

## **CHAPTER FOUR**

### **ANALYSIS AND FINDINGS**

#### **4.1 INTRODUCTION**

This chapter reports the analysis and findings of the six main research questions on management and communication channels in Sulfo Rwanda Industries. The data were obtained from the survey about staff' interest towards the most efficient and effective communication channels between managers and employees of Sulfo Rwanda industries.

So as to collect accurate data for answering the posed questions the researcher used mixed method (quantitative and qualitative) for the quantitative, questionnaire with 5 sections were used. Section 1 was all about the background information of the respondent, section 2 was about the role understanding competency ; section 3 denoted the staff organization's culture awareness competency ;section 4 answered the posed question on the employees' performance competency and the last part highlighted the level of effectiveness of communication channel.

In order to answer the research questions, the data were analysed using SPSS version 16.0. Descriptive analysis was employed. The researcher employed one way analysis of variance (Descriptive and simple linear regression analysis and coding system).

The aims of the data collection and analysis were to obtain the managers and employees' view on the effectiveness of communication channels in the Sulfo Rwanda industries between managers and employees. The researcher believes that findings would provide a solid platform for further discussion incorporating secondary sources.

## **4.2 RESPONDENTS' DEMOGRAPHIC BACKGROUND**

The purpose of this study is to investigate the staff' interest towards the most efficient and effective communication channels in the Sulfo Rwanda industries between managers and employees. From the three factors of richness media theory; role understanding competency, organization's culture awareness competency, and employees' performance competency, the study examines seven different communication channels namely: face-to-face, addressed documents, mobile telephone calls, fixed land lines, SMS, e-mails and Facebook. The quantitative sample size is derived from Krejcie and Morgan (1970) when the population is 750, a sample size of 254 is recommended. Therefore, in order to solve this problem, the researcher compared the questionnaires with the name list to determine the respondents' gender. The respondents were asked about some information in Section A regarding their gender, nationality (Rwanda or International), and marital status (single or married), working experience, higher education achievement, job destination and department to get some background information on the different channels of communication of Sulfo Rwanda industries between the managers and employees.

### **4.2.1 Demographic Characteristics of Respondents**

The demographic characteristics of respondents involved Gender, Nationality, Marital

status, Working Experience, Highest Educational Achievement, Job destination and departments. Therefore, the researcher described them one by one as well as displayed in two separately tables.

The demographic data of the respondents are as shown in Table 4.1 that describes the number of managers and employees as far as gender is concerned. The frequencies were 275 male and 184 female managers and employees. More than half managers and employees participated in the study of whom 275 (59.9%) were males and 184 (40.1%) were females. However, nationality was considered among demographic characteristics. The biggest number of participants was local workers with 450 (98.0%), whereas international workers were only 9 (2.0%).

The study considered different marital statuses in the Sulfo Rwanda industries as one of the demographic features. The workers who got married had biggest number of participants 309 (67.3%). Whereas, those who were not married (singles) were 150 (32.7%). In addition, working experience was measured as key factor among respondents in the Sulfo Rwanda Industries, Participants who had worked between 1 and 5 years registered highest number 124 (27.0%). This was followed by 16-20 and 11-15 years, which was 114 (24.8%) and 113 (24.6%) respectively. However, 6-10 and 20 years above recorded the lowest number which were 82 (17.9%) and 26 (5.7%).

Moreover, Workers' highest educational achievements were considered in the study. Participants with secondary school level certificate registered highest number 231 (50.3%). Those with bachelor degree were 163 (35.5%) whereas those who held

Diploma and primary certificate registered with 29 (6.3%) and 28 (6.1%). However the lowest educational achievement was masters level and no education by 6 (1.3) and 2 (0.4%). The details presented in Table 4.1.

Table 4.1: Demographic characteristics of Respondents

<b>Demographic Characteristics</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>		
Male	275	59.9
Female	184	40.1
<b>Total</b>	459	100.0
<b>Nationality</b>		
Rwanda	450	98.0
International	9	2.0
<b>Total</b>	459	100.0
<b>Marital status</b>		
Single	150	32.7
Married	309	67.3
<b>Total</b>	459	100.0
<b>Working Experience</b>		
1-5 years	124	27.0
6-10 years	82	17.9
11-15 years	113	24.6
16-20 years	114	24.8
21 years and above	26	5.7
<b>Total</b>	459	100.0
<b>Highest Educational Achievement</b>		
No education	2	.4
Primary certificate	28	6.1
Secondary certificate	231	50.3
Diploma	29	6.3
First degree	163	35.5
Masters	6	1.3
<b>Total</b>	459	100.0

Source: researcher's computed

#### 4.2.2 Job destination and Departments

The study concerned job destination and departments in the Sulfo Rwanda Industries as parts of demographics characteristics. Based on data, Participants who were office agents registered highest number 230 (50.1%). They followed by accountants 68

(14.8%) and General Director CEO was the least participants with 1 (0.2%).

Additionally, the study considered different departments of Sulfo Rwanda Industries. Ihema Street had biggest number of participants 181 (39.4%). They were followed by Market street 147 (32.0%). Whereas 131 (28.5%) were participants from Gikondo department. The details illustrated in Table 4.2.

Table 4.2: Respondents by job destination and departments

Demographic Characteristics	Frequency	Percent
<b>Job Destination</b>		
General Director CEO	1	.2
Product manager	3	.7
Administrative manager	3	.7
Supplying manager	4	.9
Marketing manager	2	.4
Finance and Accounting manager	3	.7
Office agent	230	50.1
Clearing agent	8	1.7
Accountant	68	14.8
Key officer	16	3.5
Secretary	16	3.5
Marketing agent	21	4.6
Cleaner	17	3.7
Driver	18	3.9
Security	33	7.2
Office clerk	16	3.5
<b>Total</b>	<b>459</b>	<b>100.0</b>
<b>Departments</b>		
Ihema Street	181	39.4
Market Street	147	32.0
Gikondo	131	28.5
<b>Total</b>	<b>459</b>	<b>100.0</b>

Source: researcher's computed

#### 4.2.3 Cross tabulation analysis

The Cross tabulation data of the respondents were described in several tables including gender's participants cross to their marital status, working experience,

highest educational level achievement, job destination and departments. On the other hand, marital status crosses to working experience and job destination, while working experience cross to job destination and department. Meanwhile, job destination crosses to departments.

#### ***4.2.3.1 Cross-Tab of Gender with marital status***

Descriptive statistics were used to describe the basic features of the data in a study. Gender as important a factor in demographic analysis which has been crossed to marital status. The study used male and female as two types of gender, however, the findings showed that 91 of total number 459 were males who were singles, while females who were singles scaled 59/459. On the other hands, the date showed that 184 of 459 were males who got married, meanwhile 125/459 were females who got married. It can be seen that in Sulfo Rwanda Industries, males who got married were more by 184 (59.5%) than females who got married by 125 (40.5%) the details demonstrated in Table 4.3.

Table 4.3: Gender with Marital Status Cross Tabulation

<b>Gender with marital status</b>		<b>Single</b>	<b>Married</b>	<b>Total</b>
Male	F	91	184	275
	%	60.7%	59.5%	59.9%
Female	F	59	125	184
	%	39.3%	40.5%	40.1%

Source: researcher's computed

#### ***4.2.3.2 Cross-Tab of Gender with Working Experience***

Working experience was considered, the study used five groups of working experiences namely: 1-5 years, 6-10 years, 11-15 years, 16-20 years and 21 years and above. The outcomes of data showed that the highest number recorded by males who worked between 16 and 20 years which were 90 of total number 459, while the lowest

number registered by 2 females of 459 who worked 21 years and above. However, the second biggest number took by female who worked 1-5 years which were 78. Meanwhile, other groups were fluctuated between 66 and 24 from both males and females. It can be observed that in Sulfo Rwanda Industries more males experienced many years than females the details summarized in Table 4.4.

Table 4.4: Gender with Working Experience Cross tabulation

Gender with working experience		1-5 years	6-10 years	11-15 years	16-20 years	21 years and above	Total
Male	F	46	49	66	90	24	275
	%	37.1%	59.8%	58.4%	78.9%	92.3%	59.9%
Female	F	78	33	47	24	2	184
	%	62.9%	40.2%	41.6%	21.1%	7.7%	40.1%

Source: researcher's computed

#### 4.2.3.3 Cross-Tab of Gender with Highest Educational Achievement

Highest educational achievement was analysed cross with gender. The data displayed that participants who have secondary school certificates were more than other by 150 males and 81 females from total number 459, while females recorded zero number of no certificate, primary certificate and masters groups. At the same time, the data showed that females who achieved first degree were 94 while 69 were males of total number. It can be concluded that in Sulfo Rwanda Industries, males have achieved all levels of certificates while females have achieved specific levels which are secondary certificates, diploma and first degree. The details presented in Table 4.5.

Table 4.5: Gender with Highest Educational Achievement

Gender with H. E		No Education	Primary Certificate	Secondary Certificate	Diploma	First Degree	Masters	Total
Male	F	2	28	150	20	69	6	275
	%	100.0%	100.0%	64.9%	69.0%	42.3%	100.0%	59.9%
Female	F	0	0	81	9	94	0	184
	%	.0%	.0%	35.1%	31.0%	57.7%	.0%	40.1%

Source: researcher's computed

#### 4.2.3.4 Cross-Tab of Gender with Job destination

Job destination was involved in the study; the data showed that many participants out of 459 were working as office agents which were 118 males and 112 females. Whereas, the second highest was accountant by 50 males and 18 females of respondents. It can be determined that in Sulfo Rwanda Industries, there are particular job positions which belong or hired by men such as managers, clearing agents, driver, security and office clerk. However, women have certain jobs alone without sharing men such as cleaner, marketing agent and key officer. The details presented in Table 4.6.

Table 4.6: Gender with Job destination

Gender with Job destination	Male		Female		Total
	Frequencies	%	Frequencies	%	
General Director CEO	1	100.0%	0	.0%	
Product manager	2	100.0%	0	.0%	
Administrative manager	3	100.0%	0	.0%	
Supplying manager	4	100.0%	0	.0%	
Marketing manager	2	100.0%	0	.0%	
Finance and Accounting manager	3	100.0%	0	.0%	
Office agent	118	51.3%	112	48.7%	
Clearing agent	8	100.0%	0	.0%	
Accountant	50	73.5%	18	26.5%	
Key officer	0	.0%	16	100.0%	
Secretary	16	100.0%	0	.0%	
Marketing agent	0	.0%	21	100.0%	
Cleaner	0	.0%	17	100.0%	
Driver	18	100.0%	0	.0%	
Security	33	100.0%	0	.0%	
Office clerk	16	100.0%	0	.0%	
Total	275	59.0%	184	40.1%	

Source: researcher's computed

#### 4.2.3.5 Cross-Tab of Gender with departments

The data indicated that Ihema Street department had more participants than others which were 105 males and 76 females. However, the lowest number of respondent recorded by Gikondo department by 81 men and 50 females. It can be confirmed that in the company, males registered more than females in all departments. The details summarized in Table 4.7.



Table 4.7: Gender with Departments

Gender with departments		Ihema Street	Market Street	Gikondo	Total
Male	F	105	89	81	275
	%	58.0%	60.5%	61.8%	59.9%
Female	F	76	58	50	184
	%	42.0%	39.5%	38.2%	40.1%

Source: researcher's computed

#### 4.2.3.6 Cross-Tab of Marital with working experience

Marital status with working experience were measured, the study used five groups of working experiences namely: 1-5 years, 6-10 years, 11-15 years, 16-20 years and 21 years and above crossed to single and married. The results showed that the highest number recorded by married who worked between 16 and 20 years which were 111 of total number 459, while the lowest number registered by 0 single stuff of 459 who worked 21 years and above. However, the second biggest number has got 100 by married who worked 11-15 years. At the same time, other groups were varied between 84 and 3 from both singles and married employees. It can be observed that in company married are more experienced than singles the details summarized in Table 4.8 bellow.

Table 4.8: Marital status with Working Experience

Marital status with Working Experience		1-5 years	6-10 years	11-15 years	16-20 years	20 years and above	Total
Single	F	84	50	13	3	0	150
	%	67.7%	61.0%	11.5%	2.6%	.0%	32.7%
Married	F	40	32	100	111	26	309
	%	32.3%	39.0%	88.5%	97.4%	100.0%	67.3%

Source: researcher's computed

#### 4.2.3.7 Cross-Tab of Marital statuses with Job destination

Marital status with Job destination was examined in the study; the data indicated that many participants out of 459 were working as office agents which were 164 married and 66 single employees. But, the second highest number of respondents was 40 single accountants and 30 married securities. It can be seen that in the company those

who got married were in all positions while singles do not cover all places especially higher levels of administration. The details presented in Table 4.9.

Table 4.9: Marital status with Job destination

Marital status * Job destination	Single		Married	
	Frequencies	%	Frequencies	%
General Director CEO	0	.0%	1	100.0%
Product manager	0	.0%	3	100.0%
Administrative manager	0	0.0%	3	100.0%
Supplying manager	1	25.0%	3	75.0%
Marketing manager	0	.0%	2	100.0%
Finance and Accounting manager	0	.0%	3	100.0%
Office agent	66	28.7%	164	71.3%
Clearing agent	7	87.5%	1	12.5%
Accountant	40	58.8%	28	41.2%
Key officer	13	81.2%	3	18.8%
Secretary	0	.0%	16	100.0%
Marketing agent	1	4.8%	20	95.2%
Cleaner	0	.0%	17	100.0%
Driver	14	77.8%	4	22.2%
Security	3	9.1%	30	90.9%
Office clerk	5	31.2%	11	68.8%
Total	150	32.7%	309	67.3%

Source: researcher's computed

#### 4.2.3.8 Cross-Tab of working experience with Job destination

Working experience with working experience were concerned in the analysis, the study used five groups of working experiences namely: 1-5 years, 6-10 years, 11-15 years, 16-20 years and 21 years and above crossed to 16 positions in the company. The findings displayed that the highest number recorded by office agent who worked between 1-5 years which were 71 of total number 459, while those who experienced 11-15 years took 58, but those who worked 16-20 years have got 50, then employees who worked 6-10 years recorded 40 and respondents who worked 20 years and above were 11. It can be observed that some positions have no respondent while other have just 1 participant in company the details summarized in Table 4.10.

Table 4.10: Working Experience with Job destination

	1-5 years		6-10 years		11- 15 years		16- 20 years		21 years and above	
	F	%	F	%	F	%	F	%	F	%
General	0	.0%	0	.0%	0	.0%	1	.0%	1	100.0%
Director CEO										
Product manager	0	.0%	0	.0%	1	33.3%	1	33.3%	1	33.3%
Administrative manager	0	.0%	0	.0%	1	33.3%	1	33.3%	1	33.3%
supplying manager	0	.0%	0	.0%	1	25.0%	2	50.0%	1	25.0%
marketing manager	0	.0%	0	.0%	1	50.0%	1	50.0%	0	.0%
finance and Accounting manager	0	.0%	0	.0%	1	33.3%	2	66.7%	0	.0%
office agent	71	30.0%	40	17.4%	58	25.2%	50	21.7%	11	4.8%
clearing agent	7	87.5%	0	.0%	1	12.5%	0	.0%	0	.0%
Accountant	19	27.9%	20	29.4%	6	8.8%	17	25.0%	6	8.8%
Key officer	11	68.8%	2	12.5%	3	18.8%	0	.0%	0	.0%
Secretary	0	.0%	4	25.0%	7	43.8%	5	31.2%	0	.0%
Marketing agent	2	9.5%	1	4.8%	13	61.9%	4	19.0%	1	4.8%
Cleaner	0	.0%	8	47.1%	6	35.3%	3	17.6%	0	.0%
Driver	9	50.0%	4	22.2%	1	5.6%	1	5.6%	3	16.7%
Security	2	6.1%	1	3.0%	8	24.2%	22	66.7%	0	.0%
Office clerk	3	18.8%	2	12.5%	5	31.2%	5	31.2%	1	6.2%
Total	124	27.0%	82	17.9%	113	24.6	114	24.8%	26	5.7%

Source: researcher's computed

#### 4.2.3.9 Cross-Tab of Working Experience with Department

The data indicated that Ihema Street department had more participants than others which were 54 who experienced 11-15 years and second highest was 51 by those who worked 1-5 years at the same department. However, the lowest number was 8 of respondent recorded by those who 21 years and above by Ihema and Market streets departments respectively. It can be concluded that number of respondents was fluctuated in the company cross to their working experiences. The details summarized in Table 4.11.

Table 4.11: Working Experience with Departments

Working experience with departments		Ihema Street	Market Street	Gikondo	Total
1-5 years	F	51	42	31	124
	%	28.2%	28.6%	23.7%	27.0%
6-10 years	F	32	28	22	84
	%	17.7%	19.0%	16.8%	17.9%
11-15 years	F	54	35	24	113
	%	29.8%	23.8%	18.3%	24.6%
16-20 years	F	36	34	44	114
	%	19.9%	23.1%	33.6%	24.8%
21 years and above	F	8	8	10	26
	%	5.4%	7.6%	5.7%	4.4%

Source: researcher's computed

#### 4.2.3.10 Cross-Tab of Job destination with departments

Job destination with departments was included in the analysis, the study used three departments namely: Ihema Street, Market Street and Gikondo departments and above crossed to 16 positions in the company. The findings showed that the highest number recorded by office agent which were 84 at Ihema Street department, 78 at Market Street department and 68 at Gikondo department. However, the second biggest number of participants was accountants which recorded 30 respondents at Ihema Street department and 18 for each of Market Street and Gikondo departments. It can be observed that almost managers are distributed in all departments in the company the details summarized in Table 4.12.

Table 4.12: Job destination with Departments

Job destination with Departments		Ihema Street	Market Street	Gikondo	Total
General Director CEO	F	1	0	0	1
	%	.6%	.0%	.0%	.2%
Product manager	F	1	1	1	3
	%	.6%	.7%	.8%	.7%
Administrative manager	F	1	1	1	3
	%	.6%	.7%	.8%	.7%
supplying manager	F	2	1	1	4
	%	1.1%	.7%	.8%	.9%
marketing manager	F	0	1	1	2
	%	.0%	.7%	.8%	.4%
finance and Accounting manager	F	0	2	1	3
	%	.0%	1.4%	.8%	.7%

office agent	F	84	78	68	230
	%	46.4%	53.1%	51.9%	50.1%
clearing agent	F	6	1	1	8
	%	3.3%	.7%	.8%	1.7%
Accountant	F	30	19	19	68
	%	16.6%	12.9%	14.5%	14.8%
Key officer	F	7	5	4	16
	%	3.9%	3.4%	3.1%	3.5%
Secretary	F	9	4	3	16
	%	5.0%	2.7%	2.3%	3.5%
Marketing agent	F	8	5	8	21
	%	4.4%	3.4%	6.1%	4.6%
Cleaner	F	7	6	4	17
	%	3.9%	4.1%	3.1%	3.7%
Driver	F	6	8	4	18
	%	3.3%	5.4%	3.1%	3.9%
Security	F	15	8	10	33
	%	8.3%	5.4%	7.6%	7.2%
office clerk	F	4	7	5	16
	%	2.2%	4.8%	3.8%	3.5%

Source: researcher's computed

### 4.3 QUANTITATIVE DATA ANALYSIS AND FINDINGS FOR THE RESEARCH QUESTIONS

This section reports the analysis and results of the study. To investigate the usefulness effective of communication channels in the mentioned company between manager and staff. Following that, the data have been categorized according to the various interpretations in the following variables:

#### 4.3.1 The Role Understanding Competency

To start with, before answer the research question one (RQ1) the researcher examined the frequencies data of the respondents in order to describe how participants involved with the role understand competency which includes understanding office assignment, understanding company time schedules and understanding company official announcements.

In order to describe understanding office assignment, the four likert scale was measured using face-to-face in which almost never was 4.8%, sometimes 24.2%, often

46.6% and always 24.4%. However, using addressed document using almost never was 5.9%, sometimes 20.0%, often 46.6% and always 32.5%. But, using mobile telephone calls almost never was 28.3%, sometimes 37.5%, often 23.7% and always 10.5%. Whereas, using fixed line telephone calls almost never was 12.2%, sometimes 24.8%, often 37.0% and always 25.9%. In addition, understanding office assignment was analyzed using SMS almost never was 58.4%, sometimes 27.0%, often 7.8% and always 6.8%. However, using E-mail almost never was 20.3%, sometimes 15.0%, often 9.8% and always 54.9%. While, using face-to-face in which almost never was 4.8%, sometimes 24.2%, often 46.6% and always 24.4%. Meanwhile, using almost never was 69.3%, sometimes 26.8%, often 1.5% and always 2.4%.

The highest percentages were scored by often 46.6% using face-to-face that was similar to office assignments using addressed documents 41.6%, fixed line telephone 37.0% and dissimilar with understand office assignment using E-mail messages by always likert scale was 54.9%. however, the highest using mobile telephone recorded by sometimes at 37.5%, using SMS registered by almost never at 58.4% and the same likert scale at Facebook message by 63.9%. Meantime, the lowest percentages were registered with almost never 4.8% face-to-face and addressed documents 5.9%. While, always took 10.5% by mobile telephone calls, and fixed line telephone calls 12.2% and SMS 6.8%. Whereas, often were 9.8% for E-mail and 1.5%% for Facebook. Thus, respondents showed the differences of communication channels in terms of frequencies of understanding office assignment the details summarized in Table 4.13.

Table 4.13: Frequencies of understanding office assignments

<b>understand office assignments using face-to-face</b>		
	<b>Frequency</b>	<b>Percent</b>
Almost never	22	4.8
Sometimes	111	24.2
Often	214	46.6
Always	112	24.4
Total	459	100.0
<b>understand office assignment using addressed documents (eg. memos; letter; Notice board et)</b>		
Almost never	27	5.9
Sometimes	92	20.0
Often	191	41.6
Always	149	32.5
Total	459	100.0
<b>understand office assignment using mobile (cellular) telephone</b>		
Almost Never	130	28.3
Sometimes	172	37.5
Often	109	23.7
Always	48	10.5
Total	459	100.0
<b>understand office assignment using landline (fixed line) telephone</b>		
Almost Never	56	12.2
Sometimes	114	24.8
Often	170	37.0
Always	119	25.9
Total	459	100.0
<b>understand office assignment using SMS</b>		
Almost Never	268	58.4
Sometimes	124	27.0
Often	36	7.8
Always	31	6.8
Total	459	100.0
<b>understand office assignment using email messages</b>		
Almost Never	93	20.3
Sometimes	69	15.0
Often	45	9.8
Always	252	54.9
Total	459	100.0
<b>understand office assignment using Facebook messages</b>		
Almost Never	318	69.3
Sometimes	123	26.8
Often	7	1.5
Always	11	2.4
Total	459	100.0

Source: researcher's computed

#### **4.3.1.1 Understanding Company Time/Schedules**

The understanding of the company/schedules was described, the four likert scale was measured using face-to-face in which almost never was 36.4%, sometimes 29.8%, often 9.6% and always 24.2%. Whereas, using addressed document almost never was

8.7%, sometimes 9.2%, often 51.4% and always 30.7%. While, using mobile telephone calls almost never was 43.4%, sometimes 42.7%, often 13.5% and always .4%. At the same time, using fixed line telephone calls almost never was 22.7%, sometimes 38.8%, often 29.0% and always 9.5%.

In addition, using SMS almost never was 59.9%, sometimes 33.8%, often 1.8% and always 4.8%. While, using E-mail almost never was 34.0%, sometimes 5.2%, often 12.2% and always 48.6%. Meantime, using Facebook almost never was 66.4%, sometimes 29.4%, often 2.0% and always 2.2%.

The highest percentages were recorded by almost never 66.6% for Facebook, 59.9% for SMS, 43.4% for mobile telephone calls and 36.4% for face-to-face. In addition, sometimes 38.8% for fixed line telephone calls, often 51.4% for addressed documents and always 48.6% for E-mail.

On the other hands, the lowest percentages were registered with often 1.3% for face-to-face and 2.0 for Facebook which was shared by always, whereas always 4.0% recorded by mobile telephone calls and 9.6% for fixed line telephone calls, meanwhile sometimes registered 5.2% and almost never 8.7% for addressed documents. Therefore, respondents indicated the dissimilarities of communication channels in terms of frequencies of understanding company time/schedules the details demonstrated in Table 4.14 below.



Table 4.14: Frequencies of understanding company time schedules

<b>understand company time schedules using face-to-face</b>		
	<b>Frequency</b>	<b>Percentage</b>
Almost never	167	36.4
Sometimes	137	29.8
Often	44	9.6
Always	111	24.2
Total	459	100.0
<b>understand company time schedules using addressed documents</b>		
Almost never	40	8.7
Sometimes	42	9.2
Often	236	51.4
Always	141	30.7
Total	459	100.0
<b>understand company time schedules using mobile (Cellular) telephone calls</b>		
Almost Never	199	43.4
Sometimes	196	42.7
Often	62	13.5
Always	2	.4
Total	459	100.0
<b>understand company time schedules using landline (fixed line) telephone</b>		
Almost Never	104	22.7
Sometimes	178	38.8
Often	133	29.0
Always	44	9.6
Total	459	100.0
<b>understand company time schedules using SMS</b>		
Almost Never	275	59.9
Sometimes	155	33.8
Often	6	1.3
Always	22	4.8
Total	459	100.0
<b>understand company time schedules using email</b>		
Almost Never	156	34.0
Sometimes	24	5.2
Often	56	12.2
Always	223	48.6
Total	459	100.0
<b>understand company time schedules using Facebook</b>		
Almost Never	305	66.4
Sometimes	135	29.4
Often	9	2.0
Always	9	2.0
Total	459	100.0

Source: researcher's computed

#### **4.3.1.2 Company Official Announcements**

The company official announcements is among key factors which lead organization's activities, it was analyzed using face-to-face in which almost never was the 55.3%, sometimes 20.0%, often 9.4% and always 15.3%. However, using addressed

document almost never was .7%, sometimes 4.1%, often 30.7% and always 64.5%. Whereas, using mobile telephone calls almost never was 36.8%, sometimes 48.4%, often 14.6% and always .2%. While, using fixed line telephone calls almost never was 27.7%, sometimes 46.2%, often 25.9% and always .2%.

Additionally, using SMS almost never was 47.7%, sometimes 43.6%, often 2.6% and always 5.9%. However, using E-mail almost never was 24.4%, sometimes 14.6%, often 15.0% and always 46.0%. But, using Facebook almost never was 71.9%, sometimes 24.4%, often 3.5% and always .2%.

The highest percentages were obtained by almost never 71.9% using Facebook that was comparable to company official announcement using face-to-face 55.3% and SMS 43.6% while was different with understand company official announcements using addressed documents by always likert scale was 64.5% and the same likert scale to E-mail 46.0%. However, the highest using mobile telephone recorded by sometimes at 48.4% and using fixed line telephone calls by 46.2%.

Meantime, the lowest percentages were listed with always .2% Facebook this was shared with mobile and fixed line telephone calls while the often likert scale showed the smallest at SMS 2.6% and Face-to-face 9.4%. Whereas, almost never were .7% for addressed documents and sometimes 14.6% for E-mails. So, respondents exposed the differences of communication channels in terms of frequencies of understanding company official announcements the details displayed in Table 4.15 below.

Table 4.15: Frequencies of understand company official announcements

<b>understand company official announcements using face-face</b>		
	<b>Frequency</b>	<b>Percent</b>
Almost never	254	55.3
Sometimes	92	20.0
Often	43	9.4
Always	70	15.3
Total	459	100.0
<b>understand company official announcements using addressed documents</b>		
Almost never	3	.7
Sometimes	19	4.1
Often	141	30.7
Always	296	64.5
Total	459	100.0
<b>understand company official announcements using mobile (cellular) telephone</b>		
Almost Never	169	36.8
Sometimes	222	48.4
Often	67	14.6
Always	1	.2
Total	459	100.0
<b>understand company official announcements using landline (fixed line) telephone</b>		
Almost Never	127	27.7
Sometimes	212	46.2
Often	119	25.9
Always	1	.2
Total	459	100.0
<b>understand company official announcements using SMS</b>		
Almost Never	220	47.9
Sometimes	200	43.6
Often	12	2.6
Always	27	5.9
Total	459	100.0
<b>understand company official announcements using email</b>		
Almost Never	112	24.4
Sometimes	67	14.6
Often	69	15.0
Always	211	46.0
Total	459	100.0
<b>understand company official announcements using Facebook</b>		
Almost Never	330	71.9
Sometimes	112	24.4
Often	16	3.5
Always	1	.2
Total	459	100.0

Source: researcher's computed

In order to answer RQ1, responses to the seven channels that were used by the managers and the employees were examined. Table 4.8 summarizes the overall level of experience of communication channels by managers and employees. The result indicates that the superiors and workers of Sulfo Rwanda Industries considered

themselves as most experienced with addressed documents with the mean (Mean =3.1267) for office assignment of the industry, (Mean= 3.0172) for company time/schedules and 3.0065 for company official announcements whereas least tool of communication experienced was Facebook (Mean= 1.3704) for office assignment of the company, (Mean=1.3623) for company time/schedule and (Mean=1.4701) for the company official announcements. Meanwhile the experience with other channels which are E-mails (Mean= 2.9935), face to face (Mean = 2.9163), Fixed line telephone (Mean = 2.8679), mobile (cellular) telephone (Mean= 2.2632), and SMS (Mean = 1.7387) which is more used than Facebook. The details illustrated in Table 4.16.

Table 4.16: The Role Understanding Competency

Communication channels	Office assignment (Mean)	Company time / schedules (M)	Company official announcements (M)
Face-to-face	2.9163	2.9063	2.9093
Addressed documents	3.1267	3.0172	3.0065
Mobile (cellular) telephone	2.1743	2.1634	2.2632
Fixed line telephone	2.8679	2.7758	2.7669
SMS	1.6296	1.7387	1.6487
E-mails	2.9853	2.9935	2.9748
Facebook	1.3704	1.3623	1.4701

Source: researcher's computed

### 4.3.2 Organization's Culture Awareness Competency

To begin with, before answer the research question two (RQ2) the researcher tested the frequencies data of the respondents in order to describe how participants involved the organization's culture awareness competency that includes supporting the core values of the company, understanding the rules of the company and demonstrating company code of conduct.

In order to describe the core values of the company, the four likert scale was measured using face-to-face in which almost never was 28.8%, sometimes 24.6%, often 17.6% and always 29.0%. However, using addressed document almost never was .0%, sometimes 19.2%, often 39.7% and always 41.2%. Whereas, using mobile telephone calls almost never was 20.0%, sometimes 43.6%, often 18.5% and always 17.9%. While, using fixed line telephone calls almost never was 7.4%, sometimes 23.3%, often 44.9% and always 24.4%.

Additionally, using SMS almost never was 42.0%, sometimes 34.9%, often 15.0% and always 8.1%. However, using E-mail almost never was 21.8%, sometimes 6.8%, often 21.6% and always 49.9%. But, using Facebook almost never was 73.2%, sometimes 20.9%, often 5.2% and always .7%.

The biggest percentages were scored by always 49.9% using E-mail that was similar to the core values of company using addressed documents 41.2%, and face-to-face 29.0% whereas was dissimilar with the core values of the company using Facebook messages by almost never which likert scale was 73.2% and SMS by 42.0%. However, the highest using mobile telephone recorded by sometimes at 43.6% and using fixed line telephone calls registered by often at 44.9%.

Meantime, the lowest percentages were showed with almost never .0% addressed document. While, always took 17.9% by mobile telephone calls, and fixed line telephone calls 7.4%, SMS 6.8% and Facebook .7%. Whereas, often was 17.6% for face-to-face and sometimes 6.8% for e-mail. Accordingly, respondents showed the

differences frequencies of communication channels in terms of the core values of the company the details summarized in Table 4.17.

Table 4.17: Frequencies of supporting the core values of the company

<b>support the core values of the company using face-to-face</b>		
	<b>Frequency</b>	<b>Percent</b>
Almost never	132	28.8
Sometimes	113	24.6
Often	81	17.6
Always	133	29.0
Total	459	100.0
<b>support the core values of the company using addressed documents</b>		
Almost never	0	.0
Sometimes	88	19.2
Often	182	39.7
Always	189	41.2
Total	459	100.0
<b>support the core values of the company using mobile (cellular) telephone</b>		
Almost Never	92	20.0
Sometimes	200	43.6
Often	85	18.5
Always	82	17.9
Total	459	100.0
<b>support the core values of the company using landline (fixed line) telephone</b>		
Almost Never	34	7.4
Sometimes	107	23.3
Often	206	44.9
Always	112	24.4
Total	459	100.0
<b>support the core values of the company using SMS</b>		
Almost Never	193	42.0
Sometimes	160	34.9
Often	69	15.0
Always	37	8.1
Total	459	100.0
<b>support the core values of the company using emails</b>		
Almost Never	100	21.8
Sometimes	31	6.8
Often	99	21.6
Always	229	49.9
Total	459	100.0
<b>support the core values of the company using Facebook</b>		
Almost Never	336	73.2
Sometimes	96	20.9
Often	24	5.2
Always	3	.7
Total	459	100.0

Source: researcher's computed

#### ***4.3.2.1 Understanding the rules of the company***

The understanding the rules of the company was described, the four likert scale was analysed using face-to-face in which almost never was 47.14%, sometimes 20.9%, often 5.9% and always 25.9%. However, using addressed document almost never was .7%, sometimes 5.0%, often 32.2% and always 62.1%. Whereas, using mobile telephone calls almost never was 52.5%, sometimes 37.9%, often 9.6% and always .0%. While, using fixed line telephone calls almost never was 15.0%, sometimes 54.0%, often 27.5% and always 3.5%.

Moreover, using SMS almost never was 65.6%, sometimes 34.0%, often .4% and always .0%. On the other hand, using E-mail almost never was 33.1%, sometimes 11.1%, often 9.4% and always 46.4%. Then, using Facebook almost never was 34.2%, sometimes 10.2%, often 9.5% and always 46.1%.

The highest percentages were recorded by almost never 65.6% for SMS that likert scale similar to 52.5% for mobile telephone calls and 47.1% for face-to-face. In addition, always 62.1% for addressed documents which was the same likert scale which E-mail 46.4% and Facebook 46.2% but sometimes scored 54.0% fixed line telephone calls.

On the other hands, the lowest percentages were registered with always .0% recorded by mobile telephone calls, .0% for SMS and 3.5% for fixed line telephone calls, meanwhile often registered 5.9% for face-to-face, that similar to Emails 9.4% and Facebook 9.6% but almost never took .7% for addressed documents. Thus, respondents showed the dissimilarities of communication channels of frequencies in

terms of understanding the rules of the company the details displayed in Table 4.18 below.

Table 4.18: Frequencies of understand the rules of the company

<b>understand the rules of the company through face-to-face</b>		
	<b>Frequency</b>	<b>Percent</b>
Almost never	216	47.1
Sometimes	96	20.9
Often	27	5.9
Always	119	25.9
Total	459	100.0
<b>understand the rules of the company through addressed documents</b>		
Almost never	3	.7
Sometimes	23	5.0
Often	148	32.2
Always	285	62.1
Total	459	100.0
<b>understand the rules of the company through mobile (cellular) telephone</b>		
Almost Never	241	52.5
Sometimes	174	37.9
Often	44	9.6
Always	0	.0
Total	459	100.0
<b>understand the rules of the company through landline (fixed line) telephone</b>		
Almost Never	69	15.0
Sometimes	248	54.0
Often	126	27.5
Always	16	3.5
Total	459	100.0
<b>understand the rules of the company through SMS</b>		
Almost Never	301	65.6
Sometimes	156	34.0
Often	2	.4
Always	0	.0
Total	459	100.0
<b>understand the rules of the company through emails</b>		
Almost Never	152	33.1
Sometimes	51	11.1
Often	43	9.4
Always	213	46.4
Total	459	100.0
<b>understand the rules of the company through Facebook</b>		
Almost Never	152	33.1
Sometimes	51	11.1
Often	43	9.6
Always	213	46.2
Total	459	100.0

Source: researcher's computed



#### ***4.3.2.2 Demonstrating company code of conduct***

The demonstrating the company code of conduct was examined using face-to-face in which almost never was 16.6%, sometimes 32.2%, often 25.7% and always 25.5%. But, using addressed document almost never was .0%, sometimes 12.0%, often 31.2% and always 56.9%. While, using mobile telephone calls almost never was 13.7%, sometimes 41.6%, often 25.9% and always 18.7%. Whereas, using fixed line telephone calls almost never was 8.1%, sometimes 31.2%, often 53.4% and always 7.4%.

Furthermore, using SMS almost never was 67.3%, sometimes 25.5%, often .7% and always 6.5%. However, using E-mail almost never was 18.5%, sometimes 6.5%, often 19.4% and always 55.6%. But, using Facebook almost never was 61.0%, sometimes 26.8%, often 5.7% and always 6.5%.

The highest percentages were noted by almost never 67.3% for SMS that was likely to Facebook 61.0%. Additionally, addressed documents and E-mail recorded by always at 56.9% and 55.6% respectively, while sometimes took by mobile telephone calls and face-to-face at 41.6% and 32.2% separately whereas often as highest number was taken by fixed line telephone calls at 53.4%.

On the other side, the lowest percentages were showed with almost never .0% for addressed documents, face-to-face 16.6% and mobile telephone calls 13.7%. Meanwhile, SMS and Facebook were shared by often at .7% and 5.7% respectively. Whereas always was 7.4% recorded by fixed line telephone calls but sometimes scored the lowest at 6.5 by E-mail. So that, respondents showed the differences of

communication channels of frequencies in terms of demonstrating the company code of conduct the details presented in Table 4.19.

Table 4.19: Frequencies of demonstrating company code of conduct

<b>demonstrate company code of conduct using face-to-face</b>		
	<b>Frequency</b>	<b>Percent</b>
Almost never	76	16.6
Sometimes	148	32.2
Often	118	25.7
Always	117	25.5
Total	459	100.0
<b>demonstrate company code of conduct using addressed documents</b>		
Almost never	0	.0
Sometimes	55	12.0
Often	143	31.2
Always	261	56.9
Total	459	100.0
<b>demonstrate company code of conduct using mobile (cellular) telephone</b>		
Almost Never	63	13.7
Sometimes	191	41.6
Often	119	25.9
Always	86	18.7
Total	459	100.0
<b>demonstrate company code of conduct using landline (fixed line) telephone</b>		
Almost Never	37	8.1
Sometimes	143	31.2
Often	245	53.4
Always	34	7.4
Total	459	100.0
<b>demonstrate company code of conduct using SMS</b>		
Almost Never	309	67.3
Sometimes	117	25.5
Often	3	.7
Always	30	6.5
Total	459	100.0
<b>demonstrate company code of conduct using emails</b>		
Almost Never	85	18.5
Sometimes	30	6.5
Often	89	19.4
Always	255	55.6
Total	459	100.0
<b>demonstrate company code of conduct using Facebook</b>		
Almost Never	280	61.0
Sometimes	123	26.8
Often	26	5.7
Always	30	6.5
Total	459	100.0

Source: researcher's computed

In order to answer RQ2, the organization's culture awareness competency was examined by three variables namely: Office assignment, Company time / schedules and company official announcements testing which communication channel is most perceived used in terms of organization's culture. However, the managers and the employee's responses to the most preferred communication channel was also collected. Table 4.20, summarize the most perceived rich communication channel among face-to-face, addressed documents, mobile (cellular) telephone calls, land (fixed) lines telephone calls, SMS, e-mails and Facebook based on the organization's Culture Awareness Competency. The result indicates that managers and employees of the company considered that the most perceived used means of communication is addressed document (Mean = 3.2200) for the Core values of the company, (Mean = 3.5577) for the rules of the company and (Mean = 3.4476) while least type of communication used is Facebook (Mean =1.3333), for the core values of the company and SMS (Mean = 1.3529) for the rules of the company and (Mean = 1.5773). Meanwhile, other communication channels examined which included email (Mean =3.1179), face-to-face (Mean =2.6013), landline telephone (Mean =2.6013), mobile (Mean =2.4967) meaning that face-to-face placed between those two channels (mobile and fixed line phones). Table 4.20 indicates the organization's culture awareness competency.

Table 4.20: The Organization's Culture Awareness Competency

<b>Communication channels</b>	<b>Core values of the company (mean)</b>	<b>The rules of the company (mean)</b>	<b>Code of conduct (mean)</b>
Face-to-face	2.4684	2.1547	2.6013
Addressed documents	3.2200	3.5577	3.4476
Mobile (cellular) telephone	2.3420	1.5708	2.4967
Fixed line telephone	2.8627	2.1939	2.6013
SMS	1.8911	1.3529	1.4641
E-mails	2.9956	2.6906	3.1179
Facebook	1.3333	1.5011	1.5773

Source: researcher's computed

### 4.3.3 The Employees' Performance Competency and Level of Effectiveness of Communication Channel

To answer the research question three (RQ3) the researcher examined the frequencies data of the respondents in order to describe how participants involved with the employees' performance competency in which showed by showing their perceptions on how they carry out company activities.

Carrying out company activities in any organization means that its everyday life, the description of carrying out company activities was analyzed using face-to-face in which almost never was 11.8%, sometimes 15.5%, often 20.0% and always 52.7%. However, using addressed document almost never was 3.5%, sometimes 7.4%, often 41.6% and always 47.5%. But, using mobile telephone calls almost never was 12.0%, sometimes 19.4%, often 47.9% and always 20.7%. Whereas, using fixed line telephone calls almost never was 12.4%, sometimes 14.8%, often 39.7% and always 33.1%.

In addition, using SMS almost never was 35.5%, sometimes 29.8%, often 27.5% and always 7.2%. However, using E-mail almost never was 17.6%, sometimes 3.1%, often 23.1% and always 56.2%. On the other hand, using Facebook almost never was 47.3%, sometimes 30.1%, often 22.0% and always .7%.

The highest percentages were scored by always 56.2% using Emails, that was like to office assignments using face-to-face 52.7% and addressed documents 47.5% and different with carry out company activities using mobile telephone calls by often likert scale was 47.9% and 39.7% for fixed line telephone calls. However, the highest

using Facebook registered by almost never at 47.3% and the same likert scale at SMS by 35.5%.

On the other hand, the lowest percentages were registered with almost never 3.5% for addressed documents, face-to-face 11.8%, mobile telephone calls 12.0% and 12.4% fixed line telephone calls. While, always took 7.2% by Facebook and .7% for SMS meanwhile sometimes recorded 3.1% by E-mails. Therefore, respondents indicated the dissimilarities of frequencies of communication channels in terms carrying out company activities the details displayed in Table 4.21 below.

Table 4.21: Frequencies of carry out company activities

<b>carry out company activities through Face-to-face</b>		
	<b>Frequency</b>	<b>Percent</b>
Almost never	54	11.8
Sometimes	71	15.5
Often	92	20.0
Always	242	52.7
Total	459	100.0
<b>carry out company activities through addressed documents</b>		
Almost never	16	3.5
Sometimes	34	7.4
Often	191	41.6
Always	218	47.5
Total	459	100.0
<b>carry out company activities through mobile (cellular) telephone</b>		
Almost Never	55	12.0
Sometimes	89	19.4
Often	220	47.9
Always	95	20.7
Total	459	100.0
<b>carry out company activities through landline (fixed line) telephone</b>		
Almost Never	57	12.4
Sometimes	68	14.8
Often	182	39.7
Always	152	33.1
Total	459	100.0
<b>carry out company activities through SMS</b>		
Almost Never	163	35.5
Sometimes	137	29.8
Often	126	27.5
Always	33	7.2
Total	459	100.0
<b>carry out company activities through emails</b>		
Almost Never	81	17.6
Sometimes	14	3.1
Often	106	23.1
Always	258	56.2
Total	459	100.0
<b>carry out company activities through Facebook</b>		
Almost Never	217	47.3
Sometimes	138	30.1
Often	101	22.0
Always	3	.7
Total	459	100.0

Source: researcher's computed

#### ***4.3.3.1 The level of effectiveness of communication channels***

The researcher tested the effectiveness of communication channels by questioning directly participants using three likert scale highest richness, middle richness and lowest richness.

The effectiveness of communication channels using face-to-face was analyzed using face-to-face in which highest recorded 48.4%, middle richness 32.5% and lowest richness 19.2%. However, using addressed document highest recorded 63.0%, middle richness was 32.2% and lowest richness was 4.8%. But, using mobile telephone calls highest noted 46.4%, middle richness took 36.6% and lowest richness made 16.8%. Then using fixed line telephone calls highest recorded 68.4%, middle richness was 29.4% and lowest richness noted 2.2%.

In addition, using SMS highest registered 2.4%, middle richness made 33.8% and lowest richness took 63.6%. Whereas, E-mails highest recorded 73.9%, middle richness was 22.2% and lowest richness was 3.9%. Meanwhile, using Facebook highest recorded 4.6%, middle richness noted 13.5% and lowest richness was 81.9%.

The highest richness percentages were scored by Emails 73.9% follow by fixed line telephone calls 68.4%, addressed documents 63.0%, face-to-face 48.4%, mobile telephone calls 46.4%, Facebook 4.6% and last SMS 2.4%.

However, the lowest richness percentages were registered by Facebook at 81.9% followed by SMS 63.6%, face-to-face 19.2%, mobile telephone calls 16.8%, addressed documents 4.8%, Facebook 4.6% and fixed line telephone 2.2%. Therefore, can be inferred that respondents indicated directly Emails, fixed line telephone and Addressed documents as richer communication channels or more used in the Sulfo Rwanda Industries, while Facebook and SMS lowest richness, whereas face-to-face and mobile telephone calls middle richness or utilized in the company the details presented in Table 4.22.

Table 4.22: Frequencies of level of effectiveness of communication channels

<b>Face-to-face</b>		
	<b>Frequency</b>	<b>Percent</b>
Highest richness	222	48.4
Middle richness	149	32.5
Lowest richness	88	19.2
Total	459	100.0
<b>Addressed documents</b>		
Highest richness	289	63.0
Middle richness	148	32.2
lowest richness	22	4.8
Total	459	100.0
<b>Mobile (cellular) telephone</b>		
Highest richness	213	46.4
Middle richness	168	36.6
Lowest richness	77	16.8
Total	459	100.0
<b>Land line (fixed line)</b>		
Highest richness	314	68.4
Middle richness	135	29.4
Lowest richness	10	2.2
Total	459	100.0
<b>SMS</b>		
Highest richness	11	2.4
Middle richness	155	33.8
Lowest richness	292	63.6
Total	459	100.0
<b>Emails</b>		
Highest richness	339	73.9
Middle richness	102	22.2
Lowest richness	18	3.9
Total	459	100.0
<b>Facebook</b>		
Highest richness	21	4.6
Middle richness	62	13.5
Lowest richness	376	81.9
Total	459	100.0

Source: researcher's computed

Table 4.23 indicates the most perceived rich communication channel among face-to-face, addressed documents, mobile (cellular) telephone calls, land (fixed) lines telephone calls, SMS, e-mails and Facebook based on the Employees' Performance Competency. The responses to all the seven communication channels (including face-to-face, addressed documents, mobile (cellular) telephone calls, and land (fixed) lines telephone calls, SMS, e-mails and Facebook) were examined. The result indicates that managers and employees of the company preferred to use addressed documents the



most (Mean = 3.3312) for company activities followed by e-mails (Mean = 3.1786), however, Facebook (Mean = 1.7598) was the lowest in terms of company activities. Face to face (Mean = 3.1373), mobile (Mean = 2.7734) and others channel of communication are in between all. Besides that, in term of level of usefulness the result indicates that executives and employees preferred Facebook with the (Mean = 2.7734). Table 4.23 below illustrates that.

Table 4.23: The Employees' Performance Competency and Level of Effectiveness of Communication Channel

The Employees' Performance Competency		Level of effectiveness of communication channel	
Communication channels	Company activities (mean)	Communication channels	Levels (mean)
Face-to-face	3.1373	Face-to-face	1.7081
Addressed documents	3.3312	Addressed documents	1.4183
Mobile (cellular) telephone	2.7734	Mobile (cellular) telephone	1.7277
Fixed line telephone	2.9346	Fixed line telephone	1.3377
SMS	2.0633	SMS	2.6166
E-mails	3.1786	E-mails	1.3007
Facebook	1.7598	Facebook	2.7734

Source: researcher's computed

#### 4.3.4 Simple Linear Regression Analysis

As mentioned from the previous chapter, multiple regression aids the researchers to practice the correlation statistic to predict future scores. To realize which effect multiple variables have on an outcome, researchers should use regression analysis. It can be considered a more difficult situation, where multiple independent variables might combine to correlate with dependent variables. Multiple regressions or multiple correlations are a statistical procedure for observing the combined relationship of multiple independent variables with a single or multiple dependent variables Creswell (2012). The researcher used R-Square, also known as the Coefficient of determination is a commonly used statistic to evaluate model fit. R-square is 1 minus

the ratio of residual variability. When the variability of the residual values around the regression line relative to the overall variability is small, the p-value was determined.

#### ***4.3.4.1 Hypothesis testing***

$H_{1a}$ . There is a significant relationship between office assignment and level of effectiveness of communication channels in the Sulfo Rwanda Industries.

To determine the relationship between office assignment and level of effectiveness of communication channels, simple linear regression with The “Enter” method enters all variables at the same time was done for office assignment and level of effectiveness of communication channels in the Sulfo Rwanda Industries.

As shown in Table 4.24, a significant model emerged from the analysis with F 118.064, P=.000. It means that the office assignment had significant impact on the level of effectiveness of communication channels ( $\beta=-.453$ ,  $t=-10.866$ ,  $p=.000$ ). However, the impact was negative which means the less the level of office assignment, the higher the level of effectiveness of communication channels. The independent variable (office assignment) had managed to explain about 21% of variance in the criterion variable ( $R^2=.205$ ). Therefore, the first hypothesis was supported. The details displayed in the Table 4.24.

Table 4.24: Simple linear regression between Office assignment and Level of effectiveness of communication channel

Model variable (N=459)	Unstandardized Coefficients		Standardized Coefficients	R <sup>2</sup>	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.961	.145		27.241	.000
Office assignment	-.845	.078	-.453	-10.866	.000
F=118.064	P=.000	R=.453	R <sup>2</sup> =.205	R <sup>2</sup> Adj=.204	

Source: researcher's computed

*H<sub>1b</sub>*. There is a significant relationship between company time / schedules and Level of effectiveness of communication channel.

In order to define the relationship between Company time / schedules and level of communication channels, the researcher used level of communication channels as independent variable and company time / schedules as dependent variable.

As presented in Table 4.25, a significant model appeared from the analysis with  $F = 21.709$ ,  $P = .000$ . It means that the company time/schedules had significant effect on the level of effectiveness of communication channels ( $\beta = -.213$ ,  $t = -4.659$ ,  $p = .000$ ). However, the effect was negative which means the less the level of company time/schedules, the higher the level of effectiveness of communication channels. The independent variable (company time/schedules) had achieved to explain about 5% of variance in the criterion variable ( $R^2 = .045$ ). Therefore, the second hypothesis was supported. The details are shown in the Table 4.25.

Table 4.25: Simple linear regression between Company time / schedules and Level of effectiveness of communication channels

Model variable (N=459)	Unstandardized Coefficients		Standardized Coefficients	R <sup>2</sup>	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.789	.143		19.465	.000
Company time/schedules	-.357	.077	-.213	-4.659	.000
F=21.709	P=.000	R=.213	R <sup>2</sup> =.045	R <sup>2</sup> Adj=.043	

Source: researcher's computed

$H_{1c}$ . There is a significant relationship between company official announcements and Level of effectiveness of communication channels in the Sulfo Rwanda Industries.

To determine the relationship between company official announcements and Level of effectiveness of communication channels, simple linear regression with enter method was completed for company official announcements and level of effectiveness of communication channels in the Sulfo Rwanda Industries.

As exposed in Table 4.26, a significant model prepared from the analysis with F 35.805, P=.000. It means that the company official announcement had significant influence on the level of effectiveness of communication channels ( $\beta = -.270$ ,  $t = -5.984$ ,  $p = .000$ ). However, the influence was negative which means the less the level of company official announcements, the higher the level of effectiveness of communication channels. The independent variable (company official announcement) had succeeded to describe about 7% of variance in the criterion variable ( $R^2 = .073$ ). Therefore, the third hypothesis was supported. The details are exposed in the Table 4.26.

Table 4.26: Simple linear regression between company official announcements and Level of effectiveness of communication channels

Model variable (N=459)	Unstandardized Coefficients		Standardized Coefficients	R <sup>2</sup>	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.771	.105		26.444	.000
Company official announcements	-.335	.056	-.270	-.5.984	.000
	F=35.805	P=.000	R=.270	R <sup>2</sup> =.073	R <sup>2</sup> Adj=.071

Source: researcher's computed

*H<sub>2a</sub>*. There is a significant relationship between core values of the company and Level of effectiveness of communication channels in the Sulfo Rwanda Industries.

To conclude the relationship between core values of the company and Level of effectiveness of communication channels, the researcher used core values of the company as independent variable and level of communication channels as dependent variable.

As presented in Table 4.27, a significant model revealed from the analysis with  $F = 162.255$ ,  $P=.000$ . It means that the core values of the company had significant effect on the level of effectiveness of communication channels ( $\beta = -.512$ ,  $t = -12.738$ ,  $p=.000$ ). However, the effect was negative which means the less the level of core values of the company, the higher the level of effectiveness of communication channels. The independent variable (core values of the company) had achieved to explain about 26% of variance in the criterion variable ( $R^2 = .262$ ). Therefore, the fourth hypothesis was supported. The details are exposed in the Table 4.27.

Table 4.27: Simple linear regression between core value of the company and Level of effectiveness of communication channels

Model variable (N=459)	Unstandardized Coefficients		Standardized Coefficients	R <sup>2</sup>	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.171	.138		30.302	.000
Core values of the company	-.938	.074	-.512	-12.738	.000
	F=162.255	P=.000	R=.512	R <sup>2</sup> =.262	R <sup>2</sup> Adj=.260

Source: researcher's computed

*H<sub>2b</sub>*. There is a significant relationship between the rules of the company and Level of effectiveness of communication channel in the Sulfo Rwanda Industries.

To determine the relationship between the rules of the company and level of effectiveness of communication channels, simple linear regression or method enter test was completed and tested for the rules of the company and level of effectiveness of communication channels in the Sulfo Rwanda Industries.

As shown in Table 4.28, a significant model emerged from the analysis with F 83.363, P=.000. It means that the rules of the company had significant impact on the level of effectiveness of communication channels ( $\beta = -.393$ ,  $t = -9.130$ ,  $p = .000$ ). However, the impact was negative which means the less the level of rules of the company, the higher the level of effectiveness of communication channels. The independent variable (rules of the company) had managed to explain about 15% of variance in the criterion variable ( $R^2 = .154$ ). Therefore, the fifth hypothesis was supported. The details displayed in the Table 4.28.

Table 4.28: Simple linear regression between the rules of the company and Level of effectiveness of communication channels

Model variable (N=459)	Unstandardized Coefficients		Standardized Coefficients	R <sup>2</sup>	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.335	.132		25.219	.000
Rules of the company	-.646	.071	-.393	-9.130	.000
F=83.363	P=.000	R=.393	R <sup>2</sup> =.154	R <sup>2</sup> Adj=.152	

Source: researcher's computed

*H6*. There is a significant relationship between code of conduct and Level of effectiveness of communication channel in the Sulfo Rwanda Industries.

In order to define the relationship between code of conduct and level of communication channels, the researcher used code of conduct as independent variable and level of communication channels as dependent variable.

As presented in Table 4.29, a significant model appeared from the analysis with  $F = 36.209$ ,  $P = .000$ . It means that the code of conduct had significant effect on the level of effectiveness of communication channels ( $\beta = -.271$ ,  $t = -6.017$ ,  $p = .000$ ). However, the effect was negative which means the less the level of code of conduct, the less the higher the level of effectiveness of communication channels. The independent variable (code of conduct) had achieved to explain about 7% of variance in the criterion variable ( $R^2 = .073$ ). Therefore, the sixth hypothesis was supported. The details are exposed in the Table 4.29.

Table 4.29: Simple linear regression between code of conduct and Level of effectiveness of communication channels

Model variable (N=459)	Unstandardized Coefficients		Standardized Coefficients	R <sup>2</sup>	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.328	.144		23.044	.000
Code of conduct	-.465	.077	-.271	-6.017	.000
F=36.209	P=.000	R=.271	R <sup>2</sup> =.073	R <sup>2</sup> Adj=.071	

Source: researcher's computed

*H<sub>3a</sub>*. There is a significant relationship between company activities and Level of effectiveness of communication channel in the Sulfo Rwanda Industries.

To determine the relationship between company activities and level of effectiveness of communication channels, the researcher used simple linear regression or method enter test the relationship between these variables; company activities and level of effectiveness of communication channels in the Sulfo Rwanda Industries.

As shown in Table 4.30, a significant model emerged from the analysis with F 72.469, P=.000. It means that the company activities had significant impact on the level of effectiveness of communication channels ( $\beta = -.370$ ,  $t = -8.513$ ,  $p = .000$ ). However, the impact was negative which means the less the level of company activities, the higher the level of effectiveness of communication channels. The independent variable (company activities) had managed to explain about 14% of variance in the criterion variable ( $R^2 = .137$ ). Therefore, the seventh hypothesis was supported. The details displayed in the Table 4.30.



Table 4.30: Simple linear regression between company activities and Level of effectiveness of communication channels

Model variable (N=459)	Unstandardized Coefficients		Standardized Coefficients	R <sup>2</sup>	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.056	.157		25.826	.000
Company activities	-.715	.084	-.370	-8.513	.000
F=72.469	P=.000	R=.370	R <sup>2</sup> =.137	R <sup>2</sup> Adj=.135	

Source: researcher's computed

#### 4.4 QUALITATIVE DATA ANALYSIS AND FINDINGS FOR THE RESEARCH QUESTIONS

This section covers respondents, data analysis procedure, and reliability test as well as interview questions.

##### 4.4.1 Respondents

Three managers and five employees from Sulfo Rwanda Industries who had different positions in the organization were interviewed. They described their job titles as including finance manager, accounting manager, The senior manager sells and marketing and employees from accounting, customer care, importation and exportation as well as direction secretary. The reason that made researcher to select them is that those managers have connection with employees in which they communicate with each other as well as communicate with customers, public and government authorities. The Table 4.31 explain the interview guide.

Table 4.31: Interview guide

<b>Domain</b>	<b>Name</b>	<b>Position incl. description of work responsibilities</b>	<b>reason for being selected</b>	<b>Interview Date</b>
Finance	Respondent 1	Manager	Communicating with employees, government and customers	30/01/14
Sells and marketing	Respondent 2	Senior manager	Communicating with employees, government and customers	30/01/14
Accounting	Respondent 3	Manager	Communicating with employees, government and customers	30/01/14
Accounting	Respondent 4	Employee	Communicating with managers, public and customers	30/01/14
Accounting	Respondent 5	Employee in charge customers	Communicating with managers, public and customers	30/01/14
Importation and exportation	Respondent 6	in charge of declaration	Communicating with managers, public and customers	30/01/14
Importation and exportation	Respondent 7	Employee	Communicating with managers, public and customers	30/01/14
General management office	Respondent 8	Employee as direction secretary	Communicating with managers, public and customers	30/01/14

Source: researcher's computed

#### **4.4.2 Research and interview questions test**

##### **Interview questions**

The interview was conducted in orally (face-to-face) and medium of English and Kinyarwanda. These languages were chosen because the participants were local and international as well as some respondents are not good in English. However, the

researcher interpreted and translated the interview questions for some participants in Kinyarwanda as well as their answers in English. The translation was confirmed by the rector of The Nile Source Polytechnic for Applied Arts (NSPA) as mentioned in the Appendix 9. The researcher used six questions for managers and four questions for employees. However, some questions were combined into each other as in interpretation became five interview questions.

#### ***4.4.2.1 The Role Understanding Competency in both manager and works experience***

In order to answer RQ1, the researcher utilized three interview questions. Those interview questions were looking for responses on how managers and employees communicate among themselves as colleagues who work in the place and how the communication processes upward and downward in the company. However, he examined interview question one by one before he generalized responses to research question.

**Interview question 1:** What are the most common communication channels do you use to communicate with your colleagues in the company?

Based on interview response, the types of communication preferred by managers in terms of communicating with their colleagues are totally different for employees. Managers believed that the most common communication with their colleagues is internet followed by telephone. While, employees agreed that the most common communication with their colleagues is telephone (fixed line and mobile) while some of them preferred face-to-face and SMS.

The first respondent expressed his preference of communication channels among managers and their colleagues by state the list of channels which preferred among managers.

Respondent 1 said:

“Internet, internet same thing, internet, telephone and intercom there are main full channels”.

The participants argued the most used communication channels between employees and their colleagues as mentioned before by explaining why they use certain mean of communication for example Respondent 5 said:

“You see we use fixed line and also mobile phone for example when I go out of the company I use mobile phones which belong to the department we have department’s mobile phone not personally telephone”.

Whereas Respondent 4 said:

“Almost we communicate for example like here we close each other so we use face-to-face then when there is distance he or she is little far we use internal telephone even you can move to him in order to discuss”.

Another respondent commented on previous respondents said with this statement.

Respondent 8 stated:

“I can say that also mainly we use telephone because I can see if I talk to that one it will be bothering others then I call him or if there is a case which we have to discuss I move to him in order to discuss it, we use verbal language again mainly we use internal telephone”.

**Interview question 2:** What are the most common communication channels do you use to communicate with your employees in the company?

According to participants, the communication between managers and employees weather downward or upward stated that the most used communication channel is internet especially internal internet (outlook) as Respondent 2 mentioned that:

“Okay with employees, yes, we have email system okay and also all communication we use it but we have also when we communicate directly we put it in email, email, it is locally also yeah”.

Where managers send information to the head of department then they spread them to other employees, and telephone is used too as well as other channels like has mentioned in previous statement also as explained by Respondent 3 said:

“Also with employees we use telephone, e-mails and outlook”.

**Interview question 3:** And what are the most common communication channels do you use to communicate with your managers in the company?

Based on respondents, the communication between employees and managers weather upward or downward indicated that the most used communication channel is internet especially internal internet (outlook), where employees receive information from managers through the head of department then they spread them to other employees. In the meantime, employees reply to managers through the same tool of communication. They use also internal telephone and external telephone in order to accomplish their duties, as well as other types such as face-to-face and walk talkie were mentioned.

The participants stated that by giving example, Respondent 4 explained:

“Managers sometimes send e-mails telling me what they need me to do, and also I can reply it telling them that I have accomplished my work or they can tell me face-to-face. Ok face-to-face eehhh but also

telephone is used. There is mobile and fixed line, Ehhh internal telephone, e-mail and face-to-face”.

Another Respondent expressed that supervisors are accessed to internet where they receive messages and send them to other employees where said:

“First of all the department has chief, And the chief access to E-mail then manager send message to chief of department then the chief spread it to other employees”.

The Appendix 14 displays interview questions on the most common used communication channels based on role understanding competency.

#### ***4.4.2.2 Organization’s Culture Awareness Competency***

In order to answer RQ2, the researcher used three interview questions. Those interview questions were looking for reactions and answers about most communication channels which useful in the company, how the organization communicate with government authorities as well as the company and publics. However, the researcher studied and tested interview question one by one before he combined replies and answers to research question.

**Interview question 4:** What are the most common used communication channels that are used in your company?

All respondents agreed that most common communication channel used by managers and employees in Sulfo Rwanda Industries is telephones (mobile and fixed lines) followed by internet, respondent 3 said:

“Here in the company we use telephone, we use ehhhh Emails, or outlook”.

Furthermore, they use other communication tools such as face-to-face, addressed documents, and SMS as mentioned in flowed up answers. According to the respondents the channel or medium of communication is useful according the service or department and the moment is needed.

The respondent expressed more by explaining more details. Respondent 1 further information:

“Yeah mobile phones, internet we have internet then ehhe intercoms, intercoms we have communication among these phones, then there is radio, radio communication (walk talkie). yes sir yeahh always mainly communication to telephone and intercom then our ehhe internal circular yes”.

**Interview question 5:** What are the most common used communication channels do you use to communicate with government authority?

The government authority has power and legislation to organise the interest between nation, publics and investment companies. In the Sulfo Rwanda Industries, managers responded that the most common communication tool used to communicate with government is letters as well as Emails. The telephone is used in particular time between company and government authorities. Respondent 1 and 2 they mentioned it in belief where they said:

“E-mails and letters” and “yeah it letters, e-mails”.

The company also uses radio and newspaper as types of communication with government authorities through announcement as Respondent 3 explained:

“Government authorities we use telephone they send letters and we send letters to them and they send letters to us, which means we use

telephone, letters and sometimes announcements through radio, Eehhh and newspapers”.

**Interview question 6:** What are the most common used communication channels do you use to communicate with public in the company?

The organization engages in communication between itself and its publics by informing key audiences, constructs or forms significant relationships and brings vital information back into an organization for analysis and action. It can be seen also as exchanging information such as advertisement. In the Sulfo Rwanda Industries, managers responded that the most common communication tool used to communicate with publics Newspapers. The company also uses radio and newspaper as types of communication with public through advertisements and lorry show. The respondent 2 said:

“Ehh public message you know I mean ehh normally we use printing media as well as it during advertisements, yes, yeah printing media like newspapers like magazines, yes, okay yeah and also also we have I mean if it is particularly party particularly statement particularly area we have our our I mean ehhh I mean ehhhh we use lorry shows, yes, that also is type of communication”.

The Respondent 5 add the website and telephone calls where said:

“First of all we have website customers look what they need, what company has but almost they come here when they have problem they use telephone for example; when customer come and buy goods, then he or she leave the check after we find that there is no money on his account number because they leave their telephone number we call them then we solve the problem”.



The Appendix 15 illustrates the interview questions on the most common used communication channels based on organization's culture awareness competency.

#### ***4.4.2.3 The Employees' Performance Competency and Level of Effectiveness of Communication Channel***

In order to answer RQ3, the researcher addressed one interview questions to response the research question three, that was looking for answers about most communication channels which useful organization and customers. The researcher examined interview question seven in order to answers research question three.

**Interview question 7:** What are the most common used communication channels do you use to communicate with customers in your company?

Sulfo Rwanda Industries as big company has big number of customers whether internal or external customer. However, there are a need of connection and communication among managers, employees of Sulfo Rwanda Industries and customers as well as public community. Almost all respondents stated that the most communication tool used between the company and customers is internet, followed by telephone as Respondent 5 said:

“First of all we have website customers look what they need, what company has but almost they come here when they have problem they use telephone for example; when customer come and buy goods, then he or she leave the check after we find that there is no money on his account number because they leave their telephone number we call them then we solve the problem”.

However, there are some cases such as advertisements, where the most used communication channel used is printing media like newspaper and magazines.

Respondent 2 said:

“We use printing media as well as it during advertisements, yes, yeah printing media like newspapers like magazines”.

Also, face-to-face is preferred communication tool in terms of internal customers to solve some problem as well as letters are used to give them brief or warning.

The participants expressed more by stating examples. Respondent 8 said:

“yeahhh there is two types of customers, there is internal customers and external customers, like you now you are customer external because you come outside you need service, the internal customer is like my colleague come from other department such as from accountability come here to general direction or from marketing department or from cosmetic or soft factory needs something here all of them there are my customers I should know how I communicate with them. Uhhh. Again mainly let me start with internal customer almost we use telephone, and we use E-mails that outlook we have also the book which we register in order to avoid someone who can say that for example write punishment letter miss salary, the letter to someone in the soap department even the letter has written but we should have evidence that in the department they have seen it, chief of the department if have seen it he should know that person they have given him punishment that also is kind of communication, because he can say that he did not get that letter”.

The Appendix 16 shows the interview questions about the most common used communication channels based on employees' performance.

#### ***4.4.2.4 Ways of communication that are used regularly among employees and employers***

The researcher used questions which ask ways of communication in order to make interview more clear and understandable. The accounting manager explained that managers and employees the process that are followed in terms of contact almost internet when they gives orders, instructions and changes, fixed line telephone when they talk about works, which does not mean they do not use mobile phone. He elaborated that when managers give employees orders they use papers such as memos, post and letters, which was confirmed by direction secretary. Respondent 8 said:

“Yes letters are important for example information we need to give all staff as I work in the general directorial we have letters which signed by general director which inform them something or orders. If there is training we are organizing which will be some period because we have more than 600 staff and around seven departments in this case we use service letter and we post it, but also we scan it then we send it through E-mail that outlook in order to avoid someone who can say that he did not see it”.

The participants differentiate between fixed line and mobile phones as Respondent 3 said:

“Here we use fixed line telephone we do not use mobile between managers or when we talk about works we use fixed line ehhh”.

They explained the difference between internet and outlook where it defined as own company’s internet the Respondent 6 said:

“Okay there is some kind of little difference because I can say that here we have our own system of communication”.

In addition, during discussion with respondents, the researcher noted that social media including Facebook are used in the advertisements and publicity not in the process of information between managers and employees.

The Appendix 17 indicates interview questions of ways of communication that are used regularly among employees and employers from interview.

#### ***4.4.2.5 How specific communication channel be selected***

The researcher asked how they select one or more communication channels in order to transfer information between management and workers officially and effectively. The direction secretary described that managers and employees access to information through internet (E-mails) and letters either downward or upward. The fixed line and mobile telephones, SMS often selected when the information transferred horizontal among employees and departments. While, managers provide to employees memos and post as public announcements that was confirmed by direction secretary.

Respondent 8 said:

“Also there are letters you see like when there is one of employees, then the general direction needs to tell him something, uhhh, such as transfer from department to another in that case we use letters, okay or there is report that he or she did mistake that should be punished, uhh there is some oral punishment and there is others we have to write them. Uhh you write punishment ehhe. Also we use memos. Small paper you write to manager or ehhe. It is like ehhehe here does not go out is internal we use internal memo for example we need to give instructions to Gikondo department we use memo. For instance last day when we were in HCT management system memo was done to inform means there is a team of HCT members so they inform that these those are members of HCT they inform like that”.

The participants differentiate between fixed line and mobile phones as Respondent 5 said:

“You see that we use fixed line and also mobile phone. For example when I go out of the company, I use mobile phones that belong to the department. We have department’s mobile phone not personally telephone”.

They explained the difference between telephone calls and face-to-face as well as they can meet each other when staffs work in the same environment of workplace such office the Respondent 8 said:

“I can say also that we mainly use telephone because I can realize if I talk to that one it will be bothering others, then I call him or if there is a case which we may have to discuss, I move to him in order to discuss it, we use verbal language but again mainly we use internal telephone.”.

The Appendix 18 indicates interview questions of how certain communication channel is used among managers and employees in particular case from interview.

#### ***4.4.2.6 Why certain communication channel be chosen***

The researcher asked why they use particular communication channel in specific situation in order to make interview more logical and reasonable. The direction secretary defined that managers and employees access to information through internet (E-mails) and letters either downward or upward, because these types of communication may remain in the archives of the company. Also it may help management to keep those hardcopies as well as softcopies as references as evidence that certain rules, instructions, punishments and orders are given to employees. At the

same time employees may refer to those copies show that they reply and cope with work as well as they understand and follow the management's orders and instructions.

The face-to-face communication, fixed line and mobile telephone calls, SMS often selected when the information transferred horizontal among employees and departments, because that assist staffs to get more explanations to any kind of task performance. While, managers provide to employees memos and post as public announcements, these types of communication are more effectively when information regard the whole company's staffs that was confirmed by direction secretary.

Respondent 8 said:

“If there is training we are organizing which will be some period because we have more than 600 staff and around seven departments, in this case we use service letter and we post it. But also we scan it then we send it through E-mail that outlook in order to avoid someone who can say that he did not receive it. Also there are letters you see like when there is one of employees, then the general direction needs to tell him something, uhhh, such as transfer from department to another in that case we use letters. Okay? or there is report that he or she did mistake that should be punished, uhh there is some oral punishment and there is others we have to write them”.

The participants differentiate between fixed line and mobile phones as

Respondent 4 said:

“Almost we use face-to-face but sometimes we could need to communicate with workers at other branches such as Gikondo or Cosmetic so we use internal telephone”.

They explained the difference between internet and outlook where it defined as own company's internet the Respondent 7 said:

“If one colleagues exit outside we can call him to his personal mobile phone using central telephone which call outside we can ask him what we need to know”.

The Appendix 19 indicates interview questions of why specific communication channel is used among managers and employers in particular case from interview.

#### **4.5 THE COMPARISON BETWEEN QUANTITATIVE AND QUALITATIVE RESEARCH**

After the results of both qualitative and quantitative are recorded, the researcher compared between them based on mentioned three competencies namely (RUC), (OCAC) and (EPC). Each of the competencies was compare with the other as follow.

##### **4.5.1 The Comparison of Role Understanding Competency**

In order to compare results of both quantitative and qualitative data, the researcher answered RQ1 by looking at both findings of quantitative and qualitative techniques. Responses to the seven communication channels as mentioned before that were used by the managers and the employees were examined. As convergent parallel model, the quantitative results showed that the managers and employees of Sulfo Rwanda Industries believed themselves as most experienced with addressed documents, with lowest practice with Facebook. However, the experience with other channels which are face-to-face, landline telephone, mobile (cellular) telephone, SMS and E-mails placed between these two channels.

On the other hands, the qualitative findings presented that the types of communication chosen by managers in terms of communicating with their colleagues are absolutely dissimilar with employees. Managers assumed that the most common communication with their colleagues is internet followed by telephone. Whereas, employees favoured that telephone (fixed line and mobile) while some of others preferred face-to-face and SMS are the most common communication channels when they contact with their colleagues.

In addition, the participants believed that internet is the most means of communication followed by internal and external telephone. They mentioned other communication channels such as face-to-face and walkie-talkie in terms of communication between managers and employees whether down ward or upward communication in order to complete their assignments.

#### **4.5.2 The Comparison of Organization's Culture Awareness Competency**

According to findings from quantitative and qualitative research approaches, the researcher answered RQ2 by viewing both findings from quantitative and qualitative techniques. Responses to the seven communication channels as expressed previously that were used by the managers and the employees were tested. As the methods of convergent parallel, the quantitative results indicate that the managers and employees of Sulfo Rwanda Industries believed that the most common communication channel used is addressed document in all variables namely the core values of the company, the rules of the company and the code of conduct. However, the lowest means of communication is Facebook in terms of the core values of the company and SMS for the rules of the company and the code of conduct. In contrast other communication



channels which are email, face-to-face, landline telephone and mobile phone placed between those two extremes.

In comparison with the qualitative findings, the data indicated that the most communication channels in the company are telephones (mobile and fixed lines) followed by internet. Besides, they use other communication means such as face-to-face, addressed documents, and SMS.

Moreover, letters and emails were preferred by managers as the most common communication tools used to communicate with government authorities. The telephone is used in specific period between company and government authorities. Respondents indicate that the organization also uses radio and newspaper as means of communication with government authorities through announcement, while the company uses print media such as magazines, newspaper and lorry show to communicate with public through advertisements.

#### **4.5.3 The Comparison of Employees' Performance Competency**

In comparison of quantitative and qualitative research approaches findings, the researcher answered RQ3 by observing from both results quantitative and qualitative. Based on the Employees' Performance Competency, the findings indicated that managers and employees of the company favoured to use addressed documents for company accomplishments followed by e-mails, however, the lowest was Facebook in terms of company activities. Face-to-face, mobile and others channel of communication are in between all.

On the other side, the researcher reviewed the qualitative results. Practically all respondents specified the internet as the most communication tool used between the company and customers, followed by telephone. But, printing media like newspaper and magazines are used in some cases such as advertisements. Besides, face-to-face is favoured communication type in terms of internal customers to solve some problem as well as letters are used to give them brief or warning.

#### **4.6 THE FINDINGS**

The major relation of both method of this research is that test most preferred communication channel among managers and employees in the Sulfo Rwanda Industries. In addition, both approaches examined which are most preferred communication tool among the other communication channels that belong to traditional media compared to new media. Even though managers and employees use one of the most perceived rich communication channels among face-to-face, addressed documents, mobile (cellular) telephone calls, land (fixed) lines telephone calls, SMS, e-mails and Facebook based on the Role Understanding Competency, their most preferred communication channels are e-mails and addressed documents from both quantitative and qualitative perspective. It further explains that in organizations new media are being used massively. The emergence of both internet and technology, have produced many new communication channels which range from e-mail, instant messenger and social media. Each of these communication channels seems to have its own features and functions. Executives and employees as well as the organization utilize these communication channels according to their preference, task and situation. Both medium, traditional and new media are practiced in the organization. This study can extend the research towards the social presence and

media richness theory as some of the do inline and contradicts among these theories. That is the most common variable from both qualitative and quantitative measurement of this study is e-mail followed by addressed documents, face-to-face, land line telephone, mobile telephone, SMS and Facebook.

The results of both qualitative and quantitative techniques from this study show that managers and employees of the mentioned company (Sulfo Rwanda industries) preferred rich communication channel among face-to-face, addressed documents, mobile (cellular) telephone calls, land (fixed) lines telephone calls, SMS, e-mails and Facebook. Based on the Organization's Culture Awareness Competency mostly is addressed documents, telephones (landline and mobile) are also favoured. However, other means of communication (E-mails, face-to-face, SMS and Facebook) as well are useful but in different level of useful.

The findings from both qualitative and quantitative from the research displays that managers and employees of Sulfo Rwanda industries favoured rich communication channel among face-to-face, addressed documents, mobile (cellular) telephone calls, land (fixed) lines telephone calls, SMS, e-mails and Facebook based on the Employees' Performance Competency mostly is E-mail followed by addressed documents, face-to-face, mobile telephone calls, landline telephone calls. However, other means of communication such as SMS and Facebook considered least useful.

At the moment quantitative data indicate the negative relationship between independent and dependent variables, the findings from qualitative from the study show the way, how and why managers and employees of Sulfo Rwanda industries

used particular communication channel in specific situation. Managers and employees contact each other through internet (E-mails) and letters either downward or upward, because these types of communication may remain in the archives of the company. Also it may support management to keep those hardcopies as well as softcopies as references as evidence that certain rules, instructions, punishments and orders are given to employees. Meanwhile, time employees may refer to those copies show that they reply and cope with work as well as they understand and follow the management's orders and instructions.

The findings also demonstrated that face-to-face communication, fixed line and mobile telephone calls, SMS often chosen when the information transmitted horizontal among employees and departments, because that assist staffs to get more explanations to any kind of task performance. While, managers provide to employees memos and post as public announcements, these types of communication are more effectively when information regard the whole company's staffs.

#### **4.7 SUMMARY OF CHAPTER FOUR**

The chapter contents with introduction of the chapter which involved the data collection process, the analysis procedure and findings of the three main research questions on management and communication channels in Sulfo Rwanda Industries. However, the chapter reports the respondents' demographic back ground, quantitative and qualitative data analysis and findings, also reliability test of both research methods approaches.

In addition the chapter shows the research and interview questions test, the comparison between quantitative and qualitative results. Lastly, it presents the findings from each approach data as well as the comparison of two methods.