

**MANAGEMENT AND CHOICE OF COMMUNICATION
CHANNELS: A CASE OF SULFO RWANDA INDUSTRIES**

MANIRAHU MUHAMEDI

UNIVERSITI SAINS ISLAM MALAYSIA

**MANAGEMENT AND CHOICE OF COMMUNICATION
CHANNELS: A CASE OF SULFO RWANDA INDUSTRIES**

**Maniraho Muhamedi
(Matric No. 4120004)**

**Thesis submitted in fulfilment for the degree of
DOCTOR OF PHILOSOPHY
IN COMMUNICATION**

**Faculty of Leadership and Management
UNIVERSITI SAINS ISLAM MALAYSIA
NILAI**

September 2016

BIODATA OF AUTHOR

Maniraho Muhamedi (4120004) was born on the 28th June 1980. He is Rwandese nationality holding passport no: PC085900. He received the Bachelor Degree in Mass communication and Master's Degree in disaster management and refugees studies from International University of Africa, Khartoum, Sudan in 2008 and 2010 respectively. He is currently a PhD student of Islamic Science University Malaysia (USIM) majoring in communication. His address is 2-5-1 Idaman Suria Apartments, JLN 10/21D Gombak, Kuala Lumpur 53100 Selangor, Malaysia.

ACKNOWLEDGEMENT

I take this opportunity first to thank Allah for giving me the strength to endure even when it appeared I might not and His Messenger prophet Muhammad Swalallah Alayhi Wasallam. I am also gratified particular to my son Nasrudini Mugabo and daughter Nadjati Umutoni for their continuous patient for my absent during the course of my study.

I am thankful and acknowledge the assistance and support I received from some of my close people in the course of understanding and preparing of the commitment that was required to complete this process of thesis.

I am mostly thankful to my supervisor Prof. Madya Dr. Mohd Yahya Bin Mohamed Ariffin and may Allah forgive and enter to his paradise my co-supervisor late Prof. Dr. Musa Abu Hassan for their excellent ideas and assistance during the various periods of this study.

Thanks to Government of Rwanda's officers, especially to ministry of education for their time and useful information. Thanks to all the participants during interviews and the filling up of survey questionnaires. I am thankful to my sister Safali Marie Claudine, Brother Mutabazi Jean Claude and Brother Namahoro Hassan who extended support during the conduct of the field questionnaire.

Thanks to Sulfo Rwanda Industries for my making my field visit a success and by giving me useful information about communication in their company.

Lastly, I would like to thank the members of my family who gracefully accepted my long hours at work on this academic exercise.

ABSTRAK

Lebih sedekad yang lalu, komunikasi organisasi telah mula menggunakan cara bukan tradisional saluran komunikasi sebagai strategi bagi syarikat, manakala media sosial yang digunakan sebagai saluran komunikasi moden. Walau bagaimanapun, antara syarikat terbesar di Rwanda adalah Sulfo Rwanda Industries Limited yang menjadi tumpuan kajian ini. Objektif asas kajian ini adalah untuk memeriksa saluran yang paling cekap dan berkesan komunikasi vis-a-vis muka-ke-muka, yang ditujukan dokumen, mudah alih panggilan (selular) telefon, tanah (tetap) garis panggilan telefon, SMS, e-mel dan Facebook dalam syarikat yang dinyatakan di atas dan di antara pengurus dan pekerja. Di samping itu, cara komunikasi diuji menggunakan tiga kompetensi; peranan memahami keupayaan, kompetensi kesedaran kebudayaan pertubuhan dan kompetensi prestasi kakitangan. kajian ini menggunakan kaedah campuran dengan mengumpul data melalui soal selidik ditutup berakhir serta soal selidik berakhir terbuka. Sampel data 459 telah digunakan untuk kuantitatif manakala 8 penemubual telah diberi soalan untuk kualitatif. Kuantitatif telah dilakukan kepada regresi linear manakala kualitatif dianalisis dengan pengekodan / bertema. Dapatan kuantitatif menunjukkan bahawa saluran komunikasi yang paling banyak digunakan adalah e-mel, yang ditujukan dokumen, muka-ke-muka, telefon talian tetap, SMS telefon bimbit dan Facebook. analisis selanjutnya menunjukkan bahawa semua pembolehubah adalah signifikan pada $p = .000$. Walau bagaimanapun, mereka mempunyai nilai-nilai beta negatif yang menunjukkan kepentingan praktikal. Di samping itu, dapatan kualitatif kajian ini menunjukkan bahawa internet adalah cara yang paling efisien komunikasi diikuti oleh dokumen formal, telefon dalaman dan luaran, muka-ke-muka dan saluran lain seperti walkie-talkie yang digunakan. Ia juga membuktikan bahawa penggunaan surat khabar, majalah, radio dan televisyen sebagai saluran komunikasi antara syarikat dan kerajaan berkuasa juga mereka adalah berguna dengan orang awam. Kajian ini menunjukkan bahawa syarikat-syarikat moden perlu menyediakan peranti baru kepada pekerja sebagai kajian itu mendapati keutamaan media, dari tradisional kepada alat teknologi baru komunikasi.

ABSTRACT

Over the last decade, organizational communication has begun to use non-traditional means of communication channels as strategies for companies, while social media are adopted as modern communication channels. However, among the biggest companies in Rwanda is Sulfo Rwanda Industries Limited which was the focus of the present study. The fundamental objective of the study was to examine the most efficient and effective channels of communication vis-a-vis face-to-face, addressed documents, mobile (cellular) telephone calls, land (fixed) lines telephone calls, SMS, e-mails and Facebook in the aforementioned company and between the managers and employees. Further, the means of communication are tested using three competencies; the Role Understanding Competency, the Organization's Culture Awareness Competency and the Employees' Performance Competency. The study adopts mixed method by collecting data through closed ended survey questionnaire as well as open ended questionnaires. The data sample of 459 was used for the quantitative while 8 interviewees were administered questions for the qualitative. The quantitative was subjected to linear regression while the qualitative was analysed by coding/thematic. The quantitative findings indicate that the most used communication channels were e-mail, addressed documents, face-to-face, land line telephone, mobile telephone SMS and Facebook. Further analyses show that all variables are significant at $p = .000$. However, they have negative Beta values indicating practical significance. In addition, the qualitative findings of this study demonstrate that internet is the most means of communication followed by addressed documents, internal and external telephone, face-to-face and other channels such as walkie-talkie are used. It also proved that usage of newspaper, magazines, radio and television as communication channels between company and government authorities also they are useful with publics. The study suggests that modern companies should provide new devices to employees as the study found the preference of media, from traditional to new technology tools of communication.

ملخص البحث

على مدى العقد الماضي، بدأت الاتصالات التنظيمية لاستخدام وسائل غير تقليدية من قنوات الاتصال عن استراتيجيات للشركات، في حين يتم اعتماد وسائل الإعلام الاجتماعية كقنوات الاتصال الحديثة. ومع ذلك، من بين أكبر الشركات في رواندا سلفو للصناعات المحدودة برواندا الذي كان محور هذه الدراسة. وكان الهدف الأساسي من هذه الدراسة هو دراسة القنوات الأكثر كفاءة وفعالية الاتصال عبرى وجه الوجه، تناولت الوثائق والمكالمات الهاتفية المتنقلة (الخلوي) والمكالمات الهاتفية للأراضي خطوط (الثابتة)، والرسائل القصيرة، ورسائل الفيسبوك في الشركة المذكورة وبين المديرين والموظفين. وعلاوة على ذلك، يتم اختبار وسائل الاتصال باستخدام ثلاثة الكفاءات. كفاءة دور الفهم، كفاءة ثقافة التوعية المنظمة وكفاءة الأداء الموظفين. تعتمد الدراسة أسلوب المختلط من خلال جمع البيانات عبرى الاستبيان مغلق العضوية وكذلك استبيانات مفتوحة العضوي. تم استخدام عينة البيانات من 459 لالكمي في حين كانت تدار 8 المقابلات أسئلة لالنوعي. عرضت الكمية إلى الانحدار الخطي في حين تم تحليل نوعي من قبل الترميز / الموضوعية. النتائج الكمية إلى أن قنوات الاتصال الأكثر استخداما كانت البريد الإلكتروني، تناولت الوثائق وجها لوجه، هاتف خط أرضي، والرسائل القصيرة عبر الهاتف المحمول والفيسبوك. وتشير تحليلات أخرى أن جميع المتغيرات الهامة في $p=0.000$. ومع ذلك، لديهم قيم بيتا السلبية مشيرا إلى أهمية عملية. وبالإضافة إلى ذلك، فإن النتائج النوعية لهذه الدراسة تثبت أن الإنترنت هو أكثر وسائل الاتصال تليها موجهة الوثائق، الهاتف الداخلي والخارجي، وتستخدم وجها لوجه وغيرها من القنوات مثل جهاز اتصال لاسلكي. وثبت أيضا أن استخدام الصحف والمجلات والإذاعة والتلفزيون وقنوات الاتصال بين السلطات الشركة والحكومة أيضا أنها مفيدة مع الجماهير. وتشير الدراسة إلى أن الشركات الحديثة ينبغي أن توفر الأجهزة الجديدة للموظفين كما وجدت الدراسة تفضيل وسائل الإعلام، من التقليدية إلى أدوات التكنولوجيا الجديدة للاتصال.

TABLE OF CONTENTS

BIODATA OF AUTHOR	ii
ACKNOWLEDGEMENT	iii
ABSTRAK	iv
ABSTRACT	iv
ملخص البحث	vi
Table of contents	vii
List of Tables	xi
List of Figures	xiii
List of appendices	xiv
LIST OF ABBREVIATIONS	xv
CHAPTER ONE INTRODUCTION	1
1.1 BACKGROUND OF THE STUDY	1
1.1.1 Mission and Objectives of the Sulfo Rwanda Industries Ltd.....	2
1.1.2 The company management structure	3
1.1.3 The general assembly.....	4
1.1.4 The board of directors	5
1.1.5 President General Director.....	6
1.1.6 The directorate-general	6
1.1.7 Production management.....	6
1.1.8 Administrative management	7
1.1.9 The management of supply	7
1.1.10 The sales department.....	7
1.1.11 The finance and accounting department	8
1.2 Statement of the Problem.....	12
1.3 Research Questions.....	12
1.4 ObjectiveS of the Study	14
1.5 Significance of the Study.....	15
1.6 limitations of the Study.....	16
1.7 DEFINITIONS OF TERMS	17
1.7.1 Media choice	17
1.7.2 Face-to-face.....	17
1.7.3 Addressed documents	18
1.7.4 Mobile phone calls	18
1.7.5 Fixed line telephone	19
1.7.6 Facebook	19
1.7.7 Electronic mail (e-mail)	20
1.7.8 Short Message Service	20
1.7.9 Role understanding competency	21
1.7.10 Organization’s culture awareness competency	21
1.7.11 Employees’ performance competency	22
1.10 Summary of chapter one.....	22

CHAPTER TWO LITERATURE REVIEW	23
2.1 Introduction	23
2.2 COMMUNICATION CHANNELS	23
2.3 Importance of communication in the company	26
2.4 Organizational structure influences communication	28
2.5 Directions of communication	29
2.5.1 Downward communication	30
2.5.2 Upward communication	31
2.5.3 Horizontal communication.....	35
2.6 Perceived richness communication channels.....	37
2.6.1 Perceived richness communication channels based on role understanding competency	40
2.6.2 Perceived richness communication channels based on role Organizational culture awareness competency.....	43
2.6.3 Perceived richness communication channels based on employees' performance competency	50
2.9 SELECTED COMMONLY USED COMMUNICATION CHANNELS IN THE ORGANIZATION	58
2.9.1 Face-to-face as channel of communication.....	58
2.9.2 The advantages of face-to-face communication	60
2.9.3 Addressed documents as channels of communication.....	63
2.9.3.1 Board of meeting	64
2.9.3.2 Evaluating Board Performance.....	65
2.9.4 Telephone calls (mobile and land lines) as channels of communication	65
2.9.5 Cellular phones	66
2.9.6 Fixed line phones	68
2.9.7 SMS as channel of communication.....	69
2.9.8 E-mails as channel of communication	71
2.9.8.1 Information management.....	72
2.9.8.2 Social interaction	73
2.9.9 Facebook as channel of communication	77
2.10 Previous research works /studies	82
2.11 Media richness theory.....	95
2.11.1 Studies Relating to Media Richness.....	100
2.11.2 Criticism of Media Richness.....	105
2.12 Conceptual framework of the study.....	106
2.13 Hypotheses of the Study	109
2.12 Summary of chapter two.....	110
CHAPTER THREE RESEARCH METHOD	111
3.1 Introduction	111
3.2 Research design	114
3.3 The Convergent Parallel Design.....	115
3.4 Study population.....	116
3.5 Sample size	116
3.6 Procedure for sampling participant.....	117
3.7 Data collection and instrumentation	118
3.8 Validity of the Research Instrument before Data Collection.....	119

3.8.1 Face Validity	120
3.8.2 Content Validity	120
3.8.3 Construct validity	120
3.9 The pilot study	121
3.9.1 Reasons for conducting pilot studies	122
3.10 RELIABILITY TEST FOR THE STUDY	124
3.10.1 Reliability test for quantitative.....	124
3.10.2 Reliability of Themes from Inter-Rater	126
3.10.3 Reliability test for qualitative.....	127
3.11 Operational Definitions for this research.....	129
3.11.1 Office assignment	129
3.11.2 Company time / schedules	130
3.11.3 Company official announcements.....	130
3.11.4 Core values of the company.....	130
3.11.5 The rules of the company.....	131
3.11.6 Code of conduct	131
3.11.7 Company activities.....	131
3.11.8 Level of effectiveness of communication channel.....	132
3.12 DATA COLLECTION PROCEDURE	132
3.13 DATA ANALYSIS PROCEDURES	135
3.14 Summary of chapter three.....	141

CHAPTER FOUR ANALYSIS AND FINDINGS 142

4.1 Introduction	142
4.2 RESPONDENTS' DEMOGRAPHIC BACKGROUND.....	143
4.2.1 Demographic Characteristics of Respondents	143
4.2.2 Job destination and Departments	145
4.2.3 Cross tabulation analysis.....	146
4.2.3.1 Cross-Tab of Gender with marital status	147
4.2.3.2 Cross-Tab of Gender with Working Experience	147
4.2.3.3 Cross-Tab of Gender with Highest Educational Achievement	148
4.2.3.4 Cross-Tab of Gender with Job destination	149
4.2.3.5 Cross-Tab of Gender with departments.....	149
4.2.3.6 Cross-Tab of Marital with working experience.....	150
4.2.3.7 Cross-Tab of Marital statuses with Job destination.....	150
4.2.3.8 Cross-Tab of working experience with Job destination ...	151
4.2.3.9 Cross-Tab of Working Experience with Department	152
4.2.3.10 Cross-Tab of Job destination with departments	153
4.3 Quantitative data analysis and findings for the research questions	154
4.3.1 The Role Understanding Competency	154
4.3.1.1 Understanding Company Time/Schedules	156
4.3.1.2 Company Official Announcements	158
4.3.2 Organization's Culture Awareness Competency	161
4.3.2.1 Understanding the rules of the company	164
4.3.2.2 Demonstrating company code of conduct	166
4.3.3 The Employees' Performance Competency and Level of Effectiveness of Communication Channel	169
4.3.3.1 The level of effectiveness of communication channels....	171

4.3.4 Simple Linear Regression Analysis	174
4.3.4.1 Hypothesis testing.....	175
4.4 Qualitative data analysis and findings for the research questions	182
4.4.1 Respondents	182
4.4.2 Research and interview questions test	183
4.4.2.1 The Role Understanding Competency in both manager and works experience	184
4.4.2.2 Organization’s Culture Awareness Competency.....	187
4.4.2.3 The Employees’ Performance Competency and Level of Effectiveness of Communication Channel	190
4.4.2.4 Ways of communication that are used regularly among employees and employers.....	192
4.4.2.5 How specific communication channel be selected.....	193
4.4.2.6 Why certain communication channel be chosen	194
4.5 The Comparison between Quantitative and Qualitative Research	196
4.5.1 The Comparison of Role Understanding Competency	196
4.5.2 The Comparison of Organization’s Culture Awareness Competency	197
4.5.3 The Comparison of Employees’ Performance Competency.....	198
4.6 The findings	199
4.7 Summary of chapter four	201

CHAPTER FIVE DISCUSSION, IMPLICATIONS, RECOMMENDATIONS	203
5.1 Introduction	203
5.2 Discussion of the findings	203
5.3 Implications of the study	216
5.4 Contribution to the body of knowledge	218
5.5 Limitations of the study	220
5.6 Recommendation for Future Research	222
5.7 Conclusion	223
5.8 Summary of chapter five	225
REFERENCES	226
Appendices	251

LIST OF TABLES

Table No	Title of the Table	Page No
3.1	Reliability Test for Scaled variables	126
3.2	List of Cohen's Kappa interpreted	127
3.3	Cohen's Kappa reliability test	128
4.1	Demographic characteristics of Respondents	145
4.2	Respondents by job destination and departments	146
4.3	Gender with Marital Status Cross Tabulation	147
4.4	Gender with Working Experience Cross tabulation	148
4.5	Gender with Highest Educational Achievement	149
4.6	Gender with Job destination	149
4.7	Gender with Departments	150
4.8	Marital status with Working Experience	150
4.9	Marital status with Job destination	151
4.10	Working Experience with Job destination	152
4.11	Working Experience with Departments	153
4.12	Job destination with Departments	154
4.13	Frequencies of understanding office assignments	156
4.14	Frequencies of understanding company time schedules	158
4.15	Frequencies of understand company official announcements	160
4.16	The Role Understanding Competency	161
4.17	Frequencies of supporting the core values of the company	163
4.18	Frequencies of understand the rules of the company	165

4.19	Frequencies of demonstrating company code of conduct	167
4.20	The Organization's Culture Awareness Competency	168
4.21	Frequencies of carry out company activities	171
4.22	Frequencies of level of effectiveness of communication channels	173
4.23	The Employees' Performance Competency and Level of Effectiveness of Communication Channel	174
4.24	Simple linear regression between Office assignment and Level of effectiveness of communication channel	176
4.25	Simple linear regression between Company time / schedules and Level of effectiveness of communication channels	177
4.26	Simple linear regression between company official announcements and Level of effectiveness of communication channels	178
4.27	Simple linear regression between core value of the company and Level of effectiveness of communication channels	179
4.28	Simple linear regression between the rules of the company and Level of effectiveness of communication channels	180
4.29	Simple linear regression between code of conduct and Level of effectiveness of communication channels	181
4.30	Simple linear regression between company activities and Level of effectiveness of communication channels	182
4.31	Interview guide	183

LIST OF FIGURES

Figure No	Title of the figure	Page No
2.1	Downward, upward, and horizontal communication	29
2.2	Employees' communication needs hierarchy	53
2.3	Hierarchy of Media Richness	97
2.4	Conceptual framework of the study based on Multiple Regression Analysis	108
3.1	Convergent parallel design	116
5.1	Model of management and communication channels in Sulfo Rwanda industries	220

LIST OF APPENDICES

Appendix No	Title of the appendix	Page No
1	Company Administrative Structure	251
2	Table for Determining Sample Size from a Given Population	252
3	Interview Questions	253
4	Questionnaire survey	255
5	Affiliation letter from Nile Source Polytechnic for Applied Arts (NSPA)	261
6	Approval letter to carry out research in from Ministry of Education	262
7	Permission to conduct research in Rwanda from Ministry of Education	263
8	Translation of questionnaire survey to local language	264
9	Approval of Interpretation of Local language and English	270
10	Transcription conventions	271
11	Interview Transcription	283
12	Inter-Rater Table	293
13	Generating Themes From the Main Ideas of The Respondents	300
14	Responses Based on Role Understanding Competency	202
15	Responses Based on Organization's Culture Awareness Competency	304
16	Responses Based on Employees' Performance Competency	305
17	Responses Based on The Ways communication channels	307
18	Responses Based on How Specific Communication Channels be Chosen	308
19	Responses Based on Why Certain Communication Channels be Chosen Instead the Others	309

LIST OF ABBREVIATIONS

DRC	Democratic Republic of Congo
SLRA	Simple linear Regression Analysis
SMS	Short message service
CRM	Customer Relationship Management
CMC	computer-mediated communication
SME	subject matter experts
NSPA	Nile Source Polytechnic of Applied Arts
RQ	Research question
RUC	Role understanding competency
OCAC	Organization's culture awareness competency
EPC	Employees' performance competency