerasoul, Afeltra, Hakala, Minelli & Strozzi 2021:100852

. It highlights the idea that learning orientation is an important factor in obtaining a competitive edge. By lowering the possibility that organisational knowledge and abilities would go out of date, he claims that organisational learning is the essential element of every endeavour to enhance organisational performance and gain a competitive edge.

From the perspective of organisational learning, knowledge management assists in defining the quality of knowledge and the efficacy of an organisation. Organisational learning is the method by which companies organise and enhance knowledge and tasks around activities and culture and create efficacy to enhance workforce competencies. Hassan (2024) Culture and the method of knowledge management have links to organisational learning. It strengthens organisational performance and "intelligent encourages knowledge sharing, making the company and its workers more effective.

workers active knowledge-sharing behaviour has ideal potential to aid organisations make quick and informed decisions and be resilient in a crisis, as such behaviour promotes the free flow of important and novel information.

2.3.3 Employee Motivation

Motivation is the term used to describe the steps managers can take to improve the work of their staff, environments and encourage them to perform better. Motivation is affected by a variety of factors, including the nature of the task, compensation, and working surroundings. Corporate communication is a vital component of workplace motivation. Employee enthusiasm, which is ultimately critical to an organisation's success, is greatly influenced by effective communication.

According to the study by Santos, Santos, Sousa and Oliveira (2024:69) it can be concluded that employee motivation and satisfaction are positively impacted by internal communication, meaning that the implementation of effective communication tactics raises employee motivation, and satisfaction levels. However, motivation has a favourable impact on job satisfaction.

It was observed that internal communication significantly contributes to the enhancement of employee motivation, subsequently influencing employee performance. Relationships between the organisation and its employees are strengthened by internal communication. Workers should be knowledgeable about the company's primary operations so they can set and meet goals. Employees would better understand the significance of their work through efficient internal communication.

2.4 INTERNAL COMMUNICATION THEORY

2.4.1. Systems theory

This theory intendeds to be useful to people and organisms in most disciplines due to its multidisciplinary origins. According to Musheke & Phiri (2021:659), the objective of relating systems theory to communication is to grasp interconnection of human communication rather than focusing on one side of it. The theory illustrates that each system's components are sorted hierarchically, each component is so dependent on others that no system could operate in silo. Organisations inside an ecosystem are equally dependent on one another at the organisational level. An organisation's communiqué outcomes have an impact on how it operates, which is shown in its performance.

According to Almaney, (1974:35) systems theory looks at communication as a system connector, essential for the growth, survival of organisations. Connecting the subsystems improves internal stability and control. Communication ensures organisational growth and goal accomplishment by linking the entire system with the external environment. However, Musheke & Phiri, (2021:659) stated that in systems theory, each system's units are arranged in a hierarchical sequence and are connected with one another that a system cannot operate if one component is not supported by others.

According to systems theory, organisations are not seen as isolated entities, but rather as dynamic processes made up of many factors that are continually interacting with one another and the outside world. It is determined that, in addition to explaining systems in

the scientific sciences, systems theory aids in the understanding of other systems, such as those found in organisations and their personnel. Furthermore, it is vital to communication theories as it aids in the creation of successful employee communication methods. Systems Theory is useful in organisational communication since it sees communication as an essential system binder (Mudzanani & Hadji 2020:52)

An organisations and others in the environment depend on one another at the organisational level. An organisation's performance is affected by the outcomes of its communication, which impacts on how it accomplishes. A few theories have sought to enlighten this reliant perspective of linkage between organisations and environments. Therefore, this theory provides a framework for understanding how internal communication, an integral part of an organisation's larger system, is linked with interconnected elements and feedback loops that influence its effectiveness and overall success. As a result, organisational communication can benefit greatly from this approach. The Systems Theory helped determine how internal communication affected service delivery at the selected government department because the research focuses on internal communication. (Musheke & Phiri 2021:659)

2.5 THE COMPONENTS OF INTERNAL COMMUNICATION

Effective communication within a company requires a few components, most of which are included in internal communication. A few of the essential elements mentioned consist of Leadership communication, Employee channels of communication, and organisational culture. Literature reveals that the process through which leaders communicate knowledge, vision, goals, and expectations to their teams, or the business is known as leadership communication. For leaders to cultivate trust, alignment, motivation, and engagement among their staff, effective communication is crucial. According to Marbun, Antarani & Putri (2023:2775), a leader must be able to have connections with other leaders to lead effectively. It's the basis for emerging traits that could be developed by internal communication, such as dynamism, shared respect, motivation, inspiration, creativity, and responsibility. For the organisation to thrive in its objectives, operative internal communication is essential.

He further mentions that an effective leader foresees and capitalises on chances to promote increased productivity, correct subpar work, and advance objectives. He further elaborates that academics are usually the ones who investigate the effectiveness of a leader and gives an example of the effects of the leader's activities on followers and other stakeholders inside the organisation.

Recent research found that an organisation can communicate its unique goals, strategic directives, guidelines, and organisational culture by using a process known as top-down communication. Its authoritative qualities, this kind of internal communication is used in bureaucratic companies and can put a great deal of strain and strain on staff members. Compared to bottom-up communication, top-down communication has no statistically significant impact on job attitude Park & Kim (2024:1342).

Another important component of internal communication discussed by Nurwinda, Musa, Musa, Ruma & Dipoatmodjo (2023: 697) is the employee channels of communication. He illustrates that a few variables, including a company's size, profile, culture, and environmental culture, level of technical development or employee identifications. They inspirer the channels of communication that an organisation opts to use. Every medium articulates the opportunity and speed of communication and symbolises a distinct type of interaction. Channels of communication range from more conventional (print newsletters, phone conversations, in-person interactions) to more interactive web tools.

According to Nurwinda, Musa, Musa, Ruma & Dipoatmodjo (2023: 697), it is determined that effective work communication is essential in any professional setting because it allows teams or individuals to share ideas, information, and feedback to accomplish shared objectives, maintain efficient workflow, and promote a cooperative work atmosphere. This show that employee performance is completely and significantly impacted by excellent workplace communication. Job satisfaction is absolutely impacted by communication, which further leads to improved execution. Platforms and processes for employees to deliver feedback, suggestions, and concerns to management are essential. Effective communication is a motive for employees to improve their work environment through improved performance.

Organisational culture is another component of internal communication. Chi6n, Charles & Morales (2019:1443) defines organisational culture as the set of standards and values that dominate a company, including beliefs, sentiments, and the way these norms and values are communicated to each employee. According to Thelen and Formanchuk (2022:48) it is determined that an organisation's culture has a significant role in shaping its internal communication strategy as well as its ethical standards. These traits correspond with those of open and honest communication. First, accountability is necessary for transparent communication. For an organisation to prioritize the participative condition of open communication, reciprocity and respect are essential components. Organisations demonstrate respect and reciprocity when they let their staff members help them find the information they require. Third, as was already established, an institution that practices transparency disseminates accurate, comprehensive, and helpful information.

According to Shwiemeh & Yildiran (2023:134) Numerous psychological studies have confirmed that employees within organisations can solve internal complicated issues and that great things may happen when a group of people with various backgrounds and abilities can work together to harness these creative tendencies. Information exchange within company can be prioritized to create a more inventive and collaborative work atmosphere that will benefit the firm. For organisations to foster cooperation, efficiency, and well-informed decision-making, information exchange is essential.

Communication channels and tools that facilitate collaboration among teams, departments, and individuals. By streamlining corporate operations, employee collaboration can give organisations a competitive edge. Human workers can socialize with one another to accomplish this. Chowdhury, Budhwar, Dey, Joel-Edgar & Abadie (2022:31) argue that employee socialization occurs when workers in an organisation share expectations, knowledge, and abilities about the duties and responsibilities of their jobs. These will improve workers' capacity for mutual trust, productivity, and career fulfilment. A key element of internal communication in businesses is indeed teamwork. It entails people cooperating to achieve shared objectives and exchanging resources, ideas, and knowledge to complete tasks quickly and effectively. Team collaboration

improves the interchange of information among team members, which in turn helps with internal communication through information sharing. It makes sure that everyone is aware of the latest information and agrees by facilitating the sharing of updates, progress reports, and pertinent data. Collaboration also helps teams overcome difficulties by combining their knowledge and experience to tackle obstacles and solve problems more successfully. Teams can produce creative ideas by promoting brainstorming and open communication. Collaborative teams that are tasked with making decisions come together through consensus-building exercises, discussions, and debates. This guarantees that choices.

2.6 INTERNAL COMMUNICATION TOOLS

In essence, internal communication channels and tools offer a way for individuals within the organisation to communicate with each other. In other words, staff engagement would be completely impossible without these tools. According to (Dotse 2021) the right internal communication instrument must be utilized, depending on the work that needs to be completed. He argues that using the appropriate communication technology results in accurate and understandable information being transmitted inside the organisation. The manager can better organize the work for the staff members and provide them with a clear understanding of what is expected of them by using simple tools and procedures. A few tools are discussed

2.6.1 Email

Electronic mail, usually called e-mail, is commonly used by most students and professionals. In the business world, it has mostly replaced memos for internal inside the company communication and printed hard copy letters for external within the company contact. Email is still best utilised for brief messages, but it may be quite helpful for those with a little bit more material than a text message.

Worldwide, email is the most widely used medium for communication between businesses. For the reason of its extensive use, accessibility, affordability, and free services, email is a popular communication tool. Malode, Lanjewar & Gomase (2024:50). According to (Kong 2023:1-23) public organisations utilize bulk email to send messages

to their staff. It is a crucial tool for informing staff members about events, policies, leadership changes, etc. A study by (Wen, Gloor, Fronzetti Colladon, Tickoo & Joshi 2019:46) found that high achievers in organisations have unique email communication styles.

Siddique et al. (2021:11) establish that email remains the most popular form of social communication, utilized in both formal and informal contexts. Social communication has changed over time; He further argues that emails are seen by Internet users as a trustworthy method of communication and that services of emails have advanced over the years into an effective tool for exchanging many types of information. It is argued that, while emails can be casual in personal settings, professional correspondence demands careful attention to detail, a conscious understanding that correspondence represents and firm, and a formal tone so that it can be passed to any third party should the need arise. Email is used in business settings for information sharing an email may seem informal, but keep in mind that it should always be utilized with professionalism and deference when conducting business. Emails are a flexible and popular tool for internal communication in businesses, promoting employee cooperation, sharing of information, and coordination.

2.6.2 Face to face

According to Hadley, Naylor & Hamilton (2022;42) face-to-face encounters have been the main and most basic means of forming social relationships for most of human history, and they continue to be the foundation of our closest ties even in the digital age. The foundation of these relationships is the dynamic coordination and integration of numerous people's verbal and nonverbal cues.

In a company, face-to-face contact is still crucial even with the widespread use of digital communication tools. In-person contacts promote trust and the development of relationships by enabling a more intimate connection between people. There is less chance of misunderstandings or misinterpretations when communication is done face-to-face. since it allows for quick feedback and explanation. Understanding can be improved by using body language, tone of voice, and facial expressions to transmit additional layers of meaning layers that are sometimes missed in written communication. Face-to-face

communication may be preferable for discussing delicate or complex subjects, since it facilitates more nuanced dialogue and real-time reaction monitoring.

It is determined Tang & Bradshaw (2020:11) that for a team to effectively collaborate towards project objectives, there needs to be good team communication. Traditionally, face-to-face encounters let employees communicate with one another through a variety of channels, sending and receiving real-time verbal and nonverbal information at the same time. Despite the convenience and accessibility of digital communication tools such as email, chat, and video conferencing, face-to-face communication is still essential for some aspects of organisational interaction, especially when it comes to complex decision-making, empathy, and trust.

2.6.3 Intranet

According to Sadiku & Akujuobi (2022:71), intranet is defined as a private network that has a limitation to authorized users within the organisation that control it. The network operates on the same lines, routers, and protocols as the open internet, but it is exclusive to employees of the company. Another definition of the intranet is given in the latest study (Waititu 2020:61) the intranet is defined as a limited local restricted to be used by an organisation exclusively internal communication solely amongst employees, which is accessible only to authorized members. accessible only to authorized members for the organization's internal operations.

Gregory (2023:1-100) notes that organisations use corporate intranets as a crucial piece of technology to manage their digital information resources. He further states that an efficient intranet service must coordinate an efficient digital information storage and retrieval service and strike a balance between the constraints of the business network and the resource requirements of its users. Furthermore, intranets usually function as a vital channel for internal communication and as a representation of the organisation's corporate culture.

The intranet is still regarded favourably for internal communication despite the advent of other tools because of its many advantages. Employees have a two-way channel of contact for interaction and knowledge sharing via the intranet. They can also produce,

modify, and oversee content on the platform. Additionally, recognised for fostering organisational learning and corroboration, the intranet offers advantages in terms of cost-effectiveness, flexibility, efficiency, and quick performance (Waititu 2020:61).

2.7 EMPIRICAL LITURATURE

2.7.1 Relationship between internal communication and service delivery

Internal communication helps to increase performance, productivity, and teamwork, which in turn guarantees employee dedication to producing innovative business results. Improved productivity outcomes within the organisation are also thought to be the consequence of efficient communication within the organisation. The Author shared this opinion and pointed out that when an organisation's staff members communicate well, productivity can rise, and customer satisfaction can improve (Salim, 2022:1).

According to Kim & Kreps, (2020:398) the delivery of services and internal communication are closely related. It is determined that good communication guarantees goal alignment, information flow, staff involvement, problem-solving, consistency, creativity, training and development, and crisis management. He further argued that employees can collaborate effectively to deliver exceptional services when there are open lines of communication that make it easier for them to comprehend the organisation's objectives, mission, and core values. Techniques like training opportunities, recognition, and feedback mechanisms increase employee communication. According to research by Wami (2019:13), when employees are encouraged to contribute ideas and insights for ongoing improvement, and uniformity in service standards and processes are established, it is a contribution towards improved service delivery. Moreover, training and development initiatives benefit from effective communication since it gives staff members the tools, they need to fulfil service quality requirements. He further argued that internal communications have an evident effect on an organisation and are a useful instrument to deliver services. In contrast, internal communication systems play a significant role in areas such as hiring, staff training, supervision, monitoring, and evaluation that could be utilised to improve service delivery. Language obstacles, bad management interference, lack of interdepartmental cooperation, and other issues all have an impact on the function of internal communication.

The service delivery issues are an international alarm that demands rapid reorganisation to suit the raging environment and varying customer needs, enhancement in the public service has impact on millions of people this underscores the improvement of services in the public sector. Leadership globally is faced with similar encounters if services must match high hopes of their 'customers' –the citizens and organisations. A similar contest confronting organisations is how to better serve their customers. The public sector is no exclusion. Usually, it is regarded an inactive machinery for implementing social policy directed by legislation. However, adapted to enhanced service delivery from the private sector, citizens understand the public sector as another provider of 'services' –they are charged taxes for.,

It's a known element that service delivery by public sector organisations is confronted with numerous challenges (Mengste et al., 2020:946). In the Southern Asian countries, India is one of the countries where the public sector administration faces several noteworthy obstacles, major among them being the problems associated with service delivery. Many countries, including Sri Lanka, are part of the countries faced with these service delivery challenges (Jayasundera, 2021:146). Additionally, effective and efficient service delivery is now a projecting agenda of most countries in Africa, including Ethiopia (Wami, 2019:13).

Recent studies highlight that most governments, including the South African government, are obligated to provide their citizens with competent services. South Africa has seen an increase in service delivery protest actions because of government failings owing to inadequate distribution of services to the people (Campbell, 2014:1). Argues that South Africa has a history of protests aimed against the government dating back to 1990.

According to Ajayi & De Vries, (2022:33), who posit that in South Africa public service sparks civil upheaval which causes large financial losses and social turmoil. The performance levels of service delivery need to be assessed to improve it to put the nation on a solution road. Inadequate governance present serious barriers in service delivery in South Africa. The government's inability to address socioeconomic harm and how lack of proper governance has resulted in inequality, deepened corruption and promoted poverty are the main reasons for the persistence of stories, debates, and controversies regarding

insufficient service delivery in South Africa. The author claims that absent responsible, transparent, efficient, and effective governance, South Africa's quest for equal socioeconomic growth is bound to fail. After 27 years of democracy, South Africa is still struggling to enhance honest governance, lift millions out of poverty, reduce inequality, and establish itself as a dominant force in the continent.

2.8 CONCLUSION

This chapter reviewed the literature on numerous definitions of internal communication provided by different authors globally and within the South African context. It began by providing theoretical literature, whereby theories related to internal communication were reviewed, followed by internal communication components and internal communication tools. This was followed by a discussion of some empirical literature on internal communication, the relationship between internal communication and service delivery, where the interaction between the two variables was discussed. It emerged from the review of literature that there are many factors influencing poor service delivery within the public sector. The reviewed literature reveals a positive relationship in internal communication and service.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

In chapter 2 literature was discussed. The two sections included the theoretical framework and empirical literature. This chapter's goal is to provide an overview of the study's empirical research methodology.

Methodology is the technique to analytically resolve the research problem and can be interpreted as the science of learning how research is done scientifically. According to (Kothari, 2004) It is determined that one approach to solving research challenge is using research methods. It might be observed at as a science that researches scientific research (Kothari, 2004), research methodology examines the various approaches that a researcher to analyse research obstacles and the reasoning behind them. Lapan, Quartaroli and Frances Julia Riemer (2012) define methodology as the tactics used by researchers to ensure that their work can be replicated, analysed, and modified.

This chapter discusses the methodology adopted in the study. The chapter is organised into twelve main sections. The second part debates the research approach. Third section outlines the research design of the study. Fourth section presents the data collection method; fifth section comprises the sampling strategy for the study. Section 6 gives a discussion of the targeted population and sampling size of the study. The pilot of the study is discussed in section 7; Section 8 presents an overview of the pretesting of the study. Section 9 presents the limitations and delimitations. Section 10 presents a discussion of issues on ethical considerations, Validity, and reliability.

3.2 RESEARCH APPROACH

Kothari (2004) highlights the two research methods known as quantitative and qualitative research methods, another way to separate between quantitative and qualitative is to differentiate between numerical and non-numerical data. Saunders et al. (2012) discuss quantitative research as an approach that is ordinarily linked to deductive approach, where it focuses on utilising evidence to test the theory, though it can also involve an inductive method, when data is utilised to build theory. However qualitative research begins with an inductive style, where realistic and developing research design is to advance a theoretical perspective that is richer and already exists in the literature.

Goertzen (2017) states that it approaches emphasis on consolidating and assessing organized data that may be represented quantitatively. One of the main objectives is to generate measures that are accurate and trustworthy which can be analysed statistically. Apuke (2017:40) further describes quantitative research as the one that concentrates on analysing and quantifying factors to produce results. It contains the use of numerical data and particular statistical methods to provide answers to questions like "how many," "who", "how" and "when." Also, it describes how facts are obtained in numerical form to explain a problem or phenomenon.

Odiadi (2024:16), argued that both qualitative and quantitative research are now crucial tools for examining various aspects of business, such as consumer preferences, organizational behaviour, and market trends. Qualitative research offers flexibility and adaptability in data gathering and analysis, enabling researchers to modify their approaches in response to novel subjects or surprising discoveries, thereby capturing the intricacy and dynamics of the corporate world. Additionally, qualitative research in business administration helps produce theories and useful concepts that impact organizational practice and managerial decision-making. Researchers can develop hypotheses, improve preexisting theories, and uncover fresh viewpoints on business-related subjects through qualitative research.

According to Graziano and Raulin (2013) the quantitative approach includes the establishment of quantitative data that can be thoroughly and rigidly exposed to quantitative analysis. The method of conducting research can be further divided into inductive, trial, and imitation methods (Saunders, Lewis and Thornhill, 2016) mentioned that quantitative research uses controls to guarantee the data validity as an tentative design and looks at connection between elements that are measured statistically and examined using a variability of statistical and graphical tools. Because it enables the systematic measurement of how internal communication patterns affect service delivery outcomes within the Motor Transport Services of the KwaZulu-Natal Department of Transport, a quantitative research technique is suitable for this study. To find trends, patterns, and connections between characteristics like communication clarity, frequency, staff happiness, and service delivery performance, quantitative approaches make it possible to gather empirical data from many personnel. Due to these and many other advantages of the quantitative research approach, this study adopts a quantitative approach to examine the effects of internal communication at the Department of Transport KwaZulu-Natal.

3.3 RESEARCH DESIGN

A guide on how a research study should be conducted is referred to as research design, including choices about different areas of the investigation. However, Saunders, Lewis, and Thornhill (2012) argue a research design being a strategy of how will go about responding to research question(s). The research design aims to achieve a balance between the effectiveness of data gathering and analysis methods and the research's relevance to the purpose (Kumar, Geetha and Rajan, 2023).

A research design outlines specific goals based on the research question(s), the source or sources needed for data collection, and the proposed method for gathering and analysing the data. O'dwyer & Bernauer, (2014) confirm that research designs are used when the purpose of the research is to investigate naturally occurring characteristics, behaviours, or events. The research design encompasses the methodology and data collection approach and the overall structure of the research (Saunders, et al 2012).

Research could intend to complete either an exploratory or explanatory, descriptive or evaluative purpose, or both combined. Saunders et al. (2019) are of the view that an exploratory study is a valued means to ask open-ended questions to determine what is happening and gain insights about that topic. Cooper and Schindler (2011) stated that a descriptive study tries to determine answers to the questions of *who*, *what*, *where*, and sometimes *how*; the researcher attempts to define a subject, frequently by creating a profile or a group of people, problems, or proceedings. However, in the explanatory study, the researcher employs theories to account for the forces that caused a given phenomenon to occur. The authors highlighted that the explanatory study goes beyond description and strives to explain causes for the phenomenon that the descriptive study just saw.

For this study a descriptive research design was adopted. The purpose of descriptive research is to define persons, actions, or things in their natural environment. None of the variables are changed by the researcher, instead defines the sample and variables. Although descriptive studies look at numerous variables, they are the only design that can look at just one. It entails evaluating how two variables interact with one another which internal communication and service delivery. Descriptive studies also look at population characteristics or differences in traits or practices between institutions or even countries (Siedlecki, 2020:34). Additionally, a descriptive study is the most appropriate for this investigation since it enables researchers to utilise both descriptive and inferential statistics to quantify a phenomenon.

3.4 DATA COLLECTION METHOD

Blumberg, Cooper, and Schindler, (2008) describes data as the presented truths to the

scholar from the environment of the study. Moreover, they argue that data can be characterised by its abstractness, demonstrability, indefinability, and intimacy to the singularity, as abstract data can be more figurative than real. According to research, each method of data collection has its strengths and limitations, and the choice of methodology must align with the research objectives, research design, and available resources. Researchers should also consider ethical and practical considerations when selecting a data collection method for their quantitative studies.

Data collection is a crucial step in quantitative research studies, as it involves gathering numerical or quantifiable information to address research questions. According to Saunders, Lewis, and Thornhill (2019), data can be classified into two namely primary and secondary data. The researcher has the option to select amongst two or more methods of data collection dependent on what type of data chosen. It is mentioned that primary data should be initially gathered, while secondary data only necessitates gathering as part of the data collection process. Consequently, methods for compiling primary and secondary data are different. Primary data are those that are recently collected and exclusive because they are obtained for the first time (Blumberg et al. 2008). He further describes primary data as any original information that acquire to answers to research questions.

Kumar (2014) described primary sources as those that involve firsthand information. This study collected primary data from employees regarding the effects of internal communication on service delivery. The primary data collection method involved the researcher gathering information directly from respondents, specifically employees of the Department of Transport in KwaZulu-Natal, within the motor transport services.

According to Saunders, Lewis, & Thornhill (2019), various data collection methodologies exist for quantitative studies, one of which is the cross-sectional study. Social scientists utilise a wide range of research designs, including comparative, longitudinal, experimental, cross-sectional (sometimes referred to as survey design), and case studies. A cross-sectional survey design was selected for data collection for the Department of Transport, KwaZulu-Natal, specifically the motor transport services

directorate. Cross-sectional study is a type of research design where data is gathered from a group of people at the same time. In cross-sectional studies, variables are observed without being influenced, cross-sectional studies are usually used by researchers in the fields of psychology, medicine, economics epidemiology, and other social sciences (Thomas, 2020). Therefore, a cross-sectional study is chosen since it is a once-off study, and the time is limited data was collected from October to November 2023 only.

3.4.1 Data collection instrument

A self-managed questionnaire aligns with the quantitative research method according to (Saunders, Lewis, & Thornhill, 2019); a questionnaire is a tool widely used to collect data, it also allows participants to be answer an identical set of questions, this method enables efficient collection of data from a large sample prior to analysis. It is highlighted by (Cooper & Schindler, 2011) that in considering using a questionnaire a researcher must be cautious since choosing a questionnaire might not be an easy task, it requires the author they collect the precise data that is required to answer the research questions.

According to Saunders et al. (2019), self-administered questionnaires can be dispersed through various approaches, including online surveys, mobile-based questionnaires, web-based forms, postal or emailed surveys, hand-delivered and collected questionnaires, as well as through telephone and in person interviews.

delivery and collection questionnaires were adopted. A total of 129 questionnaires were distributed to the selected sample of respondents and collected within three months between from December 2023 to February 2024, the questionnaire comprised two sections with a total of sixteen questions. Section one contained personal questions, while section two included general questions.

3.4.2 Data collection process

This study collects primary quantitative data from Motor transport services employees using the data collection instrument, which is a self-administered questionnaire, following ethics approval from the Durban University of Technology's ethics committee.

respondents were provided with a letter of information in English language explaining their rights, procedures, and recourse. Respondents are advised that their participation is voluntary and can be withdrawn at any time. After understanding the letter, participants give a written, signed, and dated informed consent, stating they agree to participate of their own free will without undue coercion. Responding to the questionnaire took approximately 10 minutes.

3.5 THE TARGETED POPULATION AND SAMPLE SIZE

In research population refers to all the people who take part in a research project. If the respondents were chosen randomly, the findings of the study may be considered representing a larger group. The whole group about whom want to make conclusions is referred to as a population. (Bhandari, 2020: 155) Therefore the study focused on staff based at Motor Transport Services which is a directorate within the Kwazulu-Natal Department of Transport, the total population is approximately 160 employees from finance, general services, motor vehicle law admin, and Systems, agency monitoring and support services and vehicle technical compliance sections. The study will utilise the 95% confidence level and 5% confidence interval (margin of error) to determine the sample size. The sample size estimation calculator was then used to determine the actual sample size. Based on the population of the study (N= 160), a sample size of 129 selected for the study. The sample size is enough to allow the researcher to collect data from the respondents regarding the phenomenon.

Inclusion criteria:

- Employees of motor transport services.
- Should agree to voluntarily participate.

Exclusion criteria:

- Non-employees of motor transport services.
- Potential respondents who are uncomfortable to participate in the study.

3.6 SAMPLING STRATEGY

According to Kumar, (2014:185) sampling can be described as sample selection process

from one individual or a group of individuals for a definite research goal. There are several benefits and downsides of sampling; sampling is employed since surveying a complete population in a research study is time consuming and costly. A sample is a collection of persons, matters, or objects chosen for measurement amongst a vast group. To obtain precise data, sampling is carried out. (Bhardwaj, 2019: 159).

According to Berndt, (2020: 225) the two approaches of sampling are probability or non-probability. Probability sampling methods includes random collection, making sure each example in the population has a fair opportunity of being chosen. Random sampling, systematic sampling, stratified sampling, and cluster sampling are cases of mutual probability methods. Even though random selection is not used, non-probability sampling methods involve electing a sample based on the specific judgement of a researcher researcher's specific judgment. Such approaches comprise quota sampling, purposive sampling, self-selection sampling, and snowball sampling.

This study will adopt non-probability sampling. A sampling technique in which every object or experiment does not have an equal chance of being selected, they are often highly susceptible to bias and other forms of selection errors, non-probability sampling is based on researcher preference and discretion. Examples would be goal-directed sampling, quota sampling, convenience sampling, and snowball sampling. Etikan and Babatope, (2019:54) the types of non-probability sampling. The sample was selected using convenience sampling this study selects all the employees that are working within the motor transport services only.

3.7 PRETEST

According to Hashim, Mohamad, Abdul Halim Lim & Che Ahmat (2022), pretest is a crucial component of a quantitative research project because it demonstrates the creativity required to develop good survey questions. It is worth mentioning that conducting a pretest is crucial to guarantee that the actual data collection can be carried out appropriately. Pretesting was done to test the measuring instrument, and the pre-test result was not part of the actual results.

3.8 PILOT

A pilot study is conducted when the researcher aims to identify gaps in the methodology and to develop, refine, and test measurement tools (Kumar, 2014). In this study, a pilot test was carried out involving 16 employees, representing 10% of the total population of 160 employees.

3.9 LIMITATIONS AND DELIMITATIONS

According to Saunders, Lewis, & Thornhill (2019), the delimitations of a study denote to the boundaries or limits that researchers intentionally set for their research. These boundaries help describe the scope and emphasis of the study, clarifying what the research will and will not address. [The KwaZulu-Natal Department of Transport, which functions in a distinct institutional, administrative, and socioeconomic setting, is the subject of the study. Government departments and provinces differ greatly in terms of organizational structures, leadership philosophies, communication cultures, resource availability, and service delivery challenges.](#)

[KwaZulu-Natal department of transport has unique operational issues, such as a high demand for car licensing and registration services, a sizable rural population, limited infrastructure, and administrative procedures unique to each province. Internal communication techniques and their effects on service delivery are influenced by these elements in ways that might not be immediately comparable to those of other provinces or national ministries.](#)

[As a result, this study was conducted exclusively at Motor Transport Services within the KZN Department of Transport in Pietermaritzburg during April and May 2024.](#)

3.10 VALIDITY AND RELIABILITY/TRUST

Reliability refers to replication and uniformity, when a researcher can duplicate a previous research design and obtain the same findings the research considered reliable. Whereas validity is the suitability of the measures applied, the accurateness of the measuring

results and the generalisability of the discoveries. Saunders, Lewis & Thornhill, (2019) this study adopts Cronbach's alpha test to ensure reliability. Cronbach's alpha measures the internal reliability; hence it designates how meticulously linked a group of items is. The test measures the level of agreement on a 0 to 1 scale, with increased numbers representing bigger agreement between specified items. The common practice is to accept 0.7 as a benchmark number for Cronbach's alpha. To accomplish validity an extensive literature review and the consultation of experts are followed in the development of the questionnaire. The reliability and validity will certify the measuring tool is reliable and trustworthy anonymity and confidentiality.

3.11 ETHICAL CONSIDERATIONS

The following ethical considerations were addressed:

3.11.1 The procedure for obtaining informed consent and questionnaire

- The questionnaire was administered to the research respondents face-to-face. The questionnaire was prepared, administered and collected using personal contact.
- The letter of information and the informed consent were part of the questionnaire so that the respondents could read the informed consent and confirm their voluntary participation.
- The questionnaire is designed in such a way that the respondents will not have access to the questionnaire without confirming that they have been duly informed about the research and that their participation is voluntary in the research for the consent form and letter of information.

3.11.2 Assurance of confidentiality and anonymity

The data collected was strictly anonymous, and the findings of the survey were obtained for the study purposes. The participants were not exposed to any risk. The researcher has an ethical commitment to protect participants' rights, taking full responsibility for ensuring their protection. Confidentiality and anonymity of the research participants are

paramount to the researcher. This will be achieved through the following measures as stated in the letter of information:

- No personal details of research participants, such as names, ID numbers, or cell phone numbers, will be required.
- No names are required.
- No sensitive biographical questions that could reveal the identity of participants will be asked in the questionnaire.
- The data collection process does not involve access to confidential personal data.
- Participation is voluntary, and participants are free to withdraw at any time without any consequences.
- Information can never be linked to the research participant who supplied it.

3.11.3 Research data management procedure

Information received was kept confidential and securely password-protected, by the approved DUT data management policies and the information provided in the informed consent. All data acquired from the survey questionnaires was analysed by the researcher and included in the dissertation, which was stored on DUT premises for five (5) years before being destroyed.

3.12 DATA ANALYSES TECHNIQUE

The data was analysed using the Statistical Package for the Social Sciences (SPSS), version 27.0. In educational research, SPSS is a popular statistical tool used to examine differences in variables following interventions. (Afifah, Mudzakir, & Nandiyonto, 2022:81).

The analysis and interpretation of the data was conducted using both descriptive and inferential statistics. The descriptive statistics to be considered include frequency, percentage, range, minimum, maximum, mean, and standard deviation. For inferential statistics, the following techniques were utilised:

- Correlation: To examine the relationships between variables.
- T-test: To compare the means of two groups.

- Regression analysis: To understand the relationship between dependent and independent variables.
- Post Hoc Scheffe's Test: To identify specific group differences after conducting ANOVA.
- Analysis of Variance (ANOVA): To compare means across three or more groups.

These statistical techniques ensured a comprehensive analysis and interpretation of the collected data, contributing to the validity and reliability of the research findings.

3.12 CONCLUSION

This chapter aimed to provide a detailed account of the procedures used in the research investigation. A questionnaire design was utilized as the quantitative research method. The chapter defined the research population, described the sampling strategies, and provided an in-depth look at the creation, pre-testing, and distribution of the instrument. It also addressed issues of validity and reliability, as well as ethical considerations. Data for the study were gathered via a self-administered questionnaire over a limited period. The study's findings were explained and presented in various formats in the upcoming chapter.

CHAPTER 4

PRESENTATION OF RESULTS

4.1 INTRODUCTION

This chapter outlines the findings obtained using a questionnaire to collect quantitative data. The data were analysed with SPSS version 27.0 and presented in narrative, tables, and graphs. The analysis focuses on the impact of internal communication on service delivery in the Department of Transport KZN's Motor Transport Services, following the research objectives and questions indicated in previous chapters.

4.2 PRESENTATION OF RESULTS

4.2.1 Biographical Details of Respondents

Frequencies and percentages were utilised to describe the biographical variables of the respondents. The demographic details of participants are summarised in Table 4.1.

	<i>Overall (N=129)</i>
<i>Gender</i>	
<i>Female</i>	79 (61.2%)
<i>Male</i>	50 (38.8%)
<i>Years of experience the company</i>	
<i><2yrs</i>	23 (17.8%)
<i>3-6yrs</i>	22 (17.1%)
<i>7-10yrs</i>	34 (26.4%)
<i>>10yrs</i>	50 (38.8%)
<i>Population group</i>	
<i>African</i>	74 (57.4%)
<i>White</i>	23 (17.8%)
<i>Indian/Asian</i>	24 (18.6%)
<i>Coloured</i>	8 (6.2%)
<i>Highest level of education</i>	

<i>Never attended school</i>	4 (3.1%)
<i>Primary school</i>	1 (0.8%)
<i>High school</i>	33 (25.6%)
<i>Diploma</i>	71 (55%)
<i>Degree</i>	18 (14%)
<i>Postgraduate</i>	2 (1.6%)

Table 4. 1. Frequency Distribution of Biographical Variables

As evident in Table 4.1, the biographical variables included gender, years of experience with the company, population group, and highest level of education.

Figure 4.1 illustrates the gender proportions of the 129 respondents

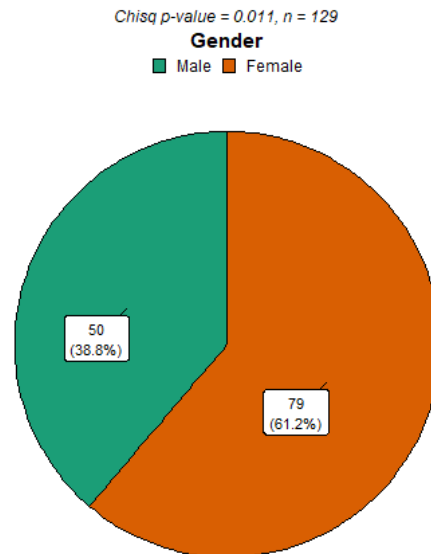


Figure 4. 1. Composition of Sample: Gender

As depicted in Figure 4.1, most respondents were female, comprising 61.2% of the sample, while 38.8% were male. This variation in tenure offers a comprehensive perspective on the long-term and short-term employees' views on internal communication, reflecting how the experience may affect their satisfaction and perceptions.

Figure 4.2 offers a visual representation of the percentages of respondents based on their years of experience with the company.

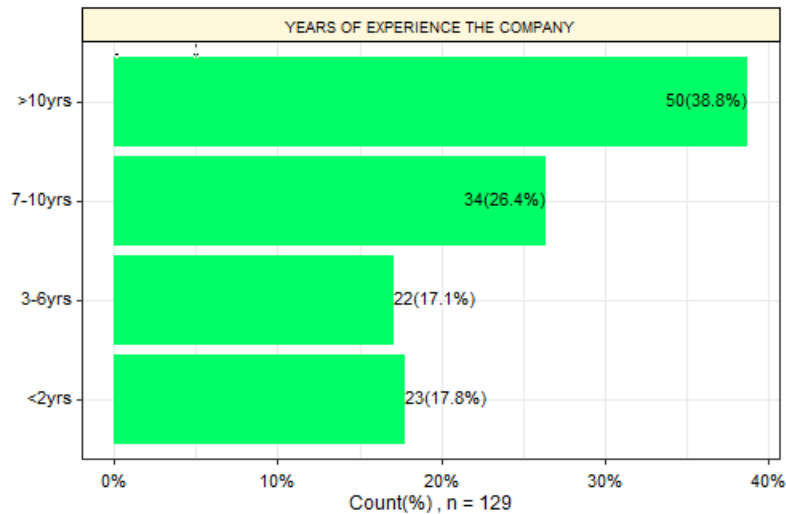


Figure 4. 2. Composition of Sample: Years of experience

As shown in Figure 4.2, the respondents' years of experience varied, with 17.8% (n = 23) having less than 2 years, 17.1% (n = 22) having between 3-6 years, 26.4% (n = 34) having between 7-10 years, and 38.8% (n = 50) having more than 10 years of experience.

Figure 4.3 depicts a graphical representation of the percentages of respondents according to population group.

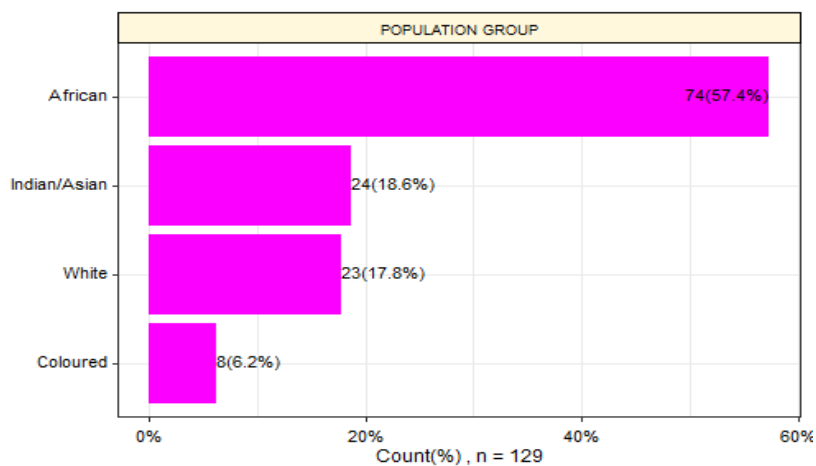


Figure 4. 3. Population Group

As illustrated in Figure 4.3, the study sample included respondents from various ethnic groups. The majority were African (57.4%), followed by Indian/Asian (18.6%), White (17.8%), and Coloured (6.2%). This demographic distribution is essential for

understanding how communication practices and satisfaction levels might differ across diverse cultural backgrounds.

A graphical representation of the highest level of education is illustrated in Figure 4.4.

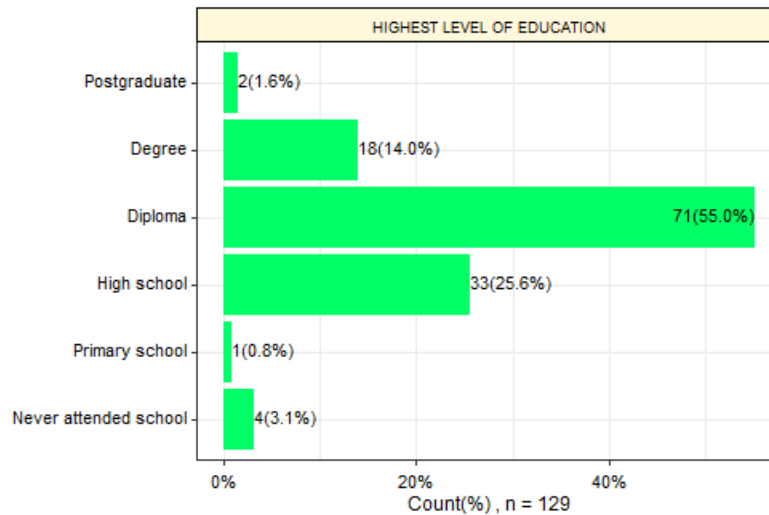


Figure 4. 4. Highest education level

Educational attainment among the respondents, as depicted in Figure 4.3, revealed that the majority held diplomas (55%), with significant proportions having completed high school (25.6%), obtained a degree (14%), or achieved postgraduate qualifications (1.6%). A small percentage had either never attended school (3.1%) or completed only primary school (0.8%). These educational profiles offer contextual insights into how varying levels of education may impact employees' perceptions and satisfaction regarding internal communication practices.

- **Analysis of Variance in Key Demographics**

The results in Table 4.1 present p-values from pairwise comparisons of the frequency differences across various categories of years of experience in the company, population groups, and highest levels of education. These results are integral to understanding the effects of internal communication on the delivery of service at the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport. For years of experience in the company, significant differences were found between employees with more than 10 years of experience and those with less than 2 years ($p=0.005$) and 3-6

years ($p=0.005$), indicating that long-serving employees have distinct internal communication experiences compared to those with fewer years of service.

In terms of population groups, significant differences were observed between the African and White groups ($p=0.008$), African and Indian/Asian groups ($p=0.007$), and between the African and Coloured, White and Coloured, and Indian/Asian and Coloured groups (all $p<0.001$), highlighting substantial communication differences, particularly involving the African (57.4%) and Coloured (6.2%) groups. No significant difference was observed between the White and Indian/Asian groups ($p=0.884$).

Regarding the highest level of education, significant differences were found between high school and diploma, high school and degree, and high school and postgraduate (all $p<0.001$), as well as between diploma and degree ($p=0.004$), diploma and postgraduate ($p<0.001$), and degree and postgraduate ($p=0.045$). These results suggest that higher education levels correlate with differing perceptions or experiences of internal communication.

The significant differences identified across these demographics imply that internal communication practices within the directorate are experienced differently, necessitating tailored communication strategies to improve service delivery and ensure effective engagement across all employee groups. Understanding these variances can help the directorate implement more inclusive and effective internal communication protocols, ultimately enhancing overall service delivery.

Years of experience with the company: freq diff p-values				
	22	23	34	
23	0.881	-	-	
34	0.163	0.174	-	
50	0.005	0.005	0.162	
Population group: freq diff p-values				
	8	23	24	
23	0.008	-	-	
24	0.007	0.884	-	
74	<0.001	<0.001	<0.001	
Highest level of education: freq diff p-values				

	1	2	4	18	33
2	0.564	-	-	-	-
4	0.207	0.444	-	-	-
18	<0.001	<0.001	0.004	-	-
33	<0.001	<0.001	<0.001	0.045	-
71	<0.001	<0.001	<0.001	<0.001	<0.001

Table 4. 2. Analysis of Variance in Key Demographic

4.2.2 General Questions

This section analyses responses to general questions regarding satisfaction with the company's internal communication, perceptions of current communication methods, and the effectiveness of information accessibility and inter-departmental communication at the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport shown in Table 4.2. The overall sample consists of 129 participants.

	Overall (N=129)
<i>Satisfied with the company's internal communication</i>	
No	63 (48.8%)
Yes	66 (51.2%)
<i>Current communication methods contributing to organisation success</i>	
No	73 (65.2%)
Yes	39 (34.8%)
<i>Anything to make internal communications more effective and efficient</i>	
No	5 (5.6%)
Yes	84 (94.4%)
<i>Feel like information is easily accessible when needed</i>	
No	35 (32.7%)
Yes	72 (67.3%)
<i>Know how my work helps the company meet its goals and objectives</i>	

No	75 (76.5%)
Yes	23 (23.5%)
Departments in an organisation communicate frequently with each other	
No	76 (87.4%)
Yes	11 (12.6%)

Table 4. 3. Responses to General Questions on Internal Communication

Figure 4.2 illustrates the respondents' responses to general questions about Internet Communication.

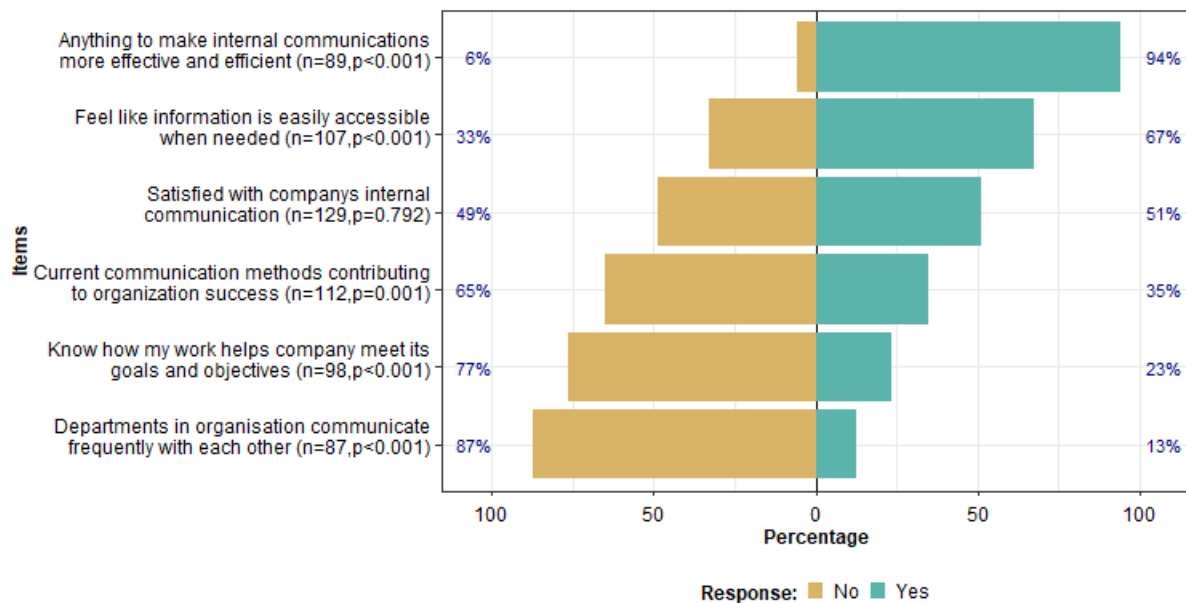


Figure 4. 5. General Questions on Internal Communication

As illustrated in Figure 4.5 below, 51.2% of respondents are satisfied with the company's internal communication, while 48.8% are not. However, a significant majority (65.2%) believe that current communication methods do not contribute to the organisation's success. Moreover, an overwhelming 94.4% of respondents think there are ways to make internal communications more effective and efficient. Regarding information accessibility, 67.3% feel that information is easily accessible when needed, while 32.7% do not.

Interestingly, only 23.5% of respondents know how their work helps the company meet its goals and objectives, indicating a disconnect between individual roles and organisational objectives. Furthermore, a significant majority (87.4%) feel that departments within the organisation do not communicate frequently with each other, highlighting potential silos within the company.

These findings imply that while there is general satisfaction with internal communication among about half of the respondents, there are significant areas for improvement. The perceived inefficacy of current communication methods, the lack of understanding of individual contributions to organisational goals, and poor inter-departmental communication suggest that the directorate needs to develop more effective internal communication strategies. Addressing these issues could enhance organisational coherence, employee engagement, and overall service delivery.

Figure 4.6 depicts a graphical illustration of the respondents' best description of the communication within their company.

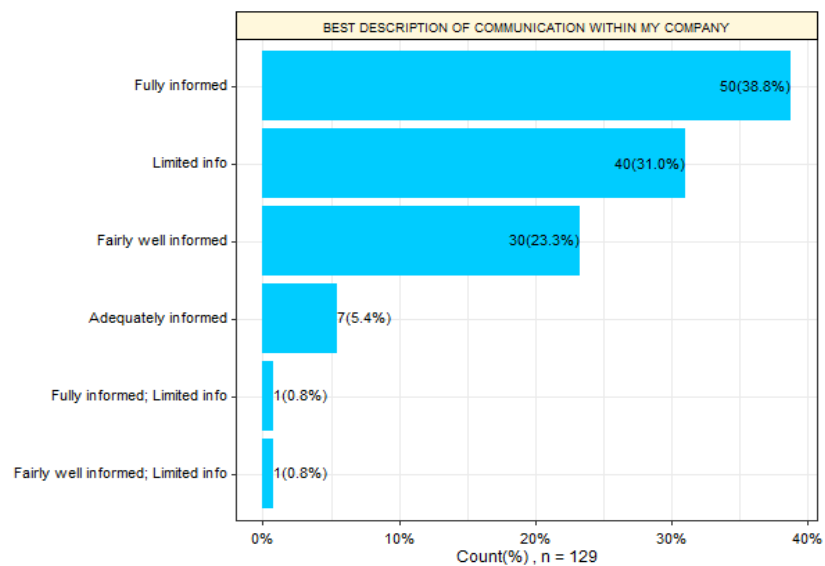


Figure 4. 6. Best description of the communication within my company

As illustrated in Figure 4.6, most respondents (38.8%) described the communication within their company as "Fully informed," indicating that a substantial proportion of

employees feel they receive comprehensive information. This is followed by 31.0% of respondents who feel they have "Limited info," suggesting that nearly a third of the employees perceive gaps in the communication they receive. "Fairly well informed" was chosen by 23.3% of respondents, indicating that about a quarter of employees feel moderately well-informed. A smaller percentage, 5.4%, described themselves as "Adequately informed," reflecting that a minor segment of the workforce finds the information they receive just sufficient. The least chosen descriptions, each by 0.8% of respondents, were "Fully informed; Limited info" and "Fairly well informed; Limited info," indicating a very small portion of the workforce experiences mixed perceptions about the adequacy of information provided.

Figure 4.7 depicts a graphical illustration of how often staff members receive internal communication training in their organisation.

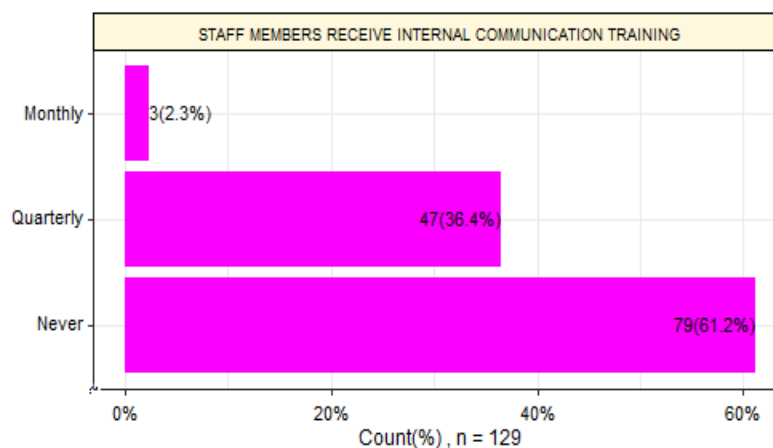


Figure 4. 7. Staff members receiving internal communication training

Figure 4.7 illustrates how often staff members at the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport receive internal communication training, based on responses from 129 participants. A significant majority (61.2%) of respondents reported never receiving internal communication training. This suggests a substantial gap in the organisation's training programs, potentially affecting the effectiveness of internal communication. Conversely, 36.4% of respondents indicated they receive training quarterly, reflecting that some employees do have regular opportunities to enhance their

communication skills, albeit not the majority. Only 2.3% of respondents receive monthly training, indicating that frequent, consistent training is rare within the organisation.

These findings suggest that the organisation needs to increase the frequency and accessibility of internal communication training to ensure that all staff members are equipped with the necessary skills to communicate effectively. Enhancing training programs could lead to improved internal communication, better teamwork, and overall enhanced service delivery within the directorate.

Figure 4.8 depicts graphically the percentages of respondents from how well they feel about Motor Transport Services.

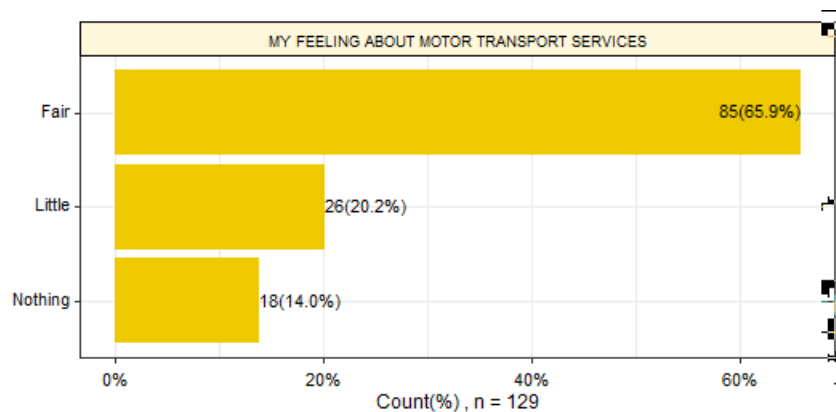


Figure 4. 8. Feelings about Motor Transport Services

Figure 4.8 presents the responses of 129 participants regarding their feelings about Motor Transport Services at the KwaZulu-Natal Department of Transport. Most respondents (65.9%) expressed a "Fair" feeling about Motor Transport Services, indicating a generally positive or satisfactory perception among most employees. This suggests that while there might be areas for improvement, the overall sentiment is relatively favourable. About 20.2% of respondents reported having a "Little" feeling, which might imply a more neutral

or indifferent stance toward the services provided. A smaller portion, 14%, indicated "Nothing," suggesting a lack of positive sentiment or possible dissatisfaction.

These results indicate that while most employees have a fair view of the Motor Transport Services, there is a notable percentage of the workforce that either feels indifferent or dissatisfied. Addressing the concerns of these employees and improving the aspects that contribute to their neutral or negative perceptions could help enhance overall employee morale and satisfaction with the services provided.

Figure 4.9 provides an illustration of the major role of internal communication on service delivery in the respondents' organisation.

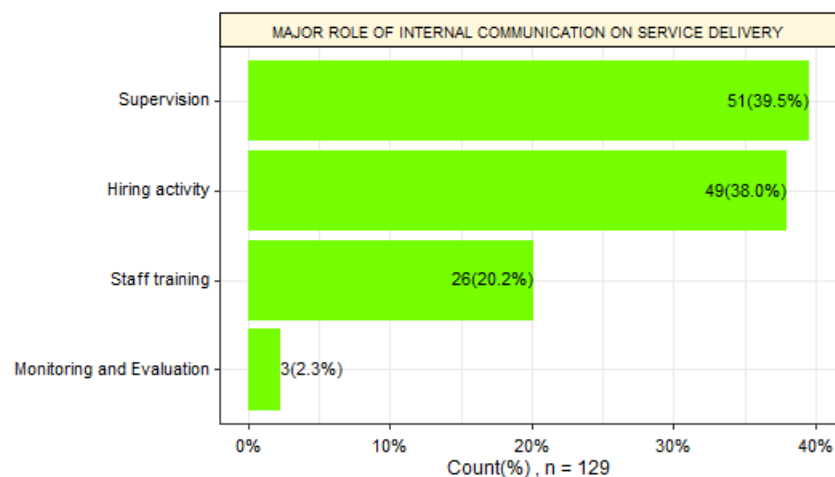


Figure 4. 9. Major role of internal communication in service delivery

Figure 4.9 illustrates the perceptions of 129 respondents regarding the major role of internal communication on service delivery within the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport. The largest proportion of respondents (39.5%) identified "Supervision" as the major role of internal communication in enhancing service delivery. This suggests that effective internal communication is seen as crucial for supervisory roles, likely impacting how tasks are managed and overseen. Close behind, 38.0% of respondents indicated "Hiring activity" as a significant area influenced by internal communication, emphasizing the role communication plays in recruitment and selection processes. Additionally, 20.2% of respondents highlighted

"Staff training" as a key area where internal communication is vital, pointing to its importance in employee development and skill enhancement. A small percentage (2.3%) of respondents viewed "Monitoring and Evaluation" as the primary role of internal communication, suggesting that while it is less frequently recognized, it is still an important function.

These results indicate that internal communication is perceived as playing a critical role in various aspects of service delivery, with supervision and hiring activities being the most prominent. This underscores the need for robust communication strategies to support effective supervision, recruitment, and training processes, ultimately contributing to improved service delivery within the organisation.

Figure 4.10 provides a graphical depiction of the percentages of respondents on how well they understand messages from their workplace colleagues.

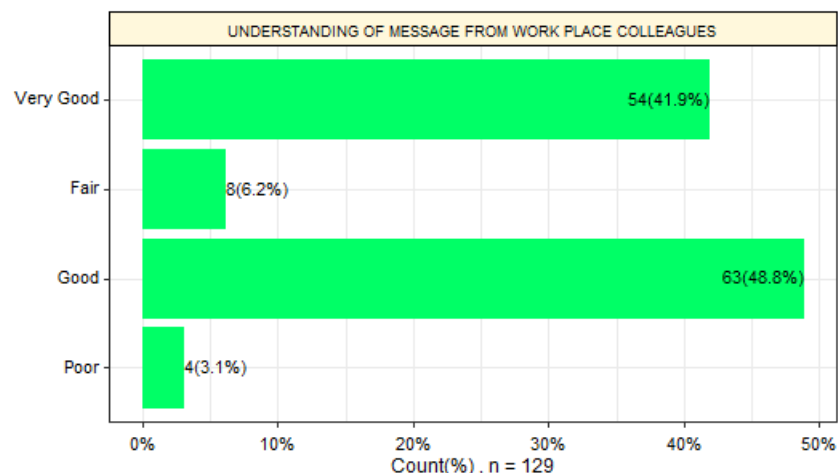


Figure 4. 10. Understanding message from your workplace

Figure 4.10 depicts the respondents' perceptions of how well they understand messages from their workplace colleagues, based on responses from 129 participants at the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport. A substantial portion of respondents (48.8%) reported that they have a "Good" understanding of messages from their colleagues, indicating that nearly half of the employees feel confident in their comprehension of workplace communication. An

additional 41.9% rated their understanding as "Very Good," suggesting that a significant majority of employees perceive their communication with colleagues to be clear and effective. A smaller percentage of respondents (6.2%) rated their understanding as "Fair," implying that some employees experience occasional difficulties in comprehending messages. Only 3.1% of respondents reported a "Poor" understanding, indicating that a minimal number of employees struggle significantly with workplace communication.

These results highlight that most employees feel they understand their colleagues' messages well, which is a positive indicator of effective internal communication within the organisation. However, there is still a small percentage of employees who face challenges in this area, suggesting that targeted efforts to improve clarity and reduce misunderstandings in workplace communication could be beneficial. Enhancing communication practices could further strengthen overall understanding and collaboration among employees, contributing to more efficient service delivery.

Figure 4.11 shows a graphical representation of the percentages of respondents who indicated how much of a typical company newsletter they read.

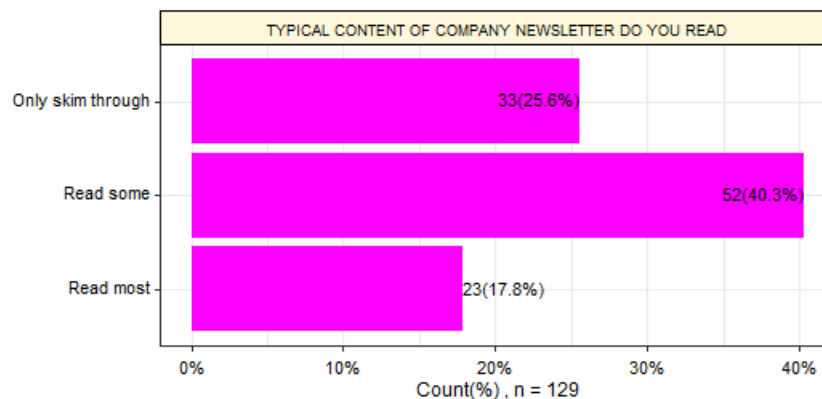


Figure 4. 11. Typical Content of Company Newsletter

Figure 4.11 illustrates the extent to which respondents engage with the company newsletter at the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport, based on 129 responses. The data reveals that 40.3% of respondents "Read

some" of the newsletter content, indicating that a significant number of employees partially engage with the information provided. About 25.6% of the respondents reported that they "Only skim through" the newsletter, which suggests that a quarter of the employees engage minimally and may miss out on key details. Furthermore, 17.8% of respondents stated they "Read most" of the newsletter, reflecting a higher level of engagement and interest among this subset of employees.

These findings highlight diverse engagement levels with the company newsletter. While a substantial portion of employees read some content, many only skim through it, and fewer read most of the material. This suggests a need for the organisation to enhance the relevance and presentation of the newsletter content to boost engagement and ensure that important information reaches a broader audience. Improving the newsletter's appeal could lead to better-informed employees and more effective internal communication.

- **Analysis of Variance**

The table presents p-values from pairwise comparisons of frequency differences across various categories related to internal communication within the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport. These comparisons provide insights into how different groups perceive and engage with internal communication and its impacts.

Best Description of Communication Within My Company

Significant differences were observed in the description of communication within the company. Employees who described communication as "Fully informed" (50) differed significantly from those who described it as "Limited info" (40, $p=0.038$) and "Fairly well informed" (30, $p<0.001$). Those who considered communication "Fairly well informed" also differed significantly from those who considered it "Limited info" ($p<0.001$) and "Adequately informed" (7, $p<0.001$). These results indicate that perceptions of communication effectiveness vary notably among employees.

Staff Members Receive Internal Communication Training

For internal communication training frequency, significant differences were found between those who never received training (79) and those who received it quarterly (47, $p=0.004$) and monthly (3, $p<0.001$). Additionally, significant differences exist between monthly and quarterly training ($p<0.001$). This suggests that the frequency of training significantly impacts employees' perceptions of internal communication.

Feelings About Motor Transport Services

Regarding feelings about Motor Transport Services, significant differences were found between those who felt "Fair" (85) and those who felt "Little" (26, $p<0.001$) and "Nothing" (18, $p<0.001$). However, there was no significant difference between "Little" and "Nothing" ($p=0.228$). These findings indicate a general trend of varying levels of satisfaction or sentiment towards the services.

Major Role of Internal Communication in Service Delivery

For the perceived role of internal communication on service delivery, significant differences were observed between those who identified "Supervision" (51) and "Staff training" (26, $p=0.007$), "Hiring activity" (49, $p<0.001$), and "Monitoring and Evaluation" (3, $p<0.001$). This highlights the different ways employees perceive internal communication impacting various organisational activities.

Understanding of Messages from Workplace Colleagues

There were significant differences in how employees understood messages from their workplace colleagues based on their self-assessment ratings. Those who rated their understanding as "Very Good" (54 individuals) differed markedly from those who rated it as "Fair" (8 individuals, $p<0.001$) and "Poor" (4 individuals, $p<0.001$). However, the comparison between the "Fair" and "Poor" ratings revealed no significant difference ($p=0.298$). These findings indicate a considerable variability in the employees' perceptions of their comprehension of workplace communications.

Typical Content of Company Newsletter Read

Regarding how much of the company newsletter employees read, significant differences were noted between those who "Read most" (52) and those who "Only skim through" (21, $p=0.002$) and "Read some" (23, $p=0.002$). No significant differences were observed between those who "Only skim through" and "Read some" ($p=0.763$). This indicates differences in engagement with the company newsletter among employees.

These results imply that perceptions and engagement with internal communication practices vary significantly across different employee groups. Understanding these differences can help the Motor Transport Services directorate tailor their communication strategies to address the specific needs and preferences of its workforce, thereby enhancing overall communication effectiveness and service delivery.

Best description of communication within my company: freq diff p-values				
	1	7	30	40
7	0.042	-	-	-
30	<0.001	<0.001	-	-
40	<0.001	<0.001	0.268	-
50	<0.001	<0.001	0.038	0.313
Staff members receive internal communication training: freq diff p-values				
	3	47		
47	<0.001	-		
79	<0.001	0.004		
My feeling about Motor Transport Services: freq diff p-values				
	18	26		

26	0.228	-	
85	<0.001	<0.001	
Major role of internal communication on service delivery: freq diff p-values			
	3	26	49
26	<0.001	-	-
49	<0.001	0.009	-
51	<0.001	0.007	0.841
Understanding of message from workplace colleagues: freq diff p-values			
	4	8	54
8	0.298	-	-
54	<0.001	<0.001	-
63	<0.001	<0.001	0.405
Typical content of company newsletter do you read: freq diff p-values			
	21	23	33
23	0.763	-	-
33	0.154	0.218	-
52	0.002	0.002	0.079

Table 4. 4. Analysis of Variance across general questions

4.2.3 Satisfied with company's internal communication by demographics

This section examines the relationship between employees' satisfaction with the company's internal communication and various demographic factors within the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport. The analysis reveals no significant difference in satisfaction levels between genders (χ^2 , $p=0.608$), with 63.5% of females and 36.5% of males reporting dissatisfaction, compared to 59.1% of females and 40.9% of males reporting satisfaction. Similarly, years of experience in the company did not significantly affect satisfaction levels (χ^2 , $p=0.233$), although employees with more than 10 years of experience showed a higher rate of dissatisfaction (46.0%) compared to those with 3-6 years (11.1%) and 7-10 years (25.4%).

In terms of population groups, no significant differences were found (Fisher's, $p=0.897$). Satisfaction was relatively consistent across African (57.1% dissatisfied vs. 57.6% satisfied), White (17.5% vs. 18.2%), Indian/Asian (17.5% vs. 19.7%), and Coloured employees (7.9% vs. 4.5%). However, the highest level of education significantly

influenced satisfaction (Fisher's, $p=0.003$). Employees with a diploma were more likely to be satisfied (65.2%) compared to those with a high school education (16.7% satisfied vs. 34.9% dissatisfied) and a degree (9.1% satisfied vs. 19% dissatisfied).

These results suggest that while gender, years of experience, and population group do not significantly impact satisfaction with internal communication, the level of education does. Employees with higher educational qualifications, particularly those with a diploma, tend to be more satisfied with internal communication. This implies that the company may need to tailor its communication strategies to address the needs of employees with varying educational backgrounds to enhance overall satisfaction and effectiveness.

Satisfied with the company's internal communication	No (N=63)	Yes (N=66)	p-value	Overall (N=129)
Gender			Chisq., $p = 0.608$	
Female	40 (63.5%)	39 (59.1%)		79 (61.2%)
Male	23 (36.5%)	27 (40.9%)		50 (38.8%)
Years of experience in the company			Chisq., $p = 0.233$	
<2yrs	11 (17.5%)	12 (18.2%)		23 (17.8%)
3-6yrs	7 (11.1%)	15 (22.7%)		22 (17.1%)
7-10yrs	16 (25.4%)	18 (27.3%)		34 (26.4%)
>10yrs	29 (46.0%)	21 (31.8%)		50 (38.8%)
Population group			Fisher's, $p = 0.897$	
African	36 (57.1%)	38 (57.6%)		74 (57.4%)
White	11 (17.5%)	12 (18.2%)		23 (17.8%)
Indian/Asian	11 (17.5%)	13 (19.7%)		24 (18.6%)
Coloured	5 (7.9%)	3 (4.5%)		8 (6.2%)
Highest level of education			Fisher's, $p = 0.003$	
Never attended school	0 (0.0%)	4 (6.1%)	all pwc p.adj ns	4 (3.1%)
Primary school	1 (1.6%)	0 (0.0%)	reduced Type I	1 (0.8%)
High school	22 (34.9%)	11 (16.7%)		33 (25.6%)
Diploma	28 (44.4%)	43 (65.2%)		71 (55.0%)
Degree	12 (19.0%)	6 (9.1%)		18 (14.0%)
Postgraduate	0 (0.0%)	2 (3.0%)		2 (1.6%)

Table 4. 5. Relationship between employees' internal communication and the demographic factors

4.2.4 Satisfied with company's internal communication by general questions

This section examines the relationship between employees' satisfaction with the company's internal communication and their responses to various general questions within the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport.

Current Communication Methods Contributing to Organisation Success

A significant difference was found in satisfaction levels based on whether employees believe current communication methods contribute to the organisation's success (χ^2 , $p=0.015$). Among those who felt the methods did not contribute, 76.4% were dissatisfied compared to 54.4% of the satisfied group. Conversely, among those who felt the methods were contributing, 23.6% were dissatisfied compared to 45.6% who were satisfied. This indicates that perceptions of effective communication methods are closely tied to satisfaction with internal communication.

Anything to Make Internal Communications More Effective and Efficient

There was no significant difference regarding the perception of the need for improvements in internal communication (Fisher's, $p=1.000$). Both dissatisfied and satisfied employees overwhelmingly believed that internal communications could be made more effective (95.3% and 93.5%, respectively).

Feel Like Information is Easily Accessible When Needed

No significant difference was observed in satisfaction levels based on the ease of accessing information (χ^2 , $p=0.997$). Both dissatisfied and satisfied groups reported similar levels of accessibility (67.3% for both).

Know How My Work Helps Company Meet Its Goals and Objectives

While there was no significant difference (χ^2 , $p=0.119$) a higher percentage of dissatisfied employees (83.3%) felt they did not understand how their work contributes to the company's goals compared to those who were satisfied (70.0%).

Departments in Organisation Communicate Frequently with Each Other

There was no significant difference in satisfaction levels based on inter-departmental communication (χ^2 , $p=0.970$). Both dissatisfied and satisfied groups reported similar levels of frequent inter-departmental communication (87.5% and 87.2%, respectively).

Best Description of Communication Within My Company

No significant difference was found regarding descriptions of communication within the company (Fisher's, $p=0.073$). Those describing communication as "Fully informed" were more likely to be satisfied (47.6% not satisfied vs. 30.3% satisfied). Those who described communication as "Limited info" were less likely to be satisfied (22.2% not satisfied vs. 39.4% satisfied).

Staff Members Receive Internal Communication Training

No significant difference was found in satisfaction based on training frequency (Fisher's, $p=0.421$). Most employees reported never receiving training (55.6% not satisfied vs. 66.7% satisfied).

Feelings About Motor Transport Services

No significant difference was found regarding feelings about Motor Transport Services (χ^2 , $p=0.192$). Those with "Fair" feelings were more likely to be satisfied (60.3% not satisfied vs. 71.2% satisfied).

Major Role of Internal Communication on Service Delivery

No significant difference was found in perceptions of the major role of internal communication on service delivery (Fisher's, $p=0.218$). The most common role identified was "Supervision" (33.3% not satisfied vs. 45.5% satisfied).

Understanding of Message from Workplace Colleagues

No significant difference was found in satisfaction levels based on understanding messages from colleagues (Fisher's, $p=0.227$). Those who rated their understanding as "Very Good" were more likely to be satisfied (39.7% not satisfied vs. 43.9% satisfied).

Typical Content of Company Newsletter Read5

There was a significant difference in satisfaction based on how much of the newsletter was read (χ^2 , $p=0.015$). Those who "Read most" were more likely to be satisfied (7.9% not satisfied vs. 27.3% satisfied, $p=0.021$).

These findings suggest that employees' satisfaction with internal communication is significantly influenced by their perceptions of the effectiveness of current communication methods. Employees who see these methods as contributing to organisational success tend to be more satisfied. Understanding how individual roles contribute to company goals also plays a role, although it was not statistically significant. Ensuring that information is easily accessible and promoting effective inter-departmental communication are important but do not show a significant impact on overall satisfaction levels. This highlights the need for the organisation to demonstrate the effectiveness of its communication strategies and clarify how individual contributions align with organisational objectives to improve overall employee satisfaction with internal communication.

Satisfied with the company's internal communication	No (N=63)	Yes (N=66)	p-value	Overall (N=129)
Current communication methods contributing to organisation success			Chisq., $p = 0.015$	
No	42 (76.4%)	31 (54.4%)	0.036	73 (65.2%)
Yes	13 (23.6%)	26 (45.6%)	0.036	39 (34.8%)
Anything to make internal communications more effective and efficient			Fisher's, $p = 1.000$	
No	2 (4.7%)	3 (6.5%)		5 (5.6%)
Yes	41 (95.3%)	43 (93.5%)		84 (94.4%)
Feel like information is easily accessible when needed			Chisq., $p = 0.997$	
No	18 (32.7%)	17 (32.7%)		35 (32.7%)
Yes	37 (67.3%)	35 (67.3%)		72 (67.3%)
Know how my work helps the company meet its goals and objectives			Chisq., $p = 0.119$	
No	40 (83.3%)	35 (70.0%)		75 (76.5%)
Yes	8 (16.7%)	15 (30.0%)		23 (23.5%)
Departments in an organisation communicate frequently with each other			Chisq., $p = 0.970$	
No	35 (87.5%)	41 (87.2%)		76 (87.4%)
Yes	5 (12.5%)	6 (12.8%)		11 (12.6%)

Satisfied with the company's internal communication	No (N=63)	Yes (N=66)	p-value	Overall (N=129)
Best description of communication within my company			Fisher's, p = 0.073	
Adequately informed	2 (3.2%)	5 (7.6%)		7 (5.4%)
Fairly well informed	16 (25.4%)	14 (21.2%)		30 (23.3%)
Fairly well informed; Limited info	0 (0.0%)	1 (1.5%)		1 (0.8%)
Fully Informed	30 (47.6%)	20 (30.3%)		50 (38.8%)
Fully informed; Limited info	1 (1.6%)	0 (0.0%)		1 (0.8%)
Limited info	14 (22.2%)	26 (39.4%)		40 (31.0%)
Staff members receive internal communication training			Fisher's, p = 0.421	
Never	35 (55.6%)	44 (66.7%)		79 (61.2%)
Quarterly	26 (41.3%)	21 (31.8%)		47 (36.4%)
Monthly	2 (3.2%)	1 (1.5%)		3 (2.3%)
My feelings about Motor Transport Services			Chisq., p = 0.192	
Nothing/Little	25 (39.7%)	19 (28.8%)		44 (34.1%)
Fair	38 (60.3%)	47 (71.2%)		85 (65.9%)
Major role of internal communication on service delivery			Fisher's, p = 0.218	
Hiring activity	25 (39.7%)	24 (36.4%)		49 (38.0%)
Staff training	14 (22.2%)	12 (18.2%)		26 (20.2%)
Supervision	21 (33.3%)	30 (45.5%)		51 (39.5%)
Monitoring and Evaluation	3 (4.8%)	0 (0.0%)		3 (2.3%)
Understanding of messages from workplace colleagues			Fisher's, p = 0.227	
Poor	0 (0.0%)	4 (6.1%)		4 (3.1%)
Good	34 (54.0%)	29 (43.9%)		63 (48.8%)
Fair	4 (6.3%)	4 (6.1%)		8 (6.2%)
Very Good	25 (39.7%)	29 (43.9%)		54 (41.9%)
Typical content of company newsletter do you read			Chisq., p = 0.015	
Generally, read all	9 (14.3%)	12 (18.2%)	0.748	21 (16.3%)
Read most	5 (7.9%)	18 (27.3%)	0.021	23 (17.8%)
Read some	28 (44.4%)	24 (36.4%)	0.748	52 (40.3%)
Only skim through	21 (33.3%)	12 (18.2%)	0.206	33 (25.6%)

Table 4. 6. Relationship between employees' internal communication and the general questions

4.2.5 Respondents' feeling about Motor Transport Services by Demographics

This section explores the relationship between respondents' feelings about Motor Transport Services and various demographic factors within the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport.

Gender

The analysis shows no significant difference in feelings about Motor Transport Services between genders (χ^2 , $p=0.244$). Among females, 68.2% reported feeling "Nothing/Little" about the services, while 57.6% felt "Fair." Among males, 31.8% felt "Nothing/Little," while 42.4% felt "Fair." This indicates a relatively similar distribution of feelings about the services across genders.

Years of Experience in the Company

There is no significant difference in feelings based on years of experience in the company (χ^2 , $p=0.107$). Employees with less than 2 years of experience had a slightly higher proportion feeling "Nothing/Little" (20.5%) compared to those feeling "Fair" (16.5%). Those with 3-6 years of experience showed similar proportions (18.2% "Nothing/Little" vs. 16.5% "Fair"). Employees with 7-10 years of experience had a higher percentage feeling "Nothing/Little" (36.4%) compared to those feeling "Fair" (21.2%). Conversely, employees with more than 10 years of experience were more likely to feel "Fair" (45.9%) compared to "Nothing/Little" (25%).

Population Group

No significant difference was found in feelings across population groups (χ^2 , $p=0.297$). Among African employees, 54.5% felt "Nothing/Little," while 58.8% felt "Fair." White employees showed 25% feeling "Nothing/Little" compared to 14.1% feeling "Fair." Indian/Asian employees reported 18.2% feeling "Nothing/Little" compared to 18.8% feeling "Fair." Among Coloured employees, 2.3% felt "Nothing/Little," while 8.2% felt "Fair."

Highest Level of Education

There was no significant difference in feelings about Motor Transport Services based on the highest level of education (Fisher's, $p=0.403$). None of the respondents who never attended school felt "Nothing/Little," while 4.7% felt "Fair." Among those with primary school education, none felt "Nothing/Little," and 1.2% felt "Fair." High school-educated employees showed 34.1% feeling "Nothing/Little" compared to 21.2% feeling "Fair."

Those with a diploma had 54.5% feeling "Nothing/Little" versus 55.3% feeling "Fair." Employees with a degree reported 11.4% feeling "Nothing/Little" compared to 15.3% feeling "Fair," while none of the respondents with postgraduate education felt "Nothing/Little," and 2.4% felt "Fair."

These results suggest that feelings about Motor Transport Services do not significantly differ across various demographic factors such as gender, years of experience, population group, and level of education. However, the data shows some trends, such as employees with more than 10 years of experience and those with a diploma being more likely to feel "Fair" about the services. This implies that while demographic factors may not have a significant impact, certain groups within the organisation may require targeted communication strategies to improve their perception of the services provided by Motor Transport Services. Understanding these nuances can help the directorate develop more effective communication and engagement practices to enhance overall employee sentiment.

My feeling about Motor Transport Services	Nothing/Little (N=44)	Fair (N=85)	p-value	Overall (N=129)
Gender			Chisq., p = 0.244	
Female	30 (68.2%)	49 (57.6%)		79 (61.2%)
Male	14 (31.8%)	36 (42.4%)		50 (38.8%)
Years of experience the company			Chisq., p = 0.107	
<2yrs	9 (20.5%)	14 (16.5%)		23 (17.8%)
3-6yrs	8 (18.2%)	14 (16.5%)		22 (17.1%)
7-10yrs	16 (36.4%)	18 (21.2%)		34 (26.4%)
>10yrs	11 (25.0%)	39 (45.9%)		50 (38.8%)
Population group			Chisq., p = 0.297	
African	24 (54.5%)	50 (58.8%)		74 (57.4%)
White	11 (25.0%)	12 (14.1%)		23 (17.8%)
Indian/Asian	8 (18.2%)	16 (18.8%)		24 (18.6%)
Coloured	1 (2.3%)	7 (8.2%)		8 (6.2%)
Highest level of education			Fisher's, p = 0.403	
Never attended school	0 (0.0%)	4 (4.7%)		4 (3.1%)
Primary school	0 (0.0%)	1 (1.2%)		1 (0.8%)
High school	15 (34.1%)	18 (21.2%)		33 (25.6%)
Diploma	24 (54.5%)	47 (55.3%)		71 (55.0%)
Degree	5 (11.4%)	13 (15.3%)		18 (14.0%)
Postgraduate	0 (0.0%)	2 (2.4%)		2 (1.6%)

Table 4. 7. Relationship between Feelings about Motor Transport Services and Demographics

4.2.6 Respondents' feelings about Motor Transport Services by general questions

This section explores the relationship between respondents' feelings about Motor Transport Services and their responses to various general questions within the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport.

Satisfied with Company's Internal Communication

The analysis reveals no significant difference in feelings about Motor Transport Services based on satisfaction with the company's internal communication (χ^2 , $p=0.192$). Among those who felt "Nothing/Little," 56.8% were not satisfied with internal communication, compared to 44.7% who felt "Fair." Conversely, 43.2% of those who felt "Nothing/Little" were satisfied with internal communication, compared to 55.3% who felt "Fair."

Current Communication Methods Contributing to Organisation Success

There was no significant difference in feelings based on whether current communication methods contribute to the organisation's success (χ^2 , $p=0.314$). Of those who felt "Nothing/Little," 59.0% believed the methods did not contribute, whereas 68.5% of those who felt "Fair" shared this belief. Conversely, 41.0% of those who felt "Nothing/Little" believed the methods did contribute, compared to 31.5% of those who felt "Fair."

Anything to Make Internal Communications More Effective and Efficient

No significant difference was found regarding the perception of the need for improvements in internal communication (Fisher's, $p=0.317$). All respondents who felt "Nothing/Little" believed there were ways to make internal communications more effective (100%), compared to 91.9% of those who felt "Fair."

Feel Like Information is Easily Accessible When Needed

There was no significant difference in feelings based on the ease of accessing information (χ^2 , $p=0.644$). Among those who felt "Nothing/Little," 30% did not feel the information was easily accessible, compared to 34.3% of those who felt "Fair." Conversely, 70% of those

who felt "Nothing/Little" believed the information was accessible, compared to 65.7% of those who felt "Fair."

Know How My Work Helps Company Meet Its Goals and Objectives

Although there was no significant difference (χ^2 , $p=0.202$), a higher percentage of those who felt "Nothing/Little" (84.4%) felt they did not understand how their work contributes to the company's goals, compared to 72.7% of those who felt "Fair."

Departments in Organisation Communicate Frequently with Each Other

No significant difference was found in feelings based on inter-departmental communication (Fisher's, $p=0.292$). Among those who felt "Nothing/Little," 80.8% reported infrequent communication between departments, compared to 90.2% of those who felt "Fair." Conversely, 19.2% of those who felt "Nothing/Little" reported frequent communication, compared to 9.8% of those who felt "Fair."

Best Description of Communication Within My Company

No significant difference was found regarding descriptions of communication within the company (Fisher's, $p=0.366$). Those describing communication as "Fully informed" were more likely to feel "Nothing/Little" (47.7%) compared to those feeling "Fair" (34.1%).

Staff Members Receive Internal Communication Training

No significant difference was found in feelings based on training frequency (Fisher's, $p=0.312$). Most respondents who felt "Nothing/Little" reported never receiving training (56.8%), compared to those feeling "Fair" (63.5%).

Major Role of Internal Communication in Service Delivery

No significant difference was found in perceptions of the major role of internal communication on service delivery (Fisher's, $p=0.099$). Among those who felt "Nothing/Little," 43.2% identified "Supervision" as the major role, compared to 37.6% of those who felt "Fair."

Understanding of Message from Workplace Colleagues

No significant difference was found in feelings based on understanding messages from colleagues (Fisher's, $p=0.159$). Those who rated their understanding as "Very Good" were more likely to feel "Nothing/Little" (52.3%) compared to those feeling "Fair" (36.5%).

Typical Content of Company Newsletter Read

There was no significant difference in feelings based on how much of the newsletter was read (χ^2 , $p=0.692$). Among those who felt "Nothing/Little," 45.5% read "some" of the newsletter, compared to 37.6% of those feeling "Fair."

The findings indicate that feelings about Motor Transport Services are not significantly affected by general internal communication practices. However, those who feel "Nothing/Little" are more likely to believe that communication could improve and that they lack understanding of how their work aligns with the company's goals. This suggests that targeted communication strategies could enhance employees' perceptions of Motor Transport Services. Understanding these nuances can help the directorate develop more effective communication and engagement practices to enhance overall employee sentiment.

My feeling about Motor Transport Services	Nothing/Little (N=44)	Fair (N=85)	p-value	Overall (N=129)
Satisfied with company's internal communication			Chisq., $p = 0.192$	
No	25 (56.8%)	38 (44.7%)		63 (48.8%)
Yes	19 (43.2%)	47 (55.3%)		66 (51.2%)
Current communication methods contributing to organisation success			Chisq., $p = 0.314$	
No	23 (59.0%)	50 (68.5%)		73 (65.2%)
Yes	16 (41.0%)	23 (31.5%)		39 (34.8%)
Anything to make internal communications more effective and efficient			Fisher's, $p = 0.317$	
No	0 (0.0%)	5 (8.1%)		5 (5.6%)
Yes	27 (100.0%)	57 (91.9%)		84 (94.4%)
Feel like information is easily accessible when needed			Chisq., $p = 0.644$	
No	12 (30.0%)	23 (34.3%)		35 (32.7%)
Yes	28 (70.0%)	44 (65.7%)		72 (67.3%)
Know how my work helps company meet its goals and objectives			Chisq., $p = 0.202$	

My feeling about Motor Transport Services	Nothing/Little (N=44)	Fair (N=85)	p-value	Overall (N=129)
No	27 (84.4%)	48 (72.7%)	Fisher's, p = 0.292	75 (76.5%)
Yes	5 (15.6%)	18 (27.3%)		23 (23.5%)
Departments in organisation communicate frequently with each other				
No	21 (80.8%)	55 (90.2%)		76 (87.4%)
Yes	5 (19.2%)	6 (9.8%)		11 (12.6%)

My feeling about Motor Transport Services	Nothing/Little (N=44)	Fair (N=85)	p-value	Overall (N=129)
Best description of communication within my company			Fisher's, p = 0.366	
Adequately informed	2 (4.5%)	5 (5.9%)		7 (5.4%)
Fairly well informed	10 (22.7%)	20 (23.5%)		30 (23.3%)
Fairly well informed; Limited info	0 (0.0%)	1 (1.2%)		1 (0.8%)
Fully informed	21 (47.7%)	29 (34.1%)		50 (38.8%)
Fully informed; Limited info	1 (2.3%)	0 (0.0%)		1 (0.8%)
Limited info	10 (22.7%)	30 (35.3%)		40 (31.0%)
Staff members receive internal communication training			Fisher's, p = 0.312	
Never	25 (56.8%)	54 (63.5%)		79 (61.2%)
Quarterly	19 (43.2%)	28 (32.9%)		47 (36.4%)
Monthly	0 (0.0%)	3 (3.5%)		3 (2.3%)
Major role of internal communication on service delivery			Fisher's, p = 0.099	
Hiring activity	14 (31.8%)	35 (41.2%)		49 (38.0%)
Staff training	8 (18.2%)	18 (21.2%)		26 (20.2%)
Supervision	19 (43.2%)	32 (37.6%)		51 (39.5%)
Monitoring and Evaluation	3 (6.8%)	0 (0.0%)		3 (2.3%)
Understanding of message from workplace colleagues			Fisher's, p = 0.159	
Poor	0 (0.0%)	4 (4.7%)		4 (3.1%)
Good	20 (45.5%)	43 (50.6%)		63 (48.8%)
Fair	1 (2.3%)	7 (8.2%)		8 (6.2%)
Very Good	23 (52.3%)	31 (36.5%)		54 (41.9%)
Typical content of company newsletter do you read			Chisq., p = 0.692	
Generally, read all	6 (13.6%)	15 (17.6%)		21 (16.3%)
Read most	6 (13.6%)	17 (20.0%)		23 (17.8%)
Read some	20 (45.5%)	32 (37.6%)		52 (40.3%)
Only skim through	12 (27.3%)	21 (24.7%)		33 (25.6%)

4.3 CONCLUSION

The chapter analyses internal communication data within the KwaZulu-Natal Department of Transport's Motor Transport Services directorate. Results show satisfaction with communication doesn't differ by gender, experience, or population group. However, satisfaction is higher based on educational level, with diploma holders reporting higher satisfaction levels. Employees who perceive communication methods as effective are more likely to express satisfaction. Factors like information accessibility and understanding individual roles' contribution to organisational goals didn't significantly impact satisfaction levels. The findings emphasize the need for tailored communication strategies to improve employee satisfaction and organisational effectiveness.

CHAPTER 5

DISCUSSION OF RESULTS

5.1 INTRODUCTION

This study examined the relationship between service delivery and internal communication, how internal communication affect employee perception in service delivery performance as an enabler of service delivery, and its impact on service delivery levels. The literature review highlighted the importance of effective communication in fostering employee engagement, the role of educational background in shaping communication perceptions, and the need for clear, accessible information to align individual roles with organisational objectives. This chapter critically examines the alignment and discrepancies between theoretical perspectives and the findings, offering practical implications for enhancing internal communication strategies and providing actionable recommendations based on scholarly research and contextual realities.

5.2 EXAMINING THE RELATIONSHIP BETWEEN SERVICE DELIVERY AND INTERNAL COMMUNICATION

The first objective examined the relationship between service delivery and internal communication. The findings indicate a significant correlation between effective internal communication and enhanced service delivery. Employees who perceived the current communication methods as contributing to organisational success reported higher satisfaction with internal communication. This aligns with the literature that emphasizes the role of communication in improving service efficiency and effectiveness (Clampitt & Downs, 1993:5; Men, 2014:264).

The study revealed that 65.2% of employees agreed that current communication methods did not contribute to the organisation's success, and among these, 76.4% were dissatisfied with internal communication. Conversely, 34.8% agreed that communication methods were contributed to organisational success, with 45.6% satisfied with internal communication. This significant difference underscores the importance of effective communication methods in enhancing service delivery. Asif & Sargeant (2000:34)

highlighted the importance of internal communication in organisations striving to meet customer needs and organisational values. The findings show how internal can directly impact service delivery by ensuring that employees are well-informed and aligned with organisational goals. This finding is consistent with the current study.

Furthermore, Lin et al. (2020) found that social contacts and communication play a role in health service delivery, suggesting that effective internal communication channels can facilitate the utilization of primary health care services. This emphasizes the significance of communication not only within the organisation but also in the broader context of service delivery to end-users. This is relevant to the Motor Transport Services directorate, where internal communication significantly influences the quality of services provided to the public. Additionally, Naidoo (2023:55) discusses how leadership styles and attributes can influence service delivery to communities, implying that effective internal communication, often driven by leadership, can positively impact service delivery outcomes.

Leadership plays a crucial role in promoting a culture of open communication and collaboration within the organisation. Leaders who prioritise internal communication and encourage feedback create an environment where employees feel valued and engaged, leading to improved service delivery. Men (2014:264) and Hargie and Tourish (2009) argue that well-structured communication strategies are crucial for aligning employee efforts with organisational goals, thereby enhancing overall performance. These findings confirm the necessity of internal communication in facilitating effective service delivery. However, opposite results from other studies, such as Tourish and Robson (2006), suggest that merely having communication methods in place is insufficient without ensuring their effectiveness and relevance to employees.

From the additional literature, it is evident that effective internal communication fosters a supportive communication climate, which is integral for employee engagement and service delivery (Mbhele & de Beer, 2022:153). This highlights the role of communication quality and reliability in achieving organisational goals and improving service delivery (Hayase, 2009).

The results, along with supporting literature, underscore the critical role of internal communication in enhancing service delivery. For the Motor Transport Services directorate, this means that improving internal communication practices could lead to best service delivery outcomes. Ensuring that communication methods are effective and relevant, and foster a supportive communication climate can enhance employee satisfaction and performance, ultimately improving service delivery. In conclusion, the relationship between service delivery and internal communication is complex and multifaceted.

Effective internal communication practices can lead to improved service quality, customer satisfaction, and overall organisational performance. Organisations that prioritize internal communication as a strategic asset are likely to observe positive outcomes in their service delivery processes. The results confirm the literature's assertion that internal communication significantly impacts service delivery. Effective communication aligns employee efforts with organisational goals, enhancing overall performance. Studies by Clampitt and Downs (1993:5), Asif & Sargeant (2000:34), & Men (2014:264) support these findings, emphasizing that well-structured communication strategies are crucial for service efficiency and effectiveness. Furthermore, the study by Lin et al. (2020) provides additional evidence that effective communication channels are vital in various service contexts, including health care, further validating the significance of internal communication in enhancing service delivery. Naidoo (2023:55) highlights the role of leadership in driving effective communication, reinforcing the idea that leadership-driven communication can enhance service delivery outcomes.

5.3 EXPLORING EMPLOYEE PERCEPTIONS OF INTERNAL COMMUNICATION AS AN ENABLER OF SERVICE DELIVERY

The study revealed that most employees view internal communication as a critical component for achieving organisational goals. Specifically, 94.4% of employees believed that there were ways to make internal communications more effective and efficient, indicating a strong perception that improved communication would enhance service delivery.

Higher educated staff members expressed greater satisfaction with internal communication, especially those with diplomas. Those with diplomas were more satisfied (65.2%) than high school graduates (16.7%). This is in line with research that indicates knowledgeable staff members are more likely to make valuable contributions to service delivery. (Men, 2014:264). (Tourish & Hargie, 2009). Employee perceptions of internal communication play a crucial role in shaping their experiences and organisational identification, ultimately impacting service delivery. Symmetrical internal communication, characterized by organisations' genuine care for employees' interests, has been shown to enhance employees' positive impressions of organisational support (Sun et al., 2021). This supports the findings that effective internal communication is perceived as an enabler of service delivery. High-quality internal communication during crises, such as the COVID-19 pandemic, positively influences the employee-organisation relationship and can improve employees' perceptions of communication quality and leadership (Ecklebe & Löffler, 2021; Kim, 2023). This aligns with the indication that employees believe effective internal communication practices can enhance service delivery, especially in challenging times. Effective internal communication practices, including motivating leadership language and emotional culture, can foster positive organisational identification among employees (Yue et al., 2020). This finding is relevant to the Motor Transport Services directorate, as fostering a strong organisational identity can lead to more engaged and productive employees, thereby improving service delivery. Furthermore, employee engagement and satisfaction with internal communication significantly impact the employer brand (Špoljarić & Verčić, 2021). This supports the finding that employees who are satisfied with internal communication are likely to perceive the organisation more positively, which can enhance service delivery outcomes. Strategic alignment of internal communications, especially during challenging times like the pandemic, is crucial for positively influencing employees' perceptions of communication quality and organisational support (Ecklebe & Löffler, 2021). Transformational leadership has also been found to positively impact symmetrical internal communication and employee relational satisfaction within organisations (Men, 2014:264). These points emphasize the importance of leadership in driving effective internal communication, which in turn enhances service delivery.

The results, supported by the literature, suggest that internal communication is a powerful enabler of service delivery as it influences employee experiences, organisational identification, and perceptions of organisational support. For the Motor Transport Services directorate, this implies that fostering high-quality, symmetrical internal communication practices can enhance employee engagement, build positive employer brands, and ultimately improve service delivery outcomes. Therefore, we can conclude that internal communication is a critical enabler of service delivery. It influences employee experiences, organisational identification, and perceptions of organisational support. By fostering high-quality, symmetrical internal communication practices, organisations can enhance employee engagement, build positive employer brands, and ultimately improve service delivery outcomes. The findings confirm that internal communication is perceived as an enabler of service delivery, particularly among employees with higher educational levels. This aligns with studies by Sun et al. (2021), Yue et al. (2020), and Špoljarić & Verčić (2021), which highlight the importance of well-informed employees in achieving organisational goals. The study also supports the notion that internal communication strategies must cater to diverse employee needs and contexts to be effective (Mbhele & de Beer, 2022:153).

5.4 MEASURING THE IMPACT OF INTERNAL COMMUNICATION ON SERVICE DELIVERY LEVELS

The third objective was to measure the impact of internal communication on service delivery levels within the Motor Transport Services directorate. The findings underscore the pivotal role of internal communication in influencing service delivery outcomes. Specifically, employees who rated their understanding of workplace messages as "Very Good" reported higher levels of satisfaction with internal communication. This finding is significant: 41.9% of employees who rated their understanding as "Very Good" were satisfied with internal communication, compared to a mere 3.1% who rated their understanding as "Poor."

The findings reveal that employees who feel adequately informed are more likely to be satisfied with internal communication and, consequently, service delivery. However, a noteworthy observation is that 38.8% of employees described themselves as "Fully

informed," yet significant gaps in satisfaction levels persist. This indicates that the mere provision of information is insufficient; the quality, relevance, and applicability of the information are critical. Opposing views in the literature, such as those by Tourish and Robson (2006), highlight that the effectiveness of communication hinges on these qualitative factors.

Internal communication is a critical determinant of service delivery efficacy within organisations. Effective internal communication enhances collaboration, coordination, and overall organisational performance, thereby improving the quality of services rendered to clients (Yegon, 2023:45). The findings align with Yegon's assertion, demonstrating that both performance measurement and effective communication are integral to achieving superior service delivery outcomes. Moreover, integrating internal and external measures can bolster customer satisfaction, as customers are integral to the service delivery process (Puga-Leal & Pereira, 2003:519). This underscores the dual importance of internal communication in aligning organisational goals with customer expectations and enhancing overall service delivery. In the health services sector, for instance, studies emphasize the significance of community engagement, collaboration, and effective communication in enhancing service delivery, particularly in conflict-affected areas (Bright et al., 2017:470; Rab et al., 2023:7). Effective internal communication channels are vital for facilitating the utilization of primary healthcare services, highlighting their critical role in healthcare delivery (Lin et al., 2020). The literature further underscores the importance of internal marketing strategies that focus on motivating staff, implementing total quality management systems, and utilizing marketing techniques to enhance service levels and establish common organisational values (Drummond et al., 2000). In social service delivery settings, developing capacity for internal evaluation is essential, where evaluators often serve as practitioners delivering the services (Whitehall et al., 2011:34).

For the Motor Transport Services directorate, the implications are clear: enhancing internal communication practices can lead to significant improvements in service delivery outcomes. Ensuring that communication methods are effective and relevant, and fostering a supportive communication climate is crucial for enhancing employee

satisfaction and performance. Effective internal communication strategies should prioritize leadership communication, foster an emotional culture, and ensure that information is comprehensive and applicable to employees' roles. The quality-of-service delivery is also influenced by factors such as community participation, institutional elements, and workforce capabilities. Community involvement is particularly critical in enhancing service delivery, especially in the healthcare sector (Paina et al., 2016). Frontline workers' experiences and perspectives, along with well-supported staff and robust communication channels, are vital for ensuring quality service delivery (Sheridan et al., 2011). Additionally, socioeconomic factors influencing healthcare service utilization patterns play a role in determining service delivery levels (Aremu et al., 2011).

This study confirms that internal communication significantly contributes to effective service delivery within organisations, enhancing capacity building, partnerships, and overall outcomes, as it is a crucial element in various organisational operations.

Research indicates that the process of implementing activities internally is pivotal in strengthening service delivery (Olateju et al., 2022). Effective internal communication also enhances capacity building and partnerships among stakeholders, which are essential for community-level programs aimed at improving service delivery (George et al., 2015). Understanding the relationship between internal communication and service delivery is crucial for organisations seeking to elevate their service delivery standards.

5.5 CONCLUSION

The results chapter has provided an in-depth analysis of the relationship between internal communication and service delivery within the Motor Transport Services Directorate of the KwaZulu-Natal Department of Transport. The study's findings indicate that effective internal communication significantly enhances service delivery by fostering better collaboration, coordination, and overall performance. Key insights include the importance of well-structured communication strategies, the pivotal role of leadership communication, and the need for a supportive communication climate. The findings highlight that most employees recognize the potential for internal communication to improve service delivery. However, satisfaction with current communication practices varies, particularly based on

educational levels and accessibility of information. This underscores the necessity of tailored communication strategies that address diverse employee needs and contexts.

Internal communication is crucial for effective service delivery, as it influences employee experiences, organisational identification, and perceptions of support. Employees who feel informed are more satisfied with service delivery, highlighting the importance of quality and relevance in effective communication. Prioritizing high-quality, symmetrical communication practices can lead to higher engagement, positive employer brands, and improved service delivery outcomes within organisations, as highlighted in the Motor Transport Services Directorate.

CHAPTER 6

RECOMMENDATIONS AND CONCLUSION

6.1 INTRODUCTION

This chapter presents recommendations based on the key findings of the study and an extensive literature review. The recommendations aim to enhance internal communication and, consequently, service delivery within the Motor Transport Services Directorate of the KwaZulu-Natal Department of Transport. Additionally, suggestions for future studies are made to address the study's limitations and shortcomings, focusing on the key elements identified. By addressing the identified gaps and leveraging the strengths of current internal communication practices, these recommendations seek to achieve better service delivery outcomes.

6.2 RECOMMENDATIONS BASED ON THE RESULTS OF THE STUDY

Based on the findings, several recommendations can be made to enhance internal communication and, consequently, service delivery within the Motor Transport Services Directorate of the KwaZulu-Natal Department of Transport. These recommendations are aimed at addressing the identified gaps and leveraging the strengths of the current internal communication practices to achieve better service delivery outcomes.

1. Develop and Implement a Structured Communication Strategy

The study highlighted the importance of well-structured internal communication strategies. Therefore, it is recommended that the organisation develop a comprehensive internal communication strategy that aligns with its organisational goals and objectives. This strategy should include clear communication channels, standardized communication protocols, and regular updates to ensure all employees are engaged. A structured communication strategy will help in aligning employee efforts with organisational goals, as emphasized by Men (2014:264) and Hargie and Tourish (2009). This alignment is crucial for enhancing overall performance and service delivery. The strategy should be designed to cater to diverse employee needs and ensure the quality and relevance of the information provided.

2. Enhance Leadership Communication

Leadership plays a pivotal role in driving effective internal communication. The study suggests that leaders who prioritize internal communication and foster a culture of open communication can significantly enhance service delivery outcomes. Training programs should be implemented to develop leaders' communication skills, focusing on motivating leadership language, fostering an emotional culture, and ensuring clarity and relevance of the information disseminated. As Naidoo (2023:55) emphasizes, effective leadership communication can positively impact service delivery outcomes by promoting a culture of collaboration and support within the organisation.

3. Foster a Supportive Communication Climate

Creating a supportive communication climate where employees feel valued and encouraged to share their ideas and feedback is essential. This can be achieved through regular feedback mechanisms, employee engagement initiatives, and recognition programs. A supportive communication climate enhances employee engagement and satisfaction, which in turn improves service delivery (Mbhele & de Beer, 2022:153). Regular feedback mechanisms will ensure that employees feel heard and valued, fostering a more engaged and productive workforce.

4. Implement Regular Training Programs

Regular training programmes focused on effective communication practices should be implemented. These programmes should cover various aspects of communication, including active listening, conflict resolution, and the use of multiple communication channels. Training programmes will equip employees with the necessary skills to communicate effectively, thereby improving collaboration and coordination within the organisation. As highlighted by Lin et al. (2020), effective communication is crucial for facilitating the utilization of services and enhancing service delivery outcomes.

5. Integrate Internal and External Communication Measures

To enhance service delivery, it is important to integrate internal and external communication measures. This involves ensuring that the communication strategies not

only address internal organisational needs but also align with customer expectations and satisfaction. Integrating internal and external measures can improve customer satisfaction, as customers play a vital role in the service delivery process (Puga-Leal & Pereira, 2003:519). This alignment will ensure that the organisation's communication strategies are holistic and cater to both internal and external stakeholders.

6. Enhance Community Engagement

Particularly relevant for public and health services, enhancing community engagement can lead to better service delivery outcomes. Strategies should be developed to actively involve the community in the service delivery process, addressing inequities and ensuring that services meet community needs. Community engagement and collaboration are crucial for agile and responsive service delivery, especially in conflict-affected areas (Bright et al., 2017:470; Rab et al., 2023:7). Engaging communities and involving local actors can improve the relevance and effectiveness of the services provided.

7. Regular Evaluation and Feedback

Conducting regular evaluations of internal communication practices and service delivery outcomes is essential. This involves gathering feedback from employees and stakeholders to continuously improve communication strategies. Regular evaluation and feedback will help in identifying areas for improvement and ensuring that the communication strategies remain effective and relevant. As highlighted by Whitehall et al. (2011:34), developing capacity for internal evaluation is essential for improving service delivery.

6.3 RECOMMENDATION FOR FUTURE RESEARCH

While this study has provided valuable insights into the relationship between internal communication and service delivery, several areas warrant further investigation:

1. **Longitudinal Studies:** Future research should consider longitudinal studies to assess the long-term impact of internal communication strategies on service delivery outcomes. This would provide a more comprehensive understanding of how communication practices evolve and their sustained effects on performance.

2. **Sector-Specific Studies:** Conducting similar studies in different sectors, such as healthcare, education, and private industries, could provide sector-specific insights and enable comparisons across various contexts. This would help identify unique challenges and effective practices tailored to specific industries.
3. **Technological Integration:** Investigate the role of advanced communication technologies, such as digital platforms and social media, in enhancing internal communication and service delivery. Understanding how these technologies can be leveraged for better communication practices would be beneficial.
4. **Cultural and Demographic Factors:** Future research should explore the influence of cultural and demographic factors on internal communication effectiveness. This includes examining how different cultural backgrounds, age groups, and gender perspectives impact communication preferences and satisfaction.
5. **Crisis Communication:** Given the significance of communication during crises, further studies could focus on crisis communication strategies and their impact on employee engagement and service delivery. This is particularly relevant in the context of unforeseen events such as pandemics or organisational disruptions.
6. **Employee Well-being:** Investigate the link between internal communication practices and employee well-being. Understanding how communication strategies affect job satisfaction, stress levels, and overall well-being can provide insights for creating healthier work environments.

The recommendations provided aim to enhance internal communication practices within the Motor Transport Services directorate of the KwaZulu-Natal Department of Transport. By developing a structured communication strategy, enhancing leadership communication, fostering a supportive communication climate, implementing regular training programs, integrating internal and external communication measures, and conducting regular evaluations, the organisation can significantly improve its service delivery outcomes. Effective internal communication is a critical enabler of service delivery, impacting collaboration, performance, and ultimately, the quality of services provided. These recommendations, supported by both the study's findings and the

literature, offer a comprehensive approach to achieving better service delivery through improved internal communication practices.

6.4 CONCLUSION

The study highlights the importance of effective internal communication in enhancing service delivery within the Motor Transport Services Directorate of the KwaZulu-Natal Department of Transport. It highlights the need for well-structured strategies, robust leadership, and a supportive communication climate. Employees perceive quality and relevance in communication practices as crucial for organisational success, emphasising the importance of effective communication. Furthermore, the study revealed that employees view internal communication as a crucial enabler of service delivery, particularly among those with higher educational qualifications and those who find information easily accessible.

The impact of internal communication on service delivery levels was evident, with employees who rated their understanding of workplace messages as "Very Good" showing higher satisfaction with internal communication. These findings confirm that effective internal communication is indispensable for achieving better service delivery outcomes. The recommendations provided, based on these findings, offer a comprehensive approach to enhancing internal communication practices and, consequently, service delivery. Future research should explore longitudinal studies, sector-specific investigations, advanced communication technologies, cultural and demographic influences, crisis communication strategies, and the link between internal communication and employee well-being to further understand and improve the relationship between internal communication and service delivery. This study contributes to the broader understanding of organisational communication and its impact on performance, providing a valuable framework for practical implementation and future research.

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Appendixes



KWAZULU-NATAL PROVINCE

TRANSPORT
REPUBLIC OF SOUTH AFRICA

DIRECTORATE:

Private Bag X9013, PIETERMARITZBURG, 3200

231 Prince Alfred Street, Pietermaritzburg, 3200

Tel: 033 395 1800

Email: Sibusiso.Ntuli@kzntransport.gov.za

Website: <https://www.kzntransport.gov.za>

Motor Transport Services

To: Ms PP Zuma (DUT Student No: 21854577)
PRIVATE BAG X 9016 PIETERMARITZBURG
pinkiezum@gmail.com

SUBJECT: Letter of support for Research Project: The effects of internal communication on service delivery: a case of the KwaZulu-Natal Department of Transport

Dear Ms Zuma

Your email received on 12 October 2023 and the accompanying attachments are hereby acknowledged especially your letter of **"Request for Permission to Conduct Research at the Motor Transport Services in the Department of Transport"** and they further bear reference hereto.

The purpose of this correspondence is to advise you that on behalf of the Department of Transport in KwaZulu-Natal, we support your research study as titled in subject line above. It is our hope that the outcomes of the study shall not only assist in the attainment of your academic pursuits but will also assist in improving and/or adding value to the working environment within the Motor Transport Services (MTS) and the Department of Transport in general.

We kindly urge you to pay attention to the following:

1. This is not a commitment to any financial support towards the study, nor does it entitle you to any access to any resource of the Department without an express consent and approval of the Head of Department or appropriately designated official.
2. The support is offered on this condition that the research is in pursuit of a legitimate academic study which is approved by the Durban University of Technology (DUT) and that it is compliant with all policies and procedures set by the University.
3. The support is further conditional upon the researcher's undertaking that the researcher shall be personally held liable if any part of the study, through an act or omission or commission, is found to be contrary to any law, government policy, or brings into jeopardy any Government, Employee, Property, Department or Agency.

We would appreciate it if, upon completion, the findings, outcomes and/or recommendations of the research are shared with the Department.

We wish you well in your studies.

Sincerely

Signed by: Sibusiso Herbert Ntuli Signed at:2023-10-13 08:22:58 +02:00
Reason: Witnessing Sibusiso Herbert Ntuli