

CHRISTIAN SERVICE UNIVERSITY COLLEGE
FACULTY OF HUMANITIES
DEPARTMENT OF COMMUNICATION STUDIES

INTERNAL COMMUNICATION AUDIT OF CHRISTIAN SERVICE
UNIVERSITY COLLEGE

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A DISSERTATION SUBMITTED TO THE CHRISTIAN SERVICE UNIVERSITY
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AWARD OF BACHELOR OF ARTS DEGREE
IN COMMUNICATIONS STUDIES

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STATEMENT OF AUTHENTICITY

We do hereby declare that this project report is the result of our own original research, except for sections for which references have been duly made, and that to the best of our knowledge, no part of it has been presented to this University College or any other institution for the award of a degree.

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I.....have supervised the conduct of the research/project and the report preparation indicated above by the students listed above and **AUTHORIZE** the submission of the report for final examination.

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ABSTRACT

Effective communication is necessary for organizational growth and efficiency. As systems, it is appropriate to carry out periodic internal communication audit with the view of examining current communication challenges, opportunities and improvements. That was the focus of the study. Christian Service University College has a system of communication that has not been audited for a while. Such a situation present a challenge in that it becomes difficult to detect and address communication needs, interests and concerns. The purpose of the study is to audit the internal communication with focus on information overload and underload to understand how they impact effective internal communication. The study was a quantitative and data was collected from 60 employees across the different levels of employment (Senior Members, Senior Staff and Junior Staff). Among the key finding is that CSUC uses different channels to communicate across the various lines of communication. More so there is a gap as far as communication from management to the lower levels of employment is concerned. The study recommends a proactive system where management decisions that have direct implications for the lower levels are communicated promptly and effectively using the unit/department heads.

DEDICATION

We dedicate this research to the Almighty God for His direction and His help throughout our lives in this School and also for inspiring confidence in us to go through life with a positive zeal. We further dedicate this research to our parents and our families, we also dedicate this to Rev. Justice Boffah Pokumensah, our supervisor. Our message to them is when the thought and vision from the inside become powerful than the thought from the outside, you master your life.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

The subject of auditing internal communication has been extensively researched into. However, there are still some aspects that require academic inquiry particularly with sometimes underestimated processes that greatly impact the success of internal communication. This study focuses on critically examining the internal communication of Christian Service University College with special emphases in information that are shared across the levels of communication.

1.2 BACKGROUND TO THE STUDY

Communication is a means of lubricating internal communication processes. Clampit and Downs (1993) found a strong correlation between communication productivity. Several studies and scholars have affirmed the importance of ensuring effective communication at all times (e.g. Cutlip & Centre, 1978; Daft 1983; Farace, Monge & Russell 1977; Kopec 1982; Modaff, & DeWine, 2002; Hume, 2007).

However most of the studies focus on context processes rather than content. Considering the fact that communication ought to be comprehensive (Richmond & McCroskey 2009), it suggest that academic inquiry should focus on the areas that have been hitherto neglected or better still, overlooked. A comprehensive understanding of all internal communication processes would provide a better framework within which to conceptualize a perfect communication system (Welch & Jackson, 2005).

1.3 PROBLEM STATEMENT

Existing literature focus predominantly on the processes and rather than content of internal communication activities particularly in organizations that have complex communication networks. In this regard, many organizations see communication as the nexus through which internal communication processes are achieved. Sometimes the challenge is how to manage information overload and underload. That is the focus of this study. This study explores the negative impact or effect of communication underload or/and overload of organizations with complex communication networks like CSUC.

1.4 PURPOSE OF THE STUDY

The purpose of the study is to audit the internal communication with focus on information overload and underload to understand how they impact effective internal communication.

1.5 OBJECTIVES OF THE STUDY

1. To establish the communication channels in CSUC
2. To establish the existence of communication underload at CSUC
3. To establish the existence of communication overload at CSUC
4. To make recommendations for the improvement of communication at CSUC

1.6 RESEARCH QUESTIONS

1. What communication channels exist in CSUC?
2. Are there existence of communication underload at CSUC?
3. Are there existence of communication overload at CSUC?
4. How can internal communication at CSUC be improved?

1.7 SIGNIFICANCE OF THE STUDY

This study is significant because it will enhance our understanding of internal communication processes and also serve as basis for further study.

1.8 SCOPE OF THE STUDY

Due to time and other logistical constraints, the study focused on only Christian service University College. The study will cover the period between August 2016 and May 2017.

1.9 DEFINITION OF KEY TERMS

Information Underload

In this study, information underload is defined as the lack of adequate information needed by lower level employees to effectively carry out their tasks and responsibilities which negatively affect smooth operations within an organization.

Information Overload

Information overload is defined as the converse of information underload expect to add that it creates confusion and anxiety among employees on specific task oriented issues

Communication Audit

It is framework that provides tools for assessing internal and external communication systems, processes and activities of organizations with the purpose of identifying, understanding and managing communications problems and challenges in an effective and efficient manner.

CHAPTER TWO

REVIEW OF EMPIRICAL STUDIES ON INTRINSIC MOTIVATION

2.1 INTRODUCTION

This chapter reviews empirical literature and proceed to provide a theoretical framework that informs the study.

2.2 THE ROLE OF INFORMATION SHARING IN ORGANIZATIONS

There is enormous empirical evidence to suggest that without effective communication, organizations may exist as “whitewashed tombs” in that it is through effective communication that organizations achieve their goals (Cushman, King, & Smith, 1988).

2.3 THE BENEFITS OF COMMUNICATION AUDIT

Several studies since the early 1950s’ have provided the answers to the usefulness of communication audits (Booth, 1988; Antonis 2005, Foreman 1997). However, Hamilton (1987:6) identifies six key benefits of communication audits which are of importance and relevance to this study:

1. Improved productivity
2. More appropriate use of existing and future communication and information technology
3. More efficient use of time
4. Discovery of hidden information resources
5. Improved morale and
6. A more vibrant corporate culture

Several methodologies are used to conduct communication audits including the use both qualitative and quantitative data collection strategies such as

questionnaire, interviews, focus group discussion and obtrusive or on unobtrusive observations (Hamilton, 1987). Each of these tools focuses on aspects of examining organizational relationships that impact communications.

2.4 INFORMATION OVERLOAD AND UNDERLOAD

The concept of information overload and underload are two related concepts in organizational communication that greatly impact effect on communication. It is instructive to note that these two concepts are products of two factors; the quest to provide information to employees to carry out their tasks either in minimal quantum or maximal proportions. Either way, it is injurious to effective internal communication in that; they could lead to delayed decision or making wrong decisions. Alvin Toffler in the 1970s, predicted that the rapidly increasing amounts of information being produced [information overload] would eventually cause people problems in all contexts including organizations and social settings. Since then, much research has focused on dealing with both information overload and underload.

2.5 THEORETICAL FRAMEWORK

Systems theory

The systems theory (ST) framework provides an invaluable tool for assessing and examining the relationships between interrelated units and or sections within an organization (Miller, 2006). The ST explains the interdependence of the various units within organizations and how it is forcefully lubricated by communication. Belasen (2008) explains that the ST is one of the theories that have been extensively used to audit communications within organizations. Communication theorists argue that effective communication among the channels and lines of

command is pivotal and correlated with organizational effectiveness and productivity (McLeod & Chaffee, 1973; Dainton & Zelley, 2005; Hannagan, 2005).

The systems theory proposes four interrelated concepts or terms, namely 1) wholeness, 2) hierarchy, 3) Openness and 4) feedback (Drack & Apfatter, 2007). These ideas inform organizational theorists to appreciate the interdependence of the various levels of command. In effect, the ST assumes that organizations are hierarchical in orientation and must be managed using effective communication (Murdock, 2005). The original proponent of the theory summed up this view when he notes: “You cannot sum up the behaviour of the whole from the isolated parts and you have to take into account the relations between the various subordinate systems which are super-oriented to them in order to understand the behaviour of the parts” (Bertalanffy, 1968:1). As a system, effective feedback is necessary from the environments to operate in a coherent manner (Stout & Perkins, 1987). This implies that information overload and or underload is injurious to the smooth operations of the organization. It is therefore important to conduct an audit of the communication processes so as to avoid “imbalances and maintain equilibrium” which could lead to disintegration and death (Littlejohn, 1992).

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter discusses the study method and design, the target population, data collection tools and analysis and presentation.

3.2 METHOD OF STUDY

This study adopted the quantitative method of inquiry which according to Mugenda and Mugenda (1999) provides a framework for assessing the views and opinions on issues.

3.3 STUDY DESIGN

Communication audits essentially use Descriptive design to examine various aspects of organizational processes and practices (Booth, 1998; Bernhardt, 2006). According to Mugenda and Mugenda (1999) a descriptive design enables a researcher to properly set out a framework within which to conceptualize and operationalize the variables to be described. The aim of this study is to describe certain aspects of internal communication hence the descriptive design is scientifically appropriate.

3.4 STUDY POPULATION

The population of the study comprised of all the workforce of Christian Service University College. Christian Service University College (CSUC) was established in 1974 and started with four students and currently has over 2000. It is located at Odenho-Kwadaso in Kumasi. According to Nimako, Theodore and Boakye (2015) CSUC had employee strength of 120. CSUC was selected for this study because of its elaborate communication structure comprising of different levels of authority.

3.5 SAMPLING

Purposive sampling will be used for this study since it enables researchers to rightly identify specific organizations with specific internal communication needs (Kopec 1992, Mugenda & Mugenda, 1999).

3.5.1 *Sample Size*

The study used 60 (more than 50%) of the entire employee strength of CSUC which according to Kothari (2004) is statistically significant to undertake a descriptive study of such nature.

3.6 DATA COLLECTION INSTRUMENT

This study collected quantitative data with the use of open-ended and close-ended questionnaire. The questionnaire will have 16 items to test the knowledge, attitudes and opinions of respondents on information sharing across all levels of operation. The items on the instruments will contain biographical data of respondents as well as their levels of employment which is key to this study.

3.7 DATA COLLECTION PROCESS

The collected data will be analysed using the Predictive Analytic Software (PASW, version 16). This will help minimise the error usually associated with manual analysis of quantitative data (Kothari, 2004). The PASW provides opportunity for the simplification of data thereby maintaining its reliability and validity properties.

3.8 DATA PROCESSING AND ANALYSIS

For the purposes of clarity and simplification, analysed data was presented using simple bar charts, frequency tables and graphs. This will present a pictorial view of

the data and its implications for the study. Frequency tables shall provide information on variables, frequencies and percentages in a-three column approach.

3.9 ETHICAL CONSIDERATIONS

To ensure ethical rules are observed, a formal letter will be sent to the selected institution to seek permission to be able to carry out the study. Then also, members of the institution who willingly agree to participate in the study will be briefed so far as the purpose of the study is concerned. They will be assured of their confidentiality of their response which shall be used solely for academic purposes (American Speech-Language-Hearing, Association, 2016).

3.10 SUMMARY OF CHAPTER

This chapter has provided the methodological framework in which this study will be carried out.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 INTRODUCTION

A total of 60 questionnaires were administered and have been analyzed for this study. The background of the respondents has been presented in addition to the other views on internal communication practices and processes at Christian Service University College. The respondents were drawn from all the Departments and units of CSUC namely Registry, Security and Safety, Library, Estate, and Lecturers. In effect, the three categories of employment were captured in this study namely; senior members, senior staff and junior staff.

4.2 DEMOGRAPHICS OF THE RESPONDENTS

Age of respondents

The two leading statistics as shown in figure 1 above shows that majority of the respondents were youth (about 75%). This shows that CSUC has a youthful working population although this phenomenon may not have any significant impact on the current study.

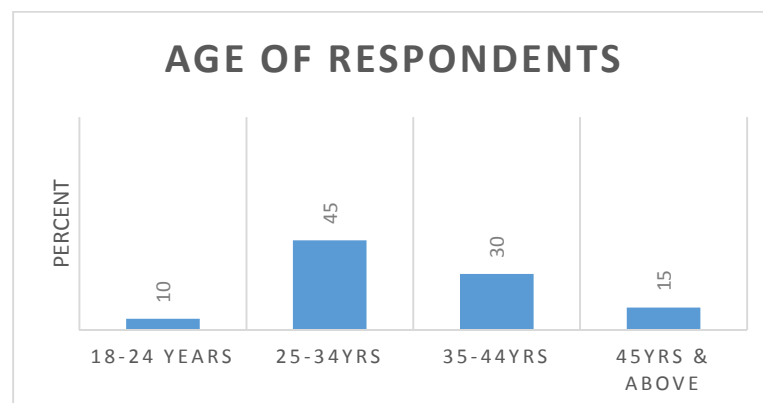


Figure 1: Showing the age of the respondents

Gender of respondents

Gender issues directly or indirectly impact communication tactics and practices.

Figure 2 below shows that the male dominance is high (60%). This may give an indication that the male population at CSUC is relative high.

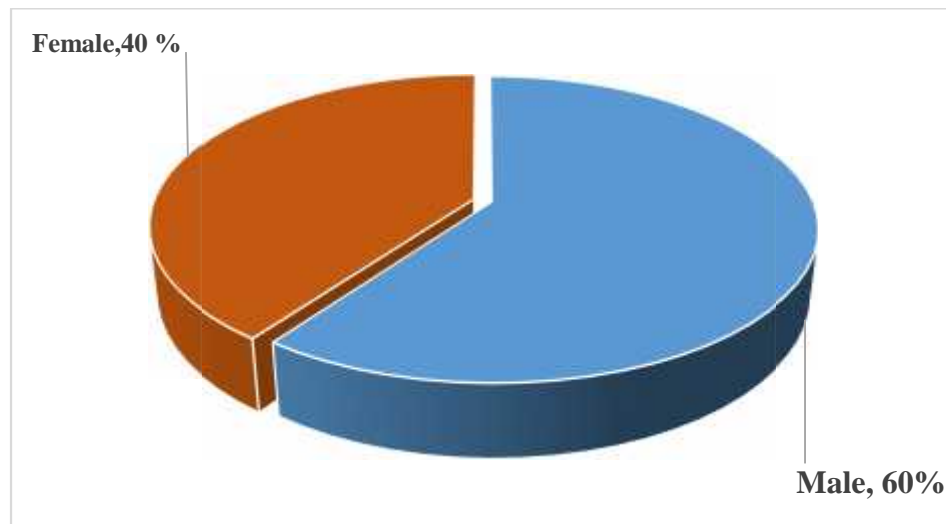


Figure 2: Showing the gender of respondents

Highest level of Education of Respondents

The educational level of the respondents was measured with three variables – secondary, diploma and degree. Table 1 below shows that majority of the respondents had up to the degree level (80%). The implication is somewhat simple, they are able to read, understand and respond to the different communication media currently available at the University College. The second highest finding (secondary, 20%) also support the opinions expressed below.

Table 1: Showing the highest level of education of respondents

Highest level of Education	Number of Respondents	Percent (%)
Secondary	12	20
Degree	48	80
Diploma	0	0
Total	60	100

Length of Service at CSUC

The respondents were asked to report on their length of service at CSUC. Table 2 below shows that majority (33%) of the respondents have worked for CSUC from 0-5 years. The distribution of the length of service is not even but shows that the respondents are not novice so far as understanding the internal communication systems at CSUC is concerned.

Table 2: Showing the length of Service of respondents at CSUC

Length of service at CSUC	Number of respondents	Percent %
0-5 years	33	55
5-10yrs	18	30
10yrs & above	9	15
Total	60	100

Channels of Communication at CSUC

Due to the complexity and dynamics of internal communication impacted by the structure and culture of the organization, several channels are used to achieve effectiveness. Table 3 below shows the channels of communication that are used.

Table 3: Showing the channels of communication at CSUC

Channel	Frequency
Written memos	60
Intercom	60
Notice boards	60
Internet mail	60
Mobile phones	60
Word of mouth	60
Grapevine	60
Group meetings	60
Facebook	60

Internal Communication Issues

A total of nine (9) Likert-scale questions were used to collect the opinion of the respondents on general internal communication issues. Table 4 below shows that, generally, the findings were positive as the respondents strongly agreed with the variables. One interesting finding is how management decisions are communicated across the levels of authority. Seventy five (75%) of the respondents agree that “major management decisions are communicated to them on time” whereas 25% cumulatively think otherwise. Such a situation presents a challenge because management decisions usually aims at 100% coverage so in cases where about 25% strongly disagree or cannot disclose whether management decisions are communicated to them on time. Another significant finding is the in the area of seeking clarification about information respondents received from immediate supervisors/bosses. Seventy-five (75%) indicated that they strongly agree with the

statement: “I sometimes seek clarification about the information that I receive from my immediate supervisor to do my job” and 25% strongly disagree or undecided. Beside these two statements, all the other responses are positive.

Table 4: Showing the responses to the Likert-scale statements

<i>Statement</i>	<i>Responses</i>			
	<i>Strongly agree</i>	<i>Undecided</i>	<i>Strongly disagree</i>	<i>Total</i>
	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>
I receive enough information from my immediate supervisor to carry out my job-related task	90	0	10	100
I receive enough information from my immediate supervisor to carry out non-related task	90	0	10	100
The information I receive from my immediate boss is frequent	85	5	10	100
Major management decisions are communicated to me on time	75	15	10	100
Sometimes I consult my other colleagues to clarify information that I receive from immediate supervisor	80	10	10	100
The instructions I receive from my immediate supervisor are usually clear to enable me carry out my task.	90	0	10	100
The instructions I receive from my immediate supervisor are always clear to enable me carry out my task	90	0	10	100
I usually seek clarification about the information that I receive from my immediate supervisor to carry out my job.	75	0	25	100
I sometimes seek clarification about the information that I receive from my immediate supervisor to do my job.	75	0	25	100

FINDINGS OF OPEN ENDED QUESTION

Recommendations on improving Communication at CSUC

1. The internal communication processes is in place but I suggest the networking for the process must be checked to improve the effective use of the information channels.
2. I am of the view that the university college is doing more as far as internal communication is concerned but I think we can make good use of emerging social media platforms most especially Whatsapp.
3. I suggest information should be communicated to us via email and perhaps SMS alert. Again there should be a policy that each staff acknowledge receipt of each information sent through the above means
4. There is sufficient communication processes in the institutions; but there should be timely information alert to the individual staff.
5. Working together as a team help build effective communication process, I suggest staff meetings should be strengthened to encourage effective communication process in the institution.
6. I know we cannot do away with grapevine entirely but I believe that if there should be free flow of information it will reduce the rate at which we fall on others for clarification of information.
7. The grapevine as a channel of communication with the institution among personnel is not helping as related to as a Christian institution.
8. I suggest grapevine communication process in the institution should be put to a stop. It would not encourage the channels of getting information.
9. I think what is in place is sufficient for the use of communication in the University College.

10. Colleagues must remember that we are working as a team. That we are “primus inter pares” first among equals and that we must treat information as engine for successful cooperation.
11. I think regular meetings with all category of staff involve is required. Information should also be delivered timely, accurately and precisely. Grapevine type of communication must be discouraged. Accessibility to the right people void of discrimination.
12. I don't have a technical word for this action but I suggest if information could be given early enough to the recipient to make strategic decision for delivery, it will be a laudable idea. Again there should be an effective approach in passing through information to some junior staff who don't have access to computers.
13. To improve communication at CSUC, I would recommend that the doors of management should be opened to each and every member of the organization so that anyone who has a problem can easily be solved.
14. I recommend that decisions must be communicated on time via email and SMS alert.
15. Information should be easily accessed. Information should not be ambiguous. Information should be clarified. Information should be made available.
16. I believe there should be regular departmental meeting to brief us on issues.
17. Information should be devoid of ambiguity. Information should be clarified to enable effective cooperation. Information should be made available at all times.
18. I recommend that the institution provide proper communication channel to enable the employee to work effectively.
19. On the side of my department security and safety I recommend Motorola “walk talkie”

20. The internal communication processes are being carried out something to enable the job done.
21. Develop an application for instance called "911. This will ease the flow of worker having to visit the notice board or visit their emails for information. This 911 application when used to disseminate information will come with some urgency attached to the information.
22. The effectiveness of internal communication must do away with grapevine for this would not encourage respect.
23. Whatsapp, this can be used to improve communication
24. There should be enhanced communication technology
25. Frequent use of text messages (SMS)
26. There should be more social media sites to broadcast information.
27. Frequent messages via SMS
28. Social gatherings on monthly basis to discuss the institution's priorities
29. Information should be given to staff much earlier.
30. Modern forms of communication like Facebook, twitter and whatsapp platforms should be used for easy flow of information among the staff.
31. The staff must be informed earlier.
32. Information on the institutions website should be updated regularly.
33. The instructions given by our supervisors should be clear and understandable.
34. The information should be shaped on a platform (A secured one which every staff should have so information reaches staff on time.)
35. There should be a way for those at the security post to get information may be through frequent phone calls
36. Constant sending of messages via e-mail

37. The school must have avenues where there would be prompt delivery of information on new programs such as SMS.
38. The internet connectivity should be improved upon so we get information on time.
39. The school website must be briefed with up to date information.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter discusses the key findings in relation to the objectives of the study and offer general conclusions and recommendations for the management of CSUC and the implications for research in the area of internal communication audit.

5.2 SUMMARY AND DISCUSSION OF KEY FINDINGS

The study used four objectives namely 1) to establish the communication channels in CSUC; 2) to establish the existence of communication underload at CSUC; 3) to establish the existence of communication overload at CSUC and 4) To make recommendations for the improvement of communication at CSUC.

On the first objective, to establish the communication channels in CSUC, the study found that several channels are used to facilitate internal communication at CSUC namely written memos, intercom, notice boards; internet mail powered by Gmail, mobile phone (e-alert), word of mouth, grapevine (rumours), and staff meetings. This finding support several extant studies that argue that the internal communication channels of an organization must be diversified. Thus, organizations must explore and utilize several communication channels based on its communication goals. In effect, the communication activity of CSUC is greatly enhanced by this phenomenon of using several channels to communicate. However, the challenge is that if the existing channels are not properly monitored and improved, it could lead to either information overload or

underload. It is important to note that each of the channels have their unique advantage and disadvantages. Therefore the management of CSUC must periodically examine the positive and negative dimensions of the various communication channels to derive the intended benefits for deploying them.

The focus of the second and third objectives was to establish the existence of information overload and underload at CSUC. On one hand, information overload in this context refers to a situation where the same information is shared among employees over and over again to the point that it becomes 'nuisance'. Information underload on the other hand, refers to "less amount" of information creating dissatisfaction among employees.

To address the phenomenon of information overload, five (5) statements were used. For the first statement, "I receive enough information from my immediate supervisor to carry on my job related task", the findings (90%) indicate that the respondents were satisfied with the amount of information they receive from their immediate supervisors. The second statement was, "the information I receive from my immediate supervisor is frequent". The finding confirms the previous statement as 90% of the respondents affirmed in the positive. The third statement: "Major management decisions are communicated to me on time" also received a positive affirmation as 75% of the respondents indicated.

Majority (80%) of the respondents strongly agreed with the fourth statement: "Sometimes I consult my other colleagues to clarify information that I receive from my immediate supervisor". Juxtaposing this statement with the first one presents a challenge. Even though majority (90%) of the respondents affirmed the statement that they receive enough information from their immediate

supervisors, 80% also claimed that they sometimes consult other colleagues to clarify information they receive from their immediate supervisor. The question is, what accounts for this contradiction? Fortunately or unfortunately, the study didn't address this contradiction. However, the assumption underlying this contradiction may be as a result of the use of the adjective "sometimes". The resultant effect is that generally there may be isolated cases where clarity is sought through colleagues instead of the "source". This finding points to a challenge of effective feedback mechanisms at CSUC. It is either the respondents choose not to use existing communication feedback channels or they are non-existent! There may be the need to further examine the gap.

5.3 GENERAL CONCLUSION

The study concludes that internal communication at Christian Service University College is generally effective with significant gaps to be addressed.

5.4 RECOMMENDATIONS

In the context of internal communication, the recommendations of the direct participants or actors are very crucial in addressing identified challenges. Hence the recommendations by the respondents have been categorized in four thematic areas: 1) usage of technology to enhance internal communication; 2) timely sharing of job-related and non-job related information, 3) optimum utilization of currently existing channels of communication and 4) minimisation of grapevine as a form of official communication.

5.5 SUGGESTION FOR FUTURE RESEARCH

The study recommends a future research to examine the feedback mechanisms and how that impact effective internal communication at CSUC.

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APPENDIX 1: QUESTIONNAIRE

Dear respondent,

As part of the requirements for graduation, we are undertaking this study to audit the internal communication processes at CSUC. We kindly ask you to participate in this academic exercise by providing us with your candid response. All information provided to us will be treated with confidentiality.

Thank you.

BIOGRAPHICAL DATA

1. Age: 18-24yrs [] 25-34yrs [] 35-44yrs [] 45yrs & above []
2. Gender: Male [] Female []
3. Highest level of education: Secondary [] Diploma [] Degree []
4. Length of Service: 0-5years [] 5-10years [] 10 years & above []
5. Name of your department/Unit:
 - Accounts []
 - Estate []
 - Library []
 - IT []
 - Registry []
 - Academic (Teaching) []
 - Others (please state).....

OPINION DATA

TO ESTABLISH THE COMMUNICATION CHANNELS THAT EXIST IN CSUC

At CSUC, we use the following channels:

6. At CSUC, we use the following channels. Please tick [] as many as it you use

- Written Memos []
- Notice boards []
- Intercom []
- Internet mail []
- Mobile phones []
- Word of mouth []
- Grapevine []
- Group meetings []
- Facebook []

Provide [tick] your responses to the following adapted Likert questions. Strongly agree (SA), Agree (A), Undecided (UD), Strongly Disagree (SD) and Disagree (D).

S/N	Statement	SA (5)	A (4)	UD (3)	D (2)	SD (1)
TO ESTABLISH THE EXISTENCE OF COMMUNICATION UNDERLOAD AT CSUC						
7.	I receive enough information from my immediate supervisor to carry on my job related task					
8.	I receive enough information from my immediate supervisor to carry out non-job related task					
9.	The information I receive from my immediate is frequent					
10.	Major management decisions are communicated to me on time					
11.	Sometimes I consult my other colleagues to clarity information that I receive from my immediate supervisor.					

TO ESTABLISH THE EXISTENCE OF COMMUNICATION OVERLOAD AT CSUC						
S/N	Statement	SA (5)	A (4)	U (3)	D (2)	SD (1)
12.	The instructions I receive from my immediate supervisor are usually clear to enable me carry out my task.					
13.	The instructions I receive from my immediate supervisor are always clear to enable me carry out my task.					
14.	I usually seek clarification about the information that I receive from my immediate supervisor to carry out my job.					
15.	I sometimes seek clarification about the information that I receive from my immediate supervisor to carry out my job.					

TO MAKE RECOMMENDATIONS FOR THE IMPROVEMENT OF COMMUNICATION AT CSUC

16. What other recommendation do think can be used to improve communication at CSUC? (Please be brief in your response)

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